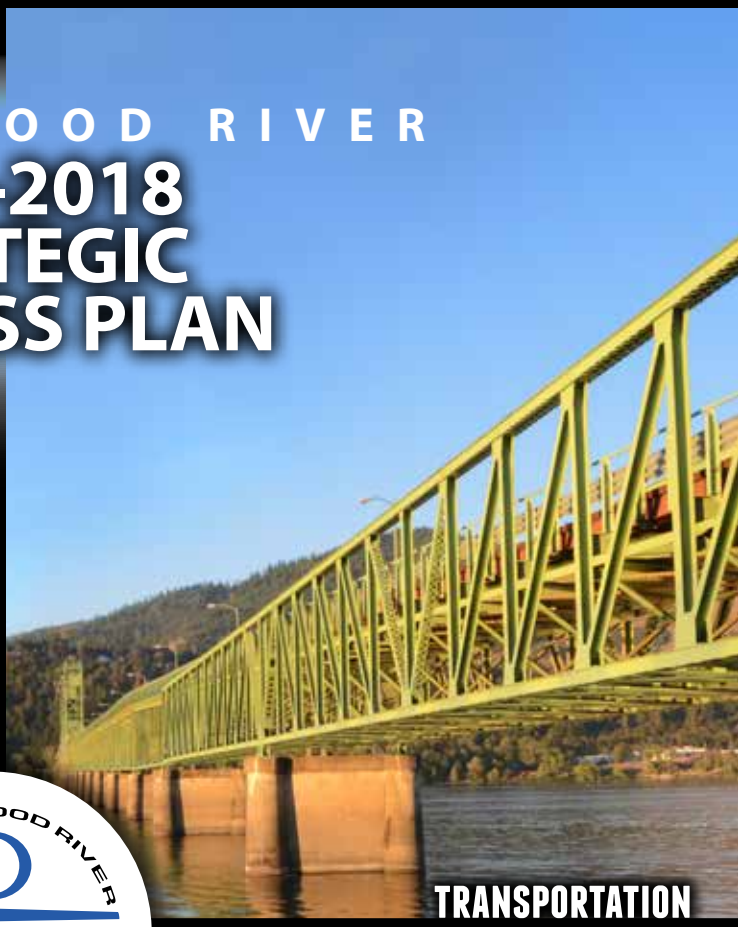
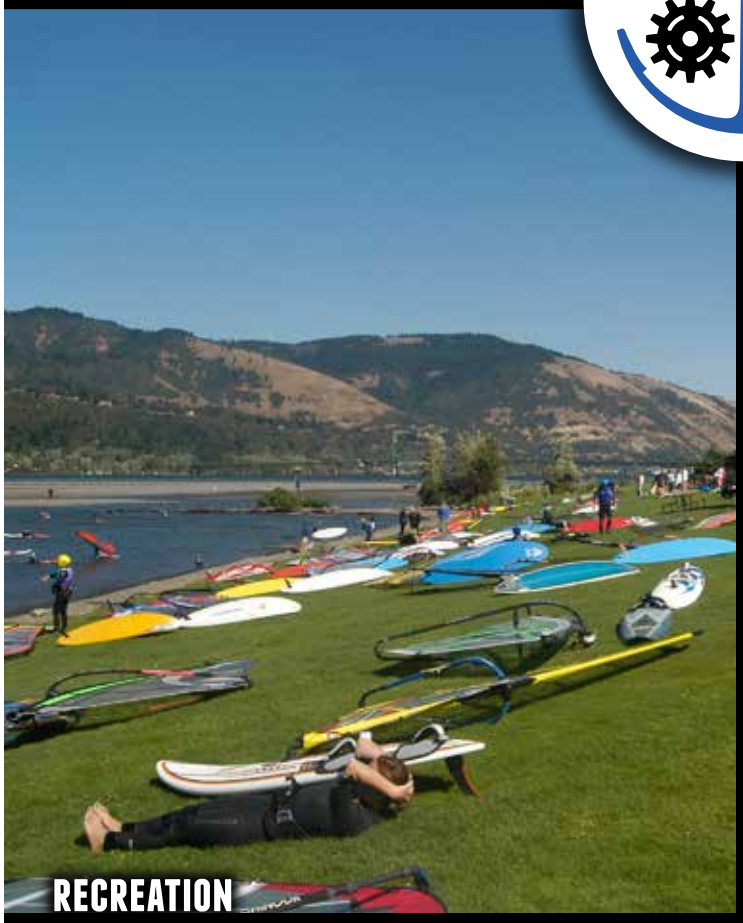
PORT OF HOOD RIVER

2014-2018 STRATEGIC BUSINESS PLAN









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
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Special Thanks to

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2013-2014 Board of Commissioners


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I. INTRODUCTION

A. Port at a Glance

The Port of Hood River has a long history of successful management, planning and project implementation in the areas of economic development, transportation, and recreation. Model practices, including asset management, financial management, and fiscal protocols, have led to financial stability for the Port of Hood River in serving the district.

The Port District extends from the Columbia River southward through the Hood River Valley and includes the incorporated town of Hood River and unincorporated towns of Odell and Parkdale. The district encompasses about half of Hood River County, with the exception of Cascade Locks. Major area industries have historically been fruit/agriculture and timber, however declines in timber have been offset by increases in tourism, recreation, and technology sectors. See ***Appendix A*** for a map of the Port District.

The Port's major assets include the Hood River Interstate Bridge, the Ken Jernstedt Airfield, the Waterfront Business Park, the Hood River Marina and Port Marina Park. Other assets include waterfront recreation sites, and pieces of previous economic development projects.

The Port has recently experienced significant business and industrial park growth, increased bridge traffic and tolls, major airport improvements, and increases in tenant occupancy rates and lease revenues.

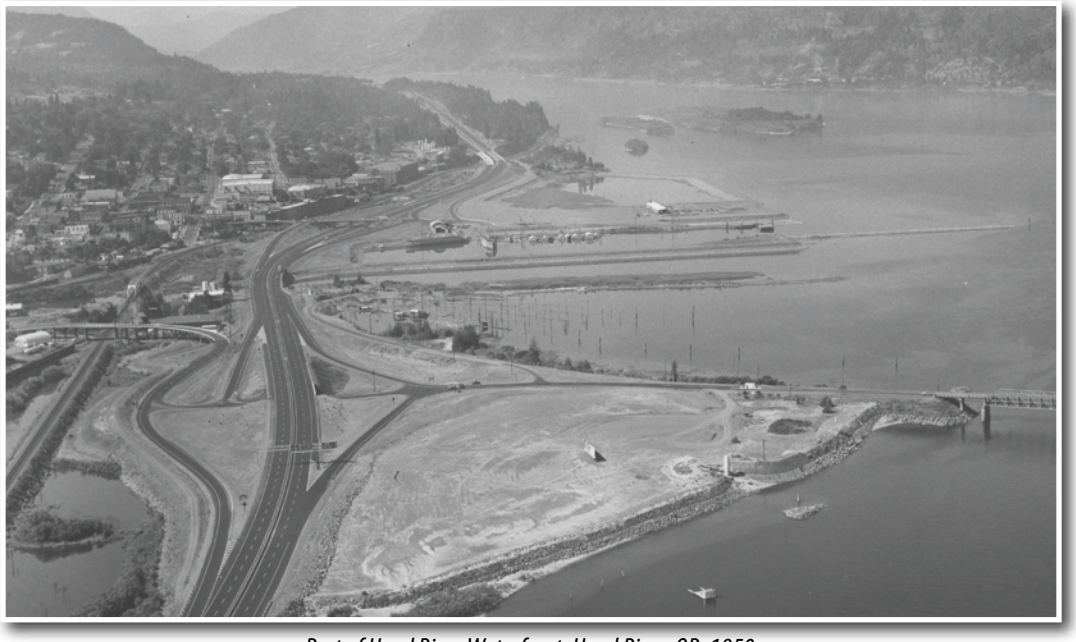


Port of Hood River Waterfront, Hood River, OR, June 2010

B. Purpose of the Plan

The Port of Hood River has been proactive at business planning, and has conducted biannual strategic planning sessions for many years to review and renew its goals and objectives. This Strategic Business Plan (SBP) replaces the last plan adopted in 2006 (***Appendix B)***. It is intended to serve as the primary strategy document for the Port Commission, staff, and general public to guide Port operations, projects and practices for the next five years. It seeks to continue the Port's legacy of proactive, informed economic development and well-managed facilities and projects. It is also a component of a "family" of key Port management documents which include policies, ordinances and manuals some of which are referenced herein.

The Strategic Business Plan is intended to serve as the primary strategy document for the Port Commission, staff, and general public to guide Port operations, projects and practices for the next five years.



Port of Hood River Waterfront, Hood River, OR, 1950s



The Hood River Interstate Bridge

C. Plan Formation and Organization

This Strategic Business Plan is the result of multiple efforts carried out in 2012 and 2013 including significant public outreach and substantial deliberation by Port Commissioners.

In preparation for this plan, the Port thoroughly evaluated its facilities, and commissioned an economic impact analysis including interviews with key local businesses. Market conditions were reviewed using current information sources and recent studies. Finally, the Port Commission and staff took part in a continuous discussion about the current and future role of the Port in achieving both new and long-standing community objectives.

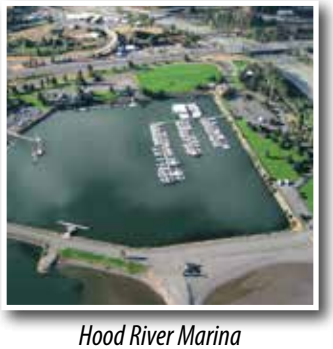
Key assessments utilized for this Strategic Business Plan include:

- *Bridge Long-Term Preservation Modeling, 2011, by HNTB Engineers*
- *Hood River Economic Opportunities Analysis, 2011, by FCS Group*
- *Leased Facility Condition Assessment, 2013, by Port staff*
- *Pavement Management Program Report, 2013, by Capitol Asset & Pavement Services*
- *Assessment of Recreational Sites on the Hood River Waterfront, 2013, by Port staff*
- *Economic Impacts of the Port of Hood River, 2013, by ECONorthwest*

Public outreach efforts were extensive. The Port publicized the Strategic Business Plan process to the community and solicited public input including two public meetings in the fall of 2013, specifically to present and discuss aspects of the Plan. The Commission also held work sessions focused on specific aspects of the Plan at four public meetings in fall 2013.

The Port obtained local media coverage as a result of press releases submitted about the SBP process, public meetings, and methods for submitting input. The Port posted detailed information about the SBP process on its website, with a link to an online open-ended survey and distributed postcard questionnaires that could be returned to the Port office. The Port's fall newsletter issue, mailed to all district constituents, highlighted the strategic plan process and included a clip-and-mail questionnaire. The numerous public outreach efforts resulted in dozens of comments and represented a valued element in the SBP process ***(see Appendix C)***.

II. MISSION, APPROACH and VALUES



Hood River Marina

Values apply to the entire Port organization and serve to guide the agency's activities as well as the conduct of the Commission and staff.

The Port's mission statement sets the over-arching rationale for its activities, practices and projects.

A. Mission Statement

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.

B. Approach

The following describes the Port's definition of optimal performance.

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.

C. Values

Values apply to the entire Port organization and serve to guide activities of the agency and the conduct of the Commission and staff. The Port has identified the following seven values paramount:

- **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
- **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

III. PORT DESCRIPTION



Marina basin shaping was completed by the late 1960s

A. History

The Port of Hood River was incorporated in 1933 during the depression to facilitate industrial development. In the 1930s and '40s the agency was relatively inactive, before and after World War II until a major investment was made in 1950 with the purchase of the Hood River - White Salmon Interstate Bridge. This asset, a major regional transportation link, served to generate revenues to promote significant economic development projects.

The Port's first major projects focused on developing the Hood River waterfront with three fill projects in the 1960s and '70s, which created industrial, commercial, recreation, and tourism sites, including the Hood River Marina and Port Marina Park and the current location for the Hood River Inn. In 1976, the Port of Hood River acquired the Hood River airport.

In the 1980s, the agency purchased the 21-acre Diamond Fruit Cannery Complex in downtown Hood River and initiated a $11 million renovation. In 1985, the Port developed the John Weber Business Park in Odell. In the 1990s, the Port purchased and initiated development of Wasco Business Park. Currently, only remnants of these projects remain in Port ownership.

Through the 1990s until the present, much of the Port focus has included projects on the Hood River waterfront, including development of recreation and light industrial sites, and infrastructure projects. In 2010, the Port completed the Halyard Building, the first new building on the waterfront in 25 years. Since 2009, four waterfront parcels have been sold to private developers for new or refurbished industrial or commercial buildings.

The Port continues to assess and improve its facilities, including major recent improvements to the Airport, Marina, and Hood River Interstate Bridge.

For a detailed history of the Port of Hood River, refer to ***Appendix D****.*



Hood River's waterfront has changed considerably since this early 1950s panorama was taken

B. Organizational Overview

The Port of Hood River (Port) is a Special District that operates under Oregon Revised Statutes Chapter 777, and other state and federal laws. By statute, a port district is a local unit of government whose primary responsibilities are to enhance transportation, promote industrial development, manage recreational facilities, and encourage general economic growth and stability in the district.

By statute, a port district is a local unit of government whose primary responsibilities are to enhance transportation and, promote industrial development, manage recreational facilities, and encourage general economic growth and stability in the district.

The Port of Hood River is governed by an elected Board of five Commissioners (Commission) who carry out the Port's authority and govern the Port by adopting rules, regulations, policies, and procedures consistent with applicable laws. The chief responsibility of the Commission is to make policy and ensure that it is carried out satisfactorily. Commissioners are public officials who must act in the best interest of the public. The Port utilizes standing committees to provide input in three areas: budget, airport and recreation. Ad hoc committees are utilized on other issues as needed.

The Executive Director functions as the chief administrator of the Port and is responsible for implementing policies set by the Commission. The Executive Director manages all operations, hires and provides direction to Port staff, and facilitates the development of goals, objectives, business plans, budgets, and programs.

The Port is organized in three primary functional areas: Administration/Office, Tollbooth, and Facilities.

The Administration/Office staff is comprised of eight full-time and three part-time employees, led by the Executive Director, Finance Manager, and Development Manager.

The Tollbooth is staffed by 12 employees, which include four full-time toll collectors, two of which serve as Lead Toll Collectors, and eight part-time toll collectors.

The Facilities Area is staffed by seven full-time employees, which include one facilities supervisor, one lead worker and five support-crew members. During the summer recreation season, an additional six to seven part-time employees are hired to assist in the facilities department.

Governance of the Port of Hood River is outlined in the document "Port of Hood River Governance Manual" a companion piece to this Plan ***(Appendix 1)***.

The Port of Hood River also utilizes various policies governing conduct in various areas: Port Marina policies (***Appendix 2***), Ordinance 22 regulating conduct on Port properties (***Appendix 3***), Ordinance 23 regulating conduct at the Ken Jernstedt Airfield (***Appendix 4***), and Port Real Estate Transaction policies (***Appendix 5***).

C. Financial Condition

The Port of Hood River's current financial condition is explained by the following summary of the fiscal year ending June 30, 2013.

The Port divides funds into two categories: governmental funds and business-type funds, and adopts an annual budget for all its funds.

Governmental funds – Two governmental funds are maintained by the Port: the General Fund and the Bridge Repair and Replacement Fund. The General Fund records transactions related to policy-making and related planning services, general administration and a portion of support services. The Bridge Repair and Replacement fund is a Special Revenue Fund used to record repair and replacement activity associated with the bridge and any debt and related activities.

Business-type funds – The Port maintains an enterprise fund called the Revenue Fund which charges fees such as bridge tolls, leases (for industrial, commercial and mixed-use tenants), rent (marina boat slips and airport hangars), and fees for recreational events and programs.



The Hood River Interstate Bridge as seen from the marina green



Vehicles arriving in Oregon on the south side of the Hood River Interstate Bridge

Statement of Net Assets

Net assets – Net assets, the difference between assets and liabilities, serve as a useful indicator of the Port's financial position. At the end of FY13, the Port's assets exceeded liabilities by $36,374,446. This represented a $3,662,071 increase over the prior fiscal year.



South Dock at the Marina



Kiteboarding at the Event Site

III. PORT DESCRIPTION

In FY13 the Port experienced a significant increase in net assets (see Table 1). The increase is attributable primarily to capital improvements at the airport of $3.4 million as well a reduction in the Port's long term debt obligations for the bridge.

The largest portion of the Port's net assets, at 88%, are invested in capital assets (e.g. bridge, land, buildings, and equipment) and reported net of accumulated depreciation. The Port uses these capital assets to provide services to the public; thus, they do not represent resources available for future spending. Restricted net assets total $715,000, representing cash and investments that are limited to debt service for the bridge bonds. The remaining $3,251,253 is unrestricted, meaning it is available for meeting the Port's ongoing obligations.



FAA mandated runway shift was completed in 2013 at the Ken Jernstedt Airfield



Bridge capital improvements such as painting were a major component of governmental fund activities

Table 1: Net Assets as of June 30

			Business-Type Activities			
	Governmental Activities		Revenue Fund		Total All Funds	
	2013	2012	2013	2012	2013	2012
Unrestricted - Current and Other Assets			$4,573,213	$3,999,958	$5,079,552	$4,335,392
General Fund	$58,316	$20,867				
Bridge Repair and Replacement Fund	$448,023	$314,567				
Restricted - Current and Other Assets						
Bridge Repair and Replacement Fund	$715,000	$700,000				
Capital Assets			$30,013,837	$26,539,724	$39,229,765	$35,526,377
General Fund	$0	$7,000				
Bridge Repair and Replacment Fund	$9,215,928	$8,979,653				
Total Assets	$10,437,267	$10,022,087	$34,587,050	$30,539,682	$44,309,317	$39,861,769
Long-Term Debt			$3,162,080	$2,443,911	$6,857,080	$6,673,911
Bridge Repair and Replacement Fund	$3,695,000	$4,230,000				
Other Liabilities			$1,765,982	$1,144,188	$1,792,791	$1,175,483
Bridge Repair and Replacement Fund	$26,809	$31,295				
Total Liabilities	$3,721,809	$4,261,295	$4,928,062	$3,588,099	$8,649,871	$7,849,394
Net Assets						
Invested in Capital Assets			$26,851,757	$24,095,813	$32,408,193	$28,852,466
General Fund		$7,000				
Bridge Repair and Replacement Fund	$5,556,436	$4,749,653				
Restricted - Bridge and Replacement Fund	$715,000	$700,000			$715,000	$700,000
Unrestricted			$2,807,231	$2,855,770	$3,251,254	$3,159,909
General Fund	$58,316	$20,867				
Bridge Repair and Replacement Fund	$385,706	$283,272				
Total Net Assets	$6,715,458	$5,760,792	$29,658,988	$26,951,583	$36,374,447	$32,712,375

Statement of Activities

The Port also reports governmental activities by two distinct funds: the General Fund and the Bridge Repair and Replacement Fund. As indicated in Table 2 below, total net assets of the Port increased by $3,662,071 or 11% more than the prior year net asset balance. Descriptions of significant activities follows in the table below.



Port-owned facilities such as the Halyard Building generate lease income

Table 2: Governmental And Business-Type Activities for the Fiscal Years Ending June 30

	Governmental Activities		Business-type Activities		Total Primary Government	
Revenues	2013	2012	2013	2012	2013	2012
Program revenues						
Charges for services - Tolls			$3,450,147	$2,892,600	$3,450,147	$2,892,600
Leases, rents and fees			$2,151,070	$1,999,068	$2,151,070	$1,999,068
Operating grants			$9,100	$6,125	$9,100	$6,125
Capital grants			$3,022,024	$341,762	$3,022,024	$341,762
General Government Revenues						
Property taxes	$58,719	$54,917			$58,719	$54,917
Interest earnings	$3,994	$3,711	$19,853	$29,424	$23,847	$33,135
Other sources	$2,702	$2,702	$189,549	$221,413	$192,251	$224,115
Total Revenues	$65,415	$61,330	$8,841,743	$5,490,392	$8,907,158	$5,551,722
Expenses						
Governmental Activities						
General government	$333,838	$297,973			$333,838	$297,973
Bridge repair and replacement	$610,778	$632,866			$610,778	$632,866
Interest on long-term debt	$166,454	$187,063	$120,256	$120,422	$286,710	$307,485
Business-type Activities						
Toll bridge			$1,081,843	$1,062,831	$1,081,843	$1,062,831
Industrial			$1,467,420	$1,356,730	$1,467,420	$1,356,730
Commercial			$181,293	$178,520	$181,293	$178,520
Waterfront Industrial			$200,581	$158,469	$200,581	$158,469
Waterfront Recreation			$461,319	$419,023	$461,319	$419,023
Marina			$191,500	$159,411	$191,500	$159,411
Airport			$301,582	$279,274	$301,582	$279,274
Administration			$57,813	$49,976	$57,813	$49,976
Maintenance			$70,410	$70,839	$70,410	$70,839
Total Expenses	$1,111,070	$1,117,902	$4,134,017	$3,855,495	$5,245,087	$4,973,397
Transfers	$2,000,321	$2,118,199	-$2,000,321	-$2,118,199		
Increase (decrease) in Net Assets	$954,666	$1,061,627	$2,707,405	-$483,302	$3,662,071	$578,325
Beginning Net Assets	$5,760,792	$4,699,165	$26,951,583	$27,434,885	$32,712,375	$32,134,050
Ending Net Assets	$6,715,458	$5,760,792	$29,658,988	$26,951,583	$36,374,446	$32,712,375

III. PORT DESCRIPTION



Hood River Intersate Bridge toll booth, Marina boat launch and Port offices

Governmental Activities – The net assets for governmental activities increased $954,666 from the prior year. This increase arises from cash transfers from the Revenue Fund to the Bridge Repair and Replacement Fund regarding the capital improvements made to the bridge during the year.

Business-type Activities - Business type activities generated a $2,707,405 increase to the Port's total net assets. This increase is primarily due to the airport runway shift project which recorded $3.4 million in capital improvements with $2.9 million being funded from the Federal Aviation Administration (FAA) grant. Bridge traffic continued to rise by 2.87% and with a complete year reflected from the January 2012 toll increase, revenues increased by $557,547. The overall net increase was offset by Port expenditures which increased by $278,522 or 7% from the prior year. Included in this increase is $148,908 of Personnel Services, due to position reclassifications, cost of living/step increases, and a new Waterfront Coordinator position. The rest of the expenditure increase is a mixture of increases in depreciation due to assets placed into service, property taxes increases due to new tax measures approved and additional operating expenses related to maintenance repairs.

Financial Analysis and Outlook:

The Port is involved in a variety of activities that all contribute to the economic health and vitality of our community. The major source of funds for Port operations continues to be the Toll Bridge, accounting for 62% of revenues. Lease revenues continue to rise consistent with occupancy rate, which is nearing 95%. The Port receives property taxes which account for only 1% of total revenues. Capital grants continue to play a vital role in how the Port develops its properties, which includes improving infrastructure along the waterfront and associated light industrial property development. The Port continues to receive an operating grant from the Oregon State Marine Board to assist in operations of the boat launch. The Port continues to develop light industrial properties with respect to bringing in new tenants. The undeveloped parcels at the waterfront represent prime development opportunities which will need more discussion in the next several years to determine the optimum development approach, including who will ultimately control the developed properties.

For the Port's current year budget see ***Appendix E***.

D. Key Facilities Overview

Port of Hood River owns significant property in the Hood River area, in alignment with its major interests in transportation, airport, property development, and recreation.



Interstate Bridge

The Hood River Interstate Bridge is a significant asset, as is the Ken Jernstedt Airfield, both critical for the region's economic health.

The majority of Port-owned land is located at the 105-acre Hood River waterfront. About 50 acres are developed with light industrial or commercial properties, and a little over 10 acres are currently undeveloped. In recent years, development progress on the waterfront has been fostered by adherence to the 2007 Waterfront Development Strategy ***(Appendix F)***, and some former Port-owned properties are now in private ownership.

Approximately 45 acres of waterfront land have been dedicated to parks, water access sites, trails, and other open space that create a premier environment for world-class recreation. Port-owned recreation amenities include a marina and neighboring docks for boating, watersports recreation sites, park facilities, restrooms, and trails for pedestrians and non-motorized vehicles. Waterfront banks are primarily comprised of rip-rap, and jetties that are the Port's responsibility to improve and maintain. (Refer to ***Appendix G*** for the Port's Assessment of Waterfront Recreation Sites.)



Ken Jernstedt Airfield

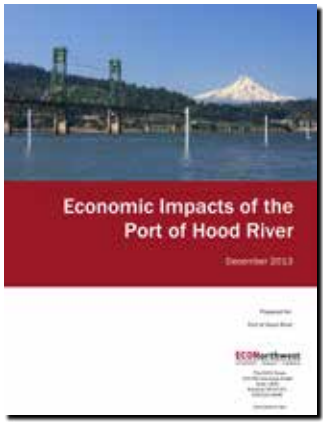
Streets, sidewalks and fixtures, parking lots, and landscaped areas provide infrastructure for Port-owned business and recreational property.

Outside the waterfront area, two light industrial / commercial buildings are located in the City of Hood River and one light industrial building is located in Odell.

A Key Facilities Descriptions includes snapshots of Port assets in ***Appendix H***. The Port of Hood River Rent Roll for Fiscal Year 2013-14 is included as ***Appendix I***. This document includes Port tenants, and calculates approximate number of jobs for each tenant space.

IV. SITUATIONAL ANALYSIS

A. Economic Impacts of the Port



In June 2013 ECONorthwest ("ECO") prepared an economic impact analysis of the Port's activities ***(Appendix J)***. The analysis assessed the extent the Port contributes to the economy of the Hood River region. It provided information to help the Port evaluate its performance and consider its future prospects.

The Port sought to understand how Port actions – now or in the last 20 years, directly or indirectly – created or contributed to the economy of the Port district and the broader Mid-Columbia region. The economic impact analysis measured economic activity in terms of output, income, and jobs that stem from the activities and facilities of the Port.

The analysis looked at primary effects, which result from what the Port does itself, and secondary effects, which result from the use of the Port's commercial and industrial assets by non-Port entities (primarily businesses). It measured direct expenditures and employment by the Port and by businesses whose operations depend in some significant way on Port assets or activities. These direct impacts lead to two further categories of impacts: indirect impacts, which are supply chain impacts resulting from business-to-business spending; and induced impacts, which are consumption driven impacts resulting from household spending.



2007 Hood River Waterfront



2013 Hood River Waterfront

Results of the Analysis

Table 1 shows the direct impacts and total impacts (direct plus secondary) of the Port and the 35 businesses that now use its current assets or those assets that were conveyed to the private sector in the last 20 years. Together, the Port and these businesses were directly responsible for about $200 million in annual output in 2013 (which includes about $37 million in wages and benefits in the region) and nearly 600 jobs (almost 5% of the non-farm jobs in Hood River County in 2011). [1]



Pfriem Brewing gets a start in 2012

Table 1: Direct and Secondary Impacts of the Port and Businesses on Current and Former Port Properties, 2013

Activity	Output	Wages & Benefits	Jobs
Direct Impacts			
Business on Port Property	$187,029,000	$35,969,000	571
Port of Hood River	$12,478,619	$1,504,435	24
Total Direct Impacts	$199,507,619	$37,483,435	595
Total Impacts (mid-range)			
Business on Port Property	$261,840,600	$53,953,500	913
Port of Hood River	$18,093,998	$2,195,931	45
Total Direct and Secondary Impacts	$279,934,598	$56,149,431	985

Source: ECONorthwest with data from IMPLAN and the Port of Hood River. Note: For the data used by IMPLAN, a job is defined as full- or part-time work over a full year, at the Port (direct) or within Hood River County (indirect).

ECO used economic multipliers to estimate the secondary impacts of the Port and its related businesses.[2] The bottom section of Table 1 shows the mid-range estimate for total impacts (direct plus secondary): $280 million in output, $56 million in wages and benefits, and 985 jobs.

Economic Impact in Hood River County

Table 2 puts the total impacts in Table 1 in context by comparing them to total economic activity in the Hood River region.[3] The Port and its related businesses account for about 16% of output, 11% of wages and benefits, and 6% of jobs in Hood River.



Local telecommunications provider Gorge Networks is a current tenant in Big 7

Table 2: Share of Economic Activity in Hood River Region Attributable to the Port and Related Businesses

Activity	Output	Wages & Benefits	Jobs
Hood River region, Non-Farm Activity (2011)	$1,729,454,666	$521,452,275	15,290
Port and Related Businesses (2013)	279,934,598	56,149,431	985
Estimated contribution of Port and Related Businesses to regional economic activity	16%	11%	6%

Source: ECONorthwest. Note: These estimates are approximate and require several assumptions that attempt to make data from different sources and different years comparable. The most recent data for the Hood River region is for 2011; data for the Port and its related businesses are for 2013. Capital expenditures by the Port in 2013 are about 50% greater than the average annual capital expenditures over the last ten years (and those of 2011). Thus, the estimated shares are probably on the high side.

[1] *Jobs are full year equivalents (FYE), and include both full- and part-time workers.*

[2] *For example, new jobs in manufacturing indirectly support other jobs that provide goods and services to manufacturers and to their employees. Thus, the direct jobs are multiplied. The multipliers for output, wages and benefits, and jobs for the Port and businesses on Port properties vary from 1.3 to 2.1, meaning, that they create indirect economic impacts that are on the order of 30% to 110% of their direct impacts.*

Economic Impact Categories

Most Port income property is zoned for light industrial development. Some is zoned for commercial development. Businesses operating on these properties represent a variety of industries (e.g., acupuncture, food services, electronic components manufacturing) and vary in size (employing between one and 100 employees).



Toll Collector at Hood River Interstate Bridge

Overall, businesses on commercial or industrial property owned currently or formerly owned by the Port generated about $187 million in output, and $36 million in wages and benefits, supporting 571 jobs. Businesses in the manufacturing sector were the largest contributors. Table 3 summarizes economic activity by business type.

New light industrial development will be constrained by the supply of land. A recent analysis of economic opportunities in the Hood River area found there were 545 acres of industrial land area available in 2011, enough to meet existing and near-term demand. The report concludes that the majority of new businesses in Hood River are likely to be small businesses that can settle in existing commercial or industrial buildings.

Table 3: Economic Activity of Businesses on Current and Former Port Properties, 2013

Industry Category	Output	Wages & Benefits	Jobs	No. of Entities
Manufacturing	$148,679,000	$22,975,000	386	17
Services	33,474,000	11,561,000	149	12
Trade	2,394,000	659,000	18	2
Government	651,000	214,000	18	2
TOTAL	$187,029,000	$35,969,000	571	33

Source: Port businesses, ECONorthwest estimates. Excludes airport.

Economic Impact of other Port Assets

The Hood River Interstate Bridge is a critical piece of transportation infrastructure. It connects Hood River with the Washington communities of White Salmon and Bingen, and is the only vehicle crossing along the Columbia for 20 miles in either direction. About 3.6 million vehicles crossed the bridge in FY 2012. Most trips are for personal business or pleasure (67 percent),[5] and occur during the peak period from May to October, which corresponds with demand from the fruit growing and tourism industries. The Bridge benefits both the Port and the community at large. Prior analysis[6] estimates that the value of the Bridge to its users is on the order of 10 times greater than the tolls they pay, about $33 million per year.



Ken Jernstedt Airfield is an important Port asset

The Ken Jernstedt Aifield, located about 3.5 miles south of the City of Hood River, is open to both commercial and recreational users. In 2010 (the most recent usage data) there were 9,751 itinerant operations, 4,199 local operations, 200 air taxi operations, and 60 military operations at the airport. Operating income to the Port was $175,034 in FY 2013.

[3] *For this comparison, ECO used Hood River County as a proxy for the region.*

[4] *FCS Group. Hood River Economic Opportunities Analysis. Prepared for the City of Hood River. June 2011*

[5] *The Gilmore Research Group. SR-35 Bridge Motorist Intercept and Telephone Survey: Narrative Report of Research Findings. December 2001.*



Cars exit the south end of the Bridge

The Marina Basin (22 acres) has 154 boat slips and 11 boathouses as of July 2013. It receives 10,500 visitors each year and it is at full capacity with a 62-boat waiting list. The marina provides benefits to both the Port and the community. Boats pay annual moorage fees to dock at the marina and, in FY 2013, these fees generated operating income to the Port of $171,325. In addition to paying to use marina facilities, visitors also spend money at businesses in Hood River. Of the various recreationalists at the Port, marina visitors probably generate the largest spending impacts. A study of recreationalists at 36 marinas in Oregon found that overnight marina slip users spend three to eight times more than day visitors.[7]

Tourism is a big part of the Hood River economy: businesses in tourism-related sectors account for almost twice as much of the output in Hood River County as they do for output in Oregon overall (8.2% compared to 4.3%). According to a Mid-Columbia Economic Development District report, in 2011 recreation visitors to Hood River County spent over $75 million, which earned $20 million and supported 950 jobs.[8] The Port's recreational properties contribute significantly to tourism and the quality of life in Hood River. The Port operates several recreational facilities along the waterfront, which cover about 64 acres. These facilities offer a multitude of recreation opportunities, including various watersports, classes, boating activities, and sports fields. In FY 2013, the Port estimates that these facilities received about 75,000 total visits. ECO estimated tourist spending attributable to Port facilities to be about $5 million per year.

A 2009 study by Tetra Tech found that waterfront recreation demand is likely to grow at the Port in the future. The study projected recreation usage and economic impacts over a 20-year period. Under a medium-growth scenario for 2009 through 2029, it estimated that windsports on Port properties would generate $66.4 million in spending (net present value 2009 dollars) and support six new jobs each year (over 100 jobs over 20 years).[9]



Hood River Marina

Implications

The Port has a significant impact on the regional economy. The Port provides direct impact through its spending on internal operations, and those expenditures have multiplier effects: Port employees and suppliers in turn spend money they receive from the Port for other goods and services in the local economy. That "downstream" spending adds another 50 to 70% to the direct effects.

The greater leverage, however, comes from the businesses that use Port assets (current and former) and are supported by Port operations. ECO found around 35 businesses operating on current or former Port properties, providing jobs to around 550 people, wages around $36 million per year, and output close to $190 million per year. When multiplier effects get added, the numbers increase on the order of 50%.

Interviews of business leaders by ECO support the statement that the Port assets and programs have been important to the location and expansion decisions of some firms.

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[6] *ECONorthwest. SR-35 Hood River Bridge: Economic Effects. Prepared for The Southwest Washington Regional Transportation Council. Oct. 2010.*

[7] *Chang, Wen-Huei and R. Scott Jackson. Economic Impacts of Recreation Activities at Oregon Coastal and River Ports. U.S. Army Engineer Research and Development Center. Prepared for U.S. Army Corps of Engineers. Sponsored by U.S. Army Engineer District, Portland. August 2003.*

[8] *Mid Columbia Economic Development District (MCEDD). Mid-Columbia Comprehensive Economic Development Strategy. March 2013.*

[9] *Tetra Tech, Inc. Economic Effects of Water Related Recreation at the Port of Hood River. Prepared for the US Army Corps of Engineers, Portland District. May 2009.*

Additionally, historical efforts of the Port over the last 20 years have contributed to the situation today: one in which business activity on current or former Port properties, including multiplier effects, accounts for about 6% of the jobs and about 16% of the output in Hood River County.

That information, supplemented by case studies of specific businesses on Port properties, supports the conclusion that the Port has made progress on one of its key missions: stimulating economic development in the Hood River region.[10]



Kiteboarding and other recreation brings thousands of visitors and locals to Port property

Going beyond the numbers, ECO offered two observations about issues that the Port should address:

Building out the waterfront. The Port owns or has facilitated development of a large proportion of the industrial property in the City of Hood River. But developable industrial property in Hood River County that has necessary services is constrained. There is vacant land near Hood River (e.g., Pine Grove and Odell) where, at least in theory, industrial property is available and industrial development could be encouraged.[11] But the waterfront area is a critical portion of the remaining industrial land supply within the City of Hood River.

Many cities provide evidence of a transition from industrial uses to other uses as property values rise. The Port has already accommodated a shift from traditional industrial and warehousing toward light industrial and commercial. The Port should consider furthering this transition and consider the kinds of businesses that are most compatible with waterfront recreational amenities and work towards alleviating the scarcity of readily-developable industrial properties in Hood River County.

The value of Port amenities. Most Port recreation facilities (e.g. Marina Park, recreational trails, etc.) historically have operated at a net loss. But the evidence supports the conclusion that these facilities provide both economic and social benefits to people in the region. Park facilities–and the quality, maintenance, and cleanliness of those facilities–can create an additional attraction not only for visitors, but for businesses and their employees.



Small boat sailing is popular in and around the Marina Basin

B. Local Market Trends: Hood River Economy

The most recent comprehensive analysis of the Hood River economy is the "Hood River Economic Opportunities Analysis," prepared by the FCS Group for the City of Hood River in June, 2011. This section summarizes the findings of that study ***(Appendix K)****.*

Hood River County includes the cities of Hood River and Cascade Locks, and the Hood River Valley (the areas of Odell and Parkdale). The Port of Hood River operates mainly in the City of Hood River, with one light-industrial property in Odell.

The location and climate of Hood River County provide favorable conditions for business operations. The City is located off Interstate-84, an hour east of the Portland metro area and Interstate-5 corridor.

[10] *Based on about 15,000 non-farm jobs and $1.7 billion in output in Hood River County (2011, IMPLAN).*

[11] *Whether such land could obtain land use entitlements and infrastructure at a reasonable cost, and how well it the location would serve for certain businesses would have to be evaluated.*

IV. SITUATIONAL ANALYSIS

Hood River is centrally located in the larger Columbia River Gorge region, and is a hub of regional economic activity, particularly with respect to tourism. The area is an internationally known destination for outdoor recreation (windsurfing, kiteboarding, sailing, hiking, biking, kayaking, and snowsports), and attracts visitors from around the country and world.

Hood River County economies consist primarily of forestry, agriculture, wine, technology, sports equipment manufacturing, food and beverage processing, and tourism. In 2011, visitors to Hood River County spent over $75 million, which supported 950 jobs and $20 million in earnings.



Hood River's tree fruit industry has been joined in recent years by thriving vineyard businesses

Natural resources in the area provide timber and recreation opportunities for locals and tourists. Agriculture, including fruit, wine grapes, and lavender, also thrives in the area. Wind energy in the Columbia River Gorge is also an asset that is primarily used for recreation.

Not all conditions, however, are conducive to business growth and land development. Local businesses have cited the cost of doing business as the main disadvantage of operating in Hood River. Contributing to those costs are limited availability of a skilled and qualified labor pool, added costs of materials and time due to the distance from the Interstate-5 corridor, and high housing costs relative to other areas of the Northwest and to local incomes. The median value of owner-occupied housing units from 2007-2011 was around $327,000, 30% greater than the $253,000 median value for all of Oregon.

Employment

Hood River County experienced similar cycles of unemployment compared to the State of Oregon over the last ten years, but the County's average annual rate has been uniformly below the state's in the last five years. In the last 10 years the annual average unemployment rate of Hood River County ranged from a low of 4.6% (2007) to a high of 8.7% (2003); it was 7.0% in 2012. Statewide, Oregon's average annual unemployment rate has ranged from 5.2% in 2007 to 11.1% in 2009, and Oregon's 2012 unemployment rate was 8.7%.



Mountain and road biking are big draws to the county's roads and forests

Hood River's job growth is often described in respect to the Hood River Urban Growth Boundary (UGB), which includes Hood River's city limits and the city's urbanizing area. The Hood River Economic Opportunities Analysis (EOA) reported that self-employed business entities and entities with two to nine workers per establishment (Stage 1 Business Entities) are the sources of the fastest job growth both in the UGB and the county. The UGB alone added 307 net new entities total between 2003 and 2008, ninety percent of which had less than 10 employees. Of the remaining added entities, 24 had 10-99 employees, and one entity had over 500 workers.

The City of Hood River made three different estimates of net new job growth in the Hood River UGB from 2010 (5,753 jobs) to 2031, ranging from 1,502 net new jobs to 2,959 net new jobs, an average annual growth rate ranging from 1.1% to 2.0%. Retail & Commercial Trades and Services sectors led in growth. Established and emerging clusters include health services, advanced manufacturing, athletic/outdoor gear, clean technologies, food and beverage processing, creative services, and advanced education/training.

According to the Hood River EOA, the fastest growth is expected to occur in the healthcare and social services, government, leisure and hospitality, professional and business services, retail, natural resources, wholesale trade, and durable goods manufacturing sectors. The information and construction sectors are expected to decrease between 2008 and 2018.

Population and Demographics

Estimates and forecasts of population since 1990 in Oregon, Hood River County, and the City of Hood River reveal that Hood River County's population grew at a slower rate than the state of Oregon from 2000 to 2010. However, the City of Hood River's rate grew over twice as fast as Hood River County, and almost twice as fast as the population growth rate of the state of Oregon. In 2030, Hood River County's population is estimated to be 28,404, and the City of Hood River's population is expected to be between 9,667 and 11,841. Forecasts of employment for Hood River County assume that the expected continued growth of the Portland region will "spillover" to Hood River County and the City of Hood River.

Per capita median annual income from 2007-2011 in Hood River County was $25,030, which is less than Oregon's $26,561. However, Hood River County's median household income from 2007-2011 was $54,109, which was higher than Oregon's $49,850. Hood River County had 10.0% of people below the poverty level from 2007-2011, lower than Oregon's 14.8% rate.



Columbia Gorge Community College is expanding education opportunities in Hood River

In Hood River County, 65.4% of people identified as White/Non-Hispanic, and 29.8% of people identified to have Hispanic/Latino origin, 0.7% identified as Black, 1.0% identified as American/Alaska Native, 1.4% identified as Asian, and 0.3% identified as Native Hawaiian/Other Pacific Islander. Compared to the state of Oregon, Hood River County has less people who identify as White/Non-Hispanic (Oregon 78.1%) and more people who identify as having Hispanic/Latino origin (Oregon 12.0%). Hood River County has less people who identify as Black (Oregon 2.0%), American Indian/Alaska Native (Oregon 1.8%), Asian (Oregon 3.9%), and Native Hawaiian/Other Pacific Islander (Oregon 0.4%).

Land Availability

As of 2011, there were 545 acres of industrial land available in the Columbia River Gorge region, but a "fairly limited supply of competitive vacant commercial and industrial building floor area." Vacant land in the Hood River UGB was 111.7 acres. Twenty-year net industrial/government/other land demand in the Hood River UGB ranged from 11-63, while the current supply was 38. With low or medium growth, there will be a land surplus, but with high growth, there will be an industrial land shortage.



Healthcare services are growing along with the rest of the service economy

The 20-year net office/employment land demand ranges from 16-20 acres, while current the supply is 0.7 acres. Thus, office space demand will likely not be met in the future. Twenty-year net commercial/retail land demand ranges from 23-36 acres, while the current supply is 73 acres. With all three growth scenarios, there will be a commercial/retail land surplus in the Hood River UGB.

While there is a relatively large supply of current vacant industrial land in the Columbia River Gorge, there is a limited supply of large vacant development sites within the Hood River UGB. Large industrial users are not likely to be accommodated within the next 20 years.

(Sources: US Census, Hood River County QuickFacts, E.D. Hovee & Company, 2012, MCEDD, 2013, FCS Group, 2011, ECONorthwest, 2013. Refer to Appendix for complete reports and references.)



Beautiful Hood River Valley



Hood River Bridge maintenance



Hood River Expo Center



2006 flood debris flow

C. SWOT

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 Community
- 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 significant 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)



East end of the Hood River waterfront



2013 Parking improvements on Portway Ave



Hood River sewage treatment plant

D. Critical Issues

Waterfront Planning & Infrastructure – The most significant area of focus for the Port is the Waterfront. Port-owned properties include both world-class recreations sites and the largest supply of developable industrial land in the City of Hood River. Over the past five years a transformation of the waterfront has begun with significant investment of public and private resources in the Waterfront Business Park. New projects are being contemplated that would effectively develop all available property on the western Waterfront.

The Port must consider the ways and means to maintain this development momentum and the framework for further development and job creation on the east end of the waterfront. In 2013 the Port engaged in significant planning and public outreach efforts to identify a master plan and development strategy for this area. Although further work is needed the Port has identified a series of infrastructure projects that would be required to create the platform for development. These include new roads, sidewalks and streetlights, utilities, pedestrian/bicycle trail along the edge of the adjacent Nichols Basin and appropriate water access opportunities. Funding of these projects is a paramount challenge for the Port in the next few years.

Other key infrastructure issues that will need to be addressed include the following:

Storm Water Management – Much of the existing waterfront constructed prior to 2005 utilizes a system that transports storm water to the Columbia River. New development must contain on-site pre-treatment facilities and should employ methods to utilize runoff for on-site water needs as much as possible.

Off-Site Transportation Improvements – The 2010 Interchange Area Management Plan (IAMP) prepared by Oregon Department of Transportation (ODOT) identified a series of transportation projects that may be necessary in the years ahead to accommodate increased traffic levels from waterfront development. Such projects ranged from a new signal at 2nd/Oak streets downtown to a widening of the I-84 overpass on 2nd Street. In the future, development on the waterfront may be delayed until some or all of these projects are completed.

Parking – Increasing development and recreational use has led to greater parking demands on the waterfront especially in the summer months. In the future, the waterfront may be unable to accommodate all future demand. The Port and area businesses will need to consider transportation demand management tools and encourage alternative modes of access to help address parking impacts. These tools could also reduce or delay off-site transportation projects listed above.

Sewer Plant Capacity – The existing sewer plant on the waterfront serves all of Hood River and some unincorporated areas. The plant is reaching its capacity and new sewer hook-ups may be limited until plant expansion occurs. The City has initiated a two-year facilities master plan that will determine the timing and cost of future plant expansion. Until then, the City Council will likely need to allocate the remaining capacity, potentially restricting near-term industrial and commercial projects on the waterfront.

IV. SITUATIONAL ANALYSIS



The 90 year old Hood River Interstate Bridge requires regular maintenance

Bridge Capital Maintenance – The 90-year-old Hood River Interstate Bridge is a critical piece of transportation infrastructure that supports the economy of the Mid-Columbia region. It also represents the most important income producing asset of the Port. The Bridge has significant on-going costs associated with maintenance, capital maintenance and upgrades. It is also a structure that is beyond its useful life and will need to be replaced at some point in the future. The Port's challenge is to maintain, inspect and operate the Bridge so that it can safely serve the region for many years. To do so, the Port is following a long-term capital plan of improvements that is expected to keep the Bridge operational for 30 years and beyond. The average annual investment is approximately $1 million with funding primarily derived from toll revenues. Barring a seismic event or barge strike, the Bridge will likely be functional for many years. Over time, the increasing costs associated with Bridge operations will require additional funding partners and likely increasing tolls.

While the Port must maintain a strict focus on safe, long-term functionality of the existing Bridge, attention must be given to its replacement. The Port participates in a regional coalition of agencies that are seeking political support and funding to complete the Environmental Impact Statement for a new bridge and begin efforts to identify federal and state funding partners. The specific steps and overall timeline for bridge replacement is highly uncertain but the Port must participate in these efforts including consideration of funding. However, if and when the Bridge is replaced it is unlikely that the Port will maintain its role as owner/manager of the facility and must be prepared for a significant drop in income.

Industrial Land Supply – Suitable industrial land is a critical requirement for future economic growth in the Port district. Within Hood River County there is a limited supply of suitably-zoned industrial land with appropriate services. The Port currently controls about 12 acres of industrial property on the waterfront. This represents over 50% of the developable industrial land supply in the City of Hood River. It will be important for the Port to continue its efforts to acquire other land within the Port District that is suitable for light industry and commence efforts to prepare it for development. Given the general lack of property for development of housing and other necessary uses, the Port must anticipate a competitive environment for acquisition, higher costs and public debate about the use of potentially available lands.



The Hood River Event Site is one of many waterfront recreation areas maintained by the Port

Recreation & Open Space Cost Burden – The Port has a long history of developing recreational assets that contribute to the attractiveness and quality of life of the community. The Port has helped create a waterfront that is experiencing greater use and increasing demand by both visitors and local citizens. There are new demands to create additional waterfront recreational and scenic amenities on Port property. The annual operating cost to the Port continues to increase with minimal offsetting income. The Port must continue to seek ways to both lower its operating costs through greater efficiencies and seek new funding sources to cover these expenses. Creative partnerships with other public agencies or private businesses may help with this ongoing challenge.

E. District Needs

The Port District encompasses a broad area of the Hood River Valley extending from the Columbia River south toward Mt. Hood. The District contains one city – Hood River – and two small unincorporated towns – Odell and Mt. Hood/Parkdale. Since the John Weber Business Park was developed in the 1980s and 90s, almost all of the Port's activities have occurred within Hood River, particularly the waterfront area. The Port Commission has discussed ways and means to support economic development in other parts of the District, but opportunities have been limited. The following serves as a brief summary of the issues and needs in different areas of the Port District.

Hood River – The City of Hood River is the largest community in the Mid-Columbia between Portland Metro and The Dalles and is a focal point of cultural and economic activity. Some key needs that affect economic development in Hood River are consistent with the broader Mid-Columbia region – affordable workforce housing, education/vocational training, and transportation infrastructure. Other needs are more specific to Hood River – truck access, sewer capacity, the need for warehouse and trucking break bulk facilities, and the existing need for more active playing fields. Many of these relate specifically to the limited supply of developable property and the relative strength of the local economy which has increased property prices.

Mid-Hood River Valley (Odell & Pine Grove) – The Odell area is the focal point for the important fruit industry in the Hood River Valley. It is characterized by EFU-zoned land, a small commercial district, two schools, some housing subdivisions, and Hood River County Fairgrounds. Odell contains the three largest packing houses that provide storage, packing and shipping of Valley fruit, particularly pears. The facilities are adjacent to the Mt. Hood Railroad but almost all fruit shipping occurs via truck. Some large parcels of industrial property exist in the Odell area that may serve as development opportunity sites in the future. However, most of these parcels present development challenges including wetlands, brownfield conditions, and lack of access to a sewer facility that can accommodate industrial waste. Truck access from the Mid-Valley to Interstate-84 is another important need.

Upper Hood River Valley (Mt. Hood/Parkdale & Dee) – The Upper Valley is broadly characterized by agriculture lands, a small commercial district and residential area in Parkdale, the Parkdale Elementary School, Mt. Hood Town Hall, scattered residences, and the district headquarters of the Mt. Hood National Forest. The community of Parkdale contains one packing house and serves as the end terminus of the Mt. Hood Railroad. The Upper Valley is predominantly agricultural

but it is also influenced by the recreational traffic associated with activities in the Mt. Hood National Forest. In particular, skier traffic utilizing Highway 35 is significant in the winter months and supports some commercial businesses. The small community of Dee is the gateway to Lost Lake, a heavily-used resort and campground area. There is a very limited amount of industrial property in the Upper Valley. The area does contain the Upper Hanel Mill which contains an active, successful sawmill, the only one remaining in Hood River County. Near Dee is the old Dee Mill site, a majority of which is unused.

Columbia River Gorge National Scenic Area – Some portions of the Port District lie outside of Hood River City limits but within the Columbia River Gorge National Scenic Area (CRGNSA). These areas are essentially undevelopable but serve as an important scenic and environmental resource for many activities that bring visitors and recreationalists to the area. The Hood River Interstate Bridge extends through the CRGNSA and any future efforts at replacement will need close coordination with the CRGNSA Gorge Commission. The Port is increasing its efforts to collaborate more closely with the Gorge Commission on matters that affect the regional economy.

V. STRATEGIC PLAN ELEMENTS

A. Management Plan

As a public agency, the Port manages and utilizes public assets to achieve public objectives. The Port must adhere to high standards of transparency and accountability in its internal operations to maintain public trust. To meet these objectives, the management plan highlights three main areas: governance, training, and public outreach. These areas dictate the organization and operation of the Port, rules for the Commission, training objectives, and the importance of public outreach in the implementation of Port plans and projects.

1. Governance

Powers and duties of ports are described in ORS Chapter 777 and various other Oregon statutes. The Port of Hood River is governed by an elected board of five Commissioners who carry out the Port's powers and duties, and adopt ordinances, policies, budgets and contracts consistent with applicable laws.

The Port of Hood River has adopted a Governance Manual (Approved: July 10, 2012, see) that describes the Port's organizational structure, board policies and practices and outlines the roles and responsibilities of Commissioners, Executive Director, and committee members acting as public officials. The Commission has also adopted a variety of policies and ordinances that address the operations and management of the Port. Taken together, these various items constitute the "Key Administrative Documents" of the Port of Hood River and provide crucial context for this Strategic Business Plan.

As a matter of policy, the Commission and staff of the Port shall integrate this Strategic Business Plan into its decision-making processes and utilize it as a planning tool to help guide the Port. The Plan shall be updated every five years or sooner if the Commission believes conditions warrant.

2. Training and Development

It is the policy of the Port of Hood River to require an in-house orientation and general board training through SDAO for new Commissioners and key staff members. Thereafter, each Commissioner shall seek to attend at least one Board training refresher course through SDAO each year during their elected term. The Port shall reimburse Commissioners and key staff for expenses incurred for tuition, travel and lodging as a result of training, educational courses, participation with professional organizations, and attendance at state, regional and national conferences associated with the interests of the Port. Details of Education, Training, and Conferences policies are found in the Port's Governance Manual (***Appendix 1***).

V. STRATEGIC PLAN ELEMENTS

3. Public Outreach

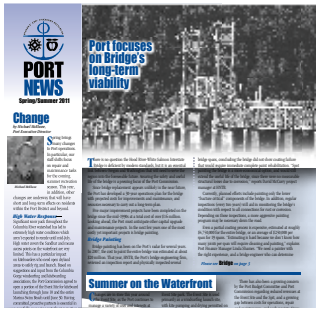
The Port of Hood River Commission and staff seek to establish and maintain good working relationships with the public; strong partnerships and good communications with other government agencies; and continuously seek ways to increase community understanding and awareness of Port activities to advance the Port's goals and objectives. The Port shall:

- Continuously communicate with the public about Port activities.
- Provide opportunities for public input on all major projects and issues.
- Ensure that meetings are open to the public with clear agendas published in advance in accordance with Oregon's Public Meeting Law.
- Use press releases, website, forums, newsletters (print and digital), annual reports, email notifications, and other media tools to advise the public of both plans and results.
- Be forthright and open in all interactions.
- Invite citizen involvement through committee participation.
- Be visible in the community and consistently promote a positive image of the Port.

In order to foster public involvement, the Port of Hood River implements public outreach programs for issues and projects of importance. For further detail on the Port's Public Outreach Process, including recent examples, see ***Appendix C***.



The Port of Hood River website provides numerous options for public input



The Port sends out print and electronic versions of its newsletters and annual report.



B. Financial Plan

The Port has adopted a revised Financial Policy on January 14, 2014 ***(Appendix 6)*** that constitutes the detailed Financial Plan for the Port of Hood River. The following are key excerpts:

FIN 2.02: Financial Planning

The Port will prepare and continuously update a 10-year financial plan to guide the Board of Commissioners in adopting the Port budget and to assist the Commission in ensuring the delivery of services through all types of economic cycles. The plan will help the Commission evaluate the impact of delivering all the necessary activities performed by the Port. The plan will also assist in coordinating funding needs among the Revenue, Bridge Repair & Replacement, and General funds.

(FIN 2.03) **Budget**

The Port shall develop, adopt and implement an annual budget that will make prudent use of public resources, include financial forecast information to ensure that the Port is planning adequately for current and future needs, involve community members, elected officials, employees and other key stakeholders, provide performance and other analytical data to assist in assessing resource effectiveness, and comply with Port laws and State of Oregon Local Budget Law.

(FIN 2.04) **Reporting**

The Port shall maintain a system of financial monitoring, control and reporting for all operations, and funds to provide effective means of ensuring that overall Port goals and objectives will be met to assure Port's citizens, partners and investors that the Port is well-managed and fiscally sound.

(FIN 2.05) **Revenue**

The Port shall maximize and diversify the Port's revenue base to raise sufficient revenue to support essential Port services and to maintain services during periods of declining economic activity. Port services providing private benefits should be paid for by fees and charges as much as possible to maximize flexibility in the use of Port revenue sources to meet the cost for services of broader public benefit. The overall revenue structure will be designed to recapture some of the financial benefits resulting from Port economic and community development investments. However, it will also be linked to the overall Port Strategic Business Plan and its future updates. Revenue collection efforts that produce positive net revenues for Port service delivery will be the highest budget priority.

(FIN 2.06) **Reserve Funds**

The Port shall establish and maintain adequate reserve funds to ensure the continued delivery of Port services, to address emergencies, address a temporary revenue shortfall or provide stability during economic cycles. Sufficient reserve funds will be managed to provide adequate cash flow, stabilize the Port's interest rates and provide continuity in service delivery. The Port shall maintain adequate cash reserves in each fund to maintain a positive cash position at any time during a fiscal year and at year-end.

(FIN 2.07) **Cost Allocation**

The Port will establish and maintain a consistent methodology for allocating the costs of the Port's Facilities and Administrative functions and activities that benefit or are used by several Port cost centers. The goal is to provide stable, predictable and equitable costs and rates to cost centers or functional areas that pay for these services. The two primary

methods used to allocate administrative and maintenance costs to Port cost centers are the Overhead Rates developed annually by the Finance Department and direct costs allocated directly to cost centers.

(FIN 2.08) **Cash Management**

The Port will manage its cash assets to ensure accurate records, reduce the chance of loss or theft and allow the Port to maximize interest income. The Finance Manager will ensure the accurate and timely accounting, investment and security of all cash assets, and will develop, maintain and constantly seek to improve cash management systems. (FIN 2.09)

Payment Processing

The Port will ensure that its banking services, systems and procedures, including electronic payment processing, are easy for the public to use, provide a cost-effective service, and maintain security for transactions.

(FIN 2.10) **Debt Management**

The Port's Debt Management Policy sets forth the responsibilities and authorities of the Port, and the Port's Finance Manager in managing the City's debt program. See full text of the Debt Management Policy.

(FIN 2.11) **Investment Policy**

The Port shall adopt an Investment Policy that fulfills all State of Oregon and Port code requirements.

Although the full description of the above policies constitute the Port's Financial Plan, there are two key policies that are particularly important to the Port's financial practices:

- **Policy FIN 2.06** requires maintenance of a reserve balance that is equal to 10% of net depreciable assets plus the annual debt service. This mitigates the risk related to unanticipated events and their effect on the operations of the Port and its obligations. Please refer to ***Appendix 6*** for these policies.
- **Policy FIN 2.10** states that the Port will seek to maintain debt coverage at 2.0. This level of coverage allows the Port to forecast the timing and amount of revenue increases that need to take place in conjunction with the level of growth that is allowed to occur with expenses.

C. Facilities Plan

The Port will manage its public assets in a synergistic and integrated manner to accomplish the public purposes described in ORS 280 and 777 and further its mission. The Port's facilities are categorized according to four functional areas: Transportation, Development, Recreation, and Aviation. This section includes the overall goal, strategies, standards, actions and capital projects within each functional area. The Port will maintain and update regularly the following key documents to support its Facilities Plan:

- **10-year capital plan** ***(Appendix L)***
- **Building Condition Assessment** ***(Appendix M)***
- **Bridge Long-term Operations Plan** ***(Appendix N)***
- **Paving Condition Assessment Plan** ***(Appendix O)***
- **Waterfront Recreational Site Assessment** ***(Appendix H)***

This Facilities Plan should be read in conjunction with these documents.

1. Transportation

a. Hood River Interstate Toll Bridge – The Port shall manage, inspect, maintain and operate the Hood River Interstate Bridge (Bridge) to insure a high degree of safety for motorists, to serve the region for as long as possible and to maintain a reasonable cash flow for Port operations. The Bridge is the first priority for the Port.



Hood River Interstate Bridge Toll Booth

Strategies:

a. Take all reasonable steps to insure that the Bridge remains safe and operational for as long as possible.
b. Review bridge revenues regularly and allocate them as necessary to insure funding for future Bridge capital projects and operations.
c. Seek federal and state funding to help the Port finance capital upgrade and maintenance projects.
d. Support reasonable regional efforts to plan for long-term replacement of the Bridge.
e. Identify ways to reduce the growth of traffic volumes on the Bridge and improve connectivity for pedestrians and bicyclists.

Standard:

Ensure the Bridge remains safe and functional for a 30-year period.

Actions:

a. Regularly update the Long Term Operations Plan (LTOP) that identifies the means and methods to ensure safe and functional operations. Utilize the LTOP to update the 10-year capital plan.
b. Annually consult with the bridge engineer to identify specific engineering and rehabilitation projects for the next two year period. Utilize this assessment in preparing the annual budget.
c. Identify and carry out a regular program of maintenance and inspections as recommended by the Port's bridge engineer and ODOT.
d. Conduct regular inspections of the bridge deck to prevent cracking and deterioration.
e. Participate with ODOT, WSDOT, the SW Washington Regional Transportation Commission, and local agencies to complete an Environmental Impact Statement and support efforts to replace the Bridge with a new structure that meets modern engineering and safety standards.
f. Annually consider ways to increase participation in the BreezeBy program.
g. Assess ways to best monitor and enforce reasonable weight limits.
h. Collaborate with City and County to include the Bridge on local Transportation Safety Plans (TSPs)



The north approach onto the Hood River Interstate Bridge

Future Capital Projects

Year	Project	Estimated Cost	Potential Funding	Target
2	Inspections: Lift Span & Gusset Plates	$75,000	POHR	2013/14
3	Seismic/Structural Evaluation	$30,000	POHR	2014/15
4	North Approach Ramp Rehabilitation	$325,000	POHR	2014/15
5	Auxiliary Truss Reinforcement	$400,000	POHR	2014/15
5	Final EIS for Bridge Replacement	$1,000,000	POHR/SWRTC/ODOT	2016/17
6	Seismic Upgrade	$1,000,000	POHR/FEDERAL	2016/17
7	Final EIS for Bridge Replacement	$1,000,000	POHR/SWRTC/ODOT	2016/17

b. Roadways/Parking Areas – The Port must effectively manage, improve and maintain its private streets and parking areas, as well as support efforts to improve existing roadways and develop new ones throughout the Port District to enhance truck access and economic development efforts.

Strategies:

a. Regularly inspect Port-owned roadways for damage or degradation and identify needed repairs or upgrades.
b. Participate in transportation planning efforts with the City of Hood River, Hood River County and other jurisdictions within the Port District.
c. Advocate for improved freight and transportation access for the region.

Standard:

Maintain Port-owned roadways and parking areas consistent with City of Hood River standards.

Actions:

a. Monitor implementation of ODOT's Interchange Area Management Plan (IAMP) to ensure protection of waterfront economic development objectives.
b. Participate in County/City efforts to update Transportation System Plans (TSPs) and advocate for funding through the ODOT's Statewide Transportation Improvement Program (STIP) process to enhance area economic development objectives. Emphasize roadway projects along Interstate-84 and access and freight mobility in the unincorporated areas of the County.
c. Budget annually for assessment, rehabilitation and reconstruction of Port roads and parking areas.



Parking improvements underway during the summer of 2013

Future Capital Projects

Year	Project	Estimated Cost	Potential Funding	Target
1	Re-construction: E. Port Marina Drive	$134,000	POHR	2014/15
3	Re-construction: E. Port Marina Way	$150,000	POHR	2015/16
4	Re-construction: Visitor Center Access & Parking	$162,000	POHR	2016/17
5	Jensen Building Parking Lot	$200,000	POHR	2018/19

2. Property Development

a. Waterfront Business Park – Complete a high-quality business park that creates and retains quality jobs, is consistent with the communities overall vision for the waterfront, recognizes the needs of light industrial businesses and is compatible with recreational uses.

Strategies:

a. Conduct market demand, traffic, infrastructure and land planning studies that guide successful development.
b. Actively seek interest of local businesses for expansion opportunities.
c. Lead efforts to modify zoning and implement approved design standards.
d. Participate actively and engage the public in planning and development efforts.

Standard:

Full build-out of Waterfront Business Park consistent with the Waterfront Development Strategy (WDS) with general public acceptance of development plans.

Actions:

a. Complete Disposition Agreements for Expo Site and Lot 5.
b. Prepare a traffic analysis that identifies traffic impacts of recent and potential development and its efect on other waterfront sites.
c. Prepare concept plans and cost estimates for remaining light industrial lot.



New light industrial and commercial buildings at Waterfront Business Park



2013 improvements to Portway Avenue

Future Capital Projects

Year	Project	Estimated Cost	Potential Funding	Target
1	Design and Engineering for Light Industrial Building	$75,000	POHR	2016/17



Nichols Basin Business Park

b. Nichols Basin Business Park (Lot #1) – Complete a high-quality light industrial/ commercial business park that attracts growing local firms and new businesses, creates and retains quality jobs and supports adjacent recreational, scenic and environmental amenities.

Strategies:

a. Conduct market demand, infrastructure and site planning studies to identify appropriate development plan.
b. Identify needed policies, land use approvals and financing strategies to facilitate development.
c. Plan for and seek funding partners to install necessary infrastructure including roads, utilities and public amenities.
d. Participate actively and engage the public in planning and development efforts.

Standard:

Development plan and implementation strategies that achieves broad public input and support.

Actions:

a. Complete preparation of an overall conceptual development plan for the property.
b. Prepare and submit applications for subdivision and zone changes.
c. Prepare design development-level plans for construction of lower bank pedestrian/ bicycle and water access opportunities.
c. Assess the possibility of making modifications to Nichols Basin to provide recreational and habitat improvements.
d. Identify potential sources and seek necessary transportation infrastructure funding, and develop a specific infrastructure funding plan.
e. Submit applications for grant funding for ped/bike trail improvements through Connect V, Local Government Grant Program (LGGP) and other sources.

Future Capital Projects

Year	Project	Estimated Cost	Potential Funding	Target
1	Pathway/Water Access @ Lower Bank	$500,000	ODPR/ODOT/LGGP URA	2014/15
2	1st Street Relocation	$1,238,000	POHR/IOF/URA	2015/16
3	Anchor Way 1st to 2nd	$1,000,000	POHR/URA	2016
4	Light Watercraft Center	$250,000	POHR	2017
5	Portway 1st to 2nd	$550,000	POHR/URA	2018

c. Industrial Property Management – The Port shall maintain and manage its existing portfolio of industrial properties in a responsible manner for business retention and recruitment that meets or exceeds market standards.

Strategies:

a. Evaluate Port properties regularly to determine maintenance and capital improvement needs. Identify specific long-term and short-term goals for each Port property.
b. Work closely with local businesses and seek ways to assist with facility needs.
c. Ensure that lease terms and conditions minimize subsidies that distort the market unless required for public purposes.

Standard:

Maintain the Port's industrial properties to a standard comparable to similar public or private facilities.

Actions:

a. Implement a property management plan, including a specific strategy for each Port property that anticipates capital and maintenance needs over a 10-year period.
b. Continuously assess opportunities for the sale or leasing of Port properties.
c. Evaluate each Port building to identify ways to reduce energy costs.

*Note: Refer to Building Assessment **Appendix M**.*

d. Industrial Land Acquisition – Seek opportunities to acquire and develop additional industrial property to provide sites for future business growth and expansion.

Strategies:

a. Annually provide budget authority that allows the Port to respond to strategic land acquisition opportunities.
b. Continually maintain contacts with local brokers and landowners to identify property acquisition opportunities.
b. Work closely with local businesses to understand future facility needs.
c. Collaborate with local jurisdictions to ensure that planning and policy decisions provide adequate supply of industrial properties.
d. Ensure that acquisition avoids subsidies that distort the market unless required for public purposes.
e. Seek acquisition/development opportunities that generally would not be undertaken by the private sector.

Standard:

Maintain a land inventory of buildable industrial property equal to the current year.

Actions:

a. Evaluate opportunity for brownfield redevelopment of the Lower Mill site.
b. Consider possibility for joint venture approach to property near I-84, Exit 62.
c. Track availability of light industrial properties throughout the Port District that may be available for sale.

3. Waterfront Recreation

The Port owns a number of prominent waterfront recreation sites that attract visitors from around the world and contribute to the quality of life in the community. An assessment of these recreation sites has been prepared and will be updated every five years to serve as the basis for decisions about future capital expenditures, policies, use regulations, and upland development. Excerpts from the Waterfront Site Assessment Report are incorporated below. See ***Appendix G*** for the full report.



The Hood River Marina underwent an electrical upgrade in 2013

a. Marina – The Port shall provide a safe and attractive Marina that meets the recreational needs of boaters while maintaining standards and slip rates equal to similar public marinas.

Strategies:

a. Continuously consider improvements to the Marina that meet market demand and respond to funding availability.
b. Increase year-round activity and vitality in the Marina Basin.
c. Seek ways to ensure the operation of the Marina is self-supporting through cash flow from slip lease income and Oregon State Marine Board (OSMB) funding.

Standards:

a. Maintain the Marina as a safe and efficient facility equal to similar publically-owned marinas.
b. Efficiently manage the Marina wait list to ensure slips are leased in a timely manner.
c. Maintain status as a certified "Clean Marina."



The Hood River Marina south basin dock expansion is planned

Actions:

a. Update the Marina Master Plan to guide future planning and capital projects.
b. Work with the OSMB to improve and extend boat launch ramp paving.
c. Collaborate with the Hood River Yacht Club and other user groups to increase public and private events and activities in the Marina.
d. Seek reasonable opportunities to increase the use of the Marina Basin for sailing and non-motorized watercraft.
e. Work with the Marina ad-hoc committee to encourage greater input from moorage tenants on management and maintenance practices.

Future Capital Projects

Year	Project	Estimated Cost	Potential Funding	Target
1	Replace Boathouse docks	$200,000	POHR/Boathouse Tenants	2013/14
2	Update Long-term Master Plan	$50,000	POHR	2014/15
3	Visitor Dock Rehabilitation	$650,000	OSMB/POHR	2015/16
4	Replace perimeter fencing	$50,000	POHR	2016/17
5	Expand South Basin Dock	$250,000	POHR/Loan	2017/18



Port Marina Park and Beach

b. Port Marina Park – The Port shall maintain and manage the open space and park facilities surrounding the Marina Basin to support the recreational needs of the community.

Strategies:

a. Seek ways to increase revenue from park activities and users, and decrease expenses.
b. Continuously consider improvements that meet market demand and respond to funding availability.

Standard:

Maintain Port Marina Park as a safe, attractive, and flexible open space for recreational users.

Actions:

a. Prepare a detailed operations plan and cost summary for the Port Marina Park.
b. Identify ways to decrease operations and maintenance costs and increase revenue.
c. Annually review policies, requirements and fees.
d. Work with Pacific Power to relocate power box at Marina Green.

Future Capital Projects

Year	Project	Estimated Cost	Potential Funding	Target
1	Relocate electrical facility	$40,000	PP&L/POHR	2015
2	Improve gravel parking area	$25,000	POHR	2016
3	Add lighting	$150,000	Federal/POHR	2017-2020

c. Event Site – Effectively maintain and manage the Event Site to support intense recreational use of multiple users.

Strategies:

a. Continuously consider improvements to the Event Site that meet market demand and respond to funding availability.
b. Seek ways to reasonably increase revenue for Event Site maintenance.
c. Proactively respond to changing water levels, user needs, and enforcement requirements to decrease user conflicts.
d. Annually assess modifications to enhance locations of school, food, and other concessionaires.

Standard:

Maintain the Event Site as the premier location for windsports in the Gorge.

Actions:

a. Prepare an annual review of the high-water action plan and safety requirements for users.
b. Maintain jetties, beach, and upland park facilities.
c. Annually review parking, concessionaire, and event fees.
d. Provide support to concessionaires.
e. Budget for incremental annual upgrades to improve functionality and appearance.

Future Capital Projects

Year	Project	Estimated Cost	Potential Funding	Target
1	Landscape upgrades	$5-10,000	POHR	annual
2	Restrooms/changing facility/outdoor shower	$150,000	POHR	2016
3	Reseal parking lot	$80,000	POHR	2017
4	Beach restoration/Dredging	$50,000	POHR	TBD
5	Increases launch area west of Event Site	$250,000	POHR	TBD



Kiteboard event at Marina Beach in July 2011



Stand Up Paddleboarders enjoying Nichols Basin

d. Other Recreational Sites – The Port will maintain and develop high quality recreational sites that promote river access, active recreation and passive open space experiences for community members and visitors. These sites include:

- **Marina Beach**: Multi-purpose swim and kiteboard area with the Port's focus on safety and attractiveness.
- **Spit**: Limited improvement public access to Columbia River.
- **Nichols Basin**: Scenic amenity with future development opportunities supporting non-motorized boating activity.
- **Hook**: Primitive multi-use area for windsurfing, SUP, kayaking, and fishing.

Strategies:

a. Maintain existing facilities, including access, parking and amenities within budget.
b. Consider long-term management costs before developing new or enhanced recreations sites.
c. Seek funding and partnership opportunities to design, permit and develop additional recreational sites under the Port's ownership and/or design review control.

Standard:

Identify, improve and maintain recreational sites for a variety of users, subject to adequate funding, to meet appropriate safety, use, design and maintenance standards.

Actions:

a. Annually assess conditions to ensure maintenance standards are met for waterfront access, ramps, jetties, roadways, and parking areas.
b. Seek ways to increase revenue for recreation sites and decrease expenses.
c. Develop a plan for an exterior launch and viewing area at the western end of the Hook.
d. Monitor sites for invasive plants and take action to eradicate and minimize spreading.

Future Capital Projects

Year	Project	Estimated Cost	Potential Funding	Target
1	Hook: west end launch site	$125,000	Multiple	2014/15
2	Marina Beach: handicap fishing platform	$40,000	POHR/ODPR	2016
3	Nichols Basin: public launch area for non-motorized boating	$250,000	ODPR/Grants	2016
4	Hook: clean and improve riparian habitat	$20,000	POHR	TBD
5	Spit: habitat improvements along east shore of Nichols Basin	$50,000	Grants/POHR	TBD



Crews pave a section of the existing waterfront path just west of the Event Site



Western terminus of current waterfont trail looking east

e. Recreation Trails – The Port will maintain, manage and improve pedestrian and bicycle trails along the Hood River Waterfront and support efforts to improve such facilities in other areas within the Port District boundaries.

Strategies:

a. Seek funding opportunities for the design and development of the pedestrian and bicycle trail connections with an emphasis on facilities on or near Port properties.
b. Support efforts by the Hood River Valley Parks and Recreation District and other entities to plan, design and construct pedestrian and bicycle facilities.

Standard:

Insure Port-owned pedestrian and bicycle pathways contribute to local live/work connectivity and meet design and maintenance standards equal to similar public facilities.

Actions:

a. Nichols Basin: Prepare a plan to provide continuous pedestrian and bicycle facilities along the west shore.
b. Hook: Develop plan improvements to the proposed waterfront trail extension from the Maritime building to the western tip of the Hook.
c. Pedestrian Bridge: Construct a bicycle and pedestrian pathway connection from Frontage Road to the intersection at Button Bridge Road. Plan to include lighting, way finding signage, and informational kiosk.

Future Capital Projects

Year	Project	Estimated Cost	Potential Funding	Target
1	Pedestrian Bridge: Bike/Ped Pathway	$439,000	ODOT/Federal	2014
2	Hook: Waterfront Trail Extension	$100,000	City of HR/POHR	2014/15
3	Spit: PAW Connection	$50,000	Naito/POHR	2015/16

4. Aviation

Ken Jernstedt Airfield – The Port owns the Ken Jernstedt Airfield ("Airport") to support public safety, transportation, recreation and economic development goals of the community.

Strategies:

a. Maintain a high level of safety.
b. Establish a reputation as a welcoming, user-friendly airport.
c. Seek financial self-sufficiency.
d. Provide essential services; Fixed Base Operations, Aircraft maintenance, Aircraft fuel
e. Build and maintain a mutually supportive relationship with WAAAM.
f. Establish "good neighbor" relations with surrounding property owners.
g. Adhere to FAA grant covenants to insure continual federal funding.
h. Seek land acquisition opportunities consistent with the safety missions and the airport master and layout plans.



Ken Jernstedt Aifield FBO

Standard:

A level of service consistent with its FAA designation (B-2), and the size of the Airport's service area. Recognition as one of the best airports of its class in Oregon, and small aircraft owner airport of choice in the Gorge.

Actions:

a. Regularly convene the Airport Advisory Committee to consider airport policies, programs and actions.
b. Prepare an Airport Business Plan.
c. Update the 2009 Airport Master Plan and Layout Plan.
d. Monitor the availability of federal and state funding for airport projects.
e. Update Ordinance 23 and monitor and enforce this ordinance.
f. Prepare a feasibility study for new T-Hangars.



A local pilot takes advantage of the newly resurfaced runway

Future Capital Projects

Year	Project	Estimated Cost	Potential Funding	Target
1	Prepare Airport Master Plan	$50,000	FAA	2014
2	Update Airport Layout Plan	$50,000	FAA	2015
3	Pave near FBO Building	$65,000	POHR	
4	New T-Hangar Block	$250,000	Loan/POHR	2016
5	Expand North Apron	$1,500,000	FAA/Port	2019

D. Economic Development and Marketing Plan

The Port of Hood River is the real economic development agency in Hood River County and seeks to positively impact the economy within the Port District and the Mid-Columbia region. The Port seeks a thriving, balanced economy, a high quality of life for citizens, support for private businesses that create jobs, and provision of training opportunities.

1. Business Retention

The Port works actively with existing businesses to understand their needs and seeks to accommodate their growth.

Strategies:

a. Carry out ongoing communication with existing businesses to anticipate their growth needs, and identify value-added opportunities that foster growth in wages and employment.
b. Work cooperatively with the other economic development agencies in the Mid-Columbia region by participating on boards, commissions and advisory committees to advance economic development efforts.
c. Coordinate with businesses such as agriculture and forestry and identify ways to enhance the area's traditional economic base.
d. Support the tourism sector and seek ways to increase tourism activities, particularly in the shoulder seasons.

Standard:

Recognition as the lead public economic development agency within the Port District that works to address the needs of local businesses. Be viewed as an active, supportive partner that works with other agencies to facilitate employment and business growth in the Mid-Columbia region.

Actions:

a. Evaluate the annual Needs and Issues Inventory and identify projects that can address the requirements of existing businesses.
b. Maintain regular contact with major businesses in Hood River County to understand and anticipate growth needs and success issues.
c. Participate in various groups and committees in Hood River County that are active in economic development.
d. Monitor and provide comments on federal and state legislative actions that could impact the growth and success of local businesses.
e. Participate in the annual MCEDD updates to the Comprehensive Economic Development Strategy (CEDS) for the Region.
f. Prepare an annual summary of the economic impacts of Port facilities and activities.
g. Continue active participation in the Economic Development Working Group (EDWOG) and Gorge Innoventure program.

2. Business Recruitment

The Port recognizes the need both to recruit new business to the Port District and assist the work of area partners in efforts to attract new businesses to the Mid-Columbia region.

Strategies:

a. Identify companies that provide family wage jobs, are compatible with the local community and who may be interested in relocating to the Port District or Mid-Columbia region.
b. Work with other economic development entities, other ports and local businesses to integrate the Port's business recruitment efforts with recruitment strategies in the area.
c. Annually prepare a strategy that addresses reasonable recruitment activities and associated costs for Commission consideration.

Standard:

The Port is an active, engaged participant in local and regional efforts to recruit new businesses to the Port District.

Actions:

a. In partnership with other county and state entities, classify regional industries by their growth characteristics and prioritize these industries and specific businesses for targeted recruitment/retention efforts.
b. Participate and lead the Economic Development Working Group to bring focused attention and specific action plans for business recruitment.
c. Act as a sponsor and monitor actions and activities within the Enterprise Zone.
d. Regularly update information about sites in Hood River County that are available for industrial development.
e. Maintain an inventory of Port property that is "shovel-ready" for new business recruitment opportunities.

3. Workforce Training and Education

The Port recognizes the importance of training and education to the long-term economic health of the community and seeks ways to support other agencies and businesses working to improve the skill level of the work force in the Port District and Mid-Columbia region.

Strategies:

a. Support efforts to ensure access to high quality education and training opportunities for area residents and workers, and create opportunities for youth to remain in Hood River County.
b. Assist MCEDD, CGCC and other providers to assess the educational and skill level of the local workforce. Assist in identifying needed facilities and resources to address identified training needs.
c. Report to the Commission when training resources may be needed to support the growth of existing businesses or successfully recruit new ones.

Standard:

The Port is seen as an engaged partner in helping to address the educational and training needs of the Port District and Mid-Columbia region.

Actions:

a. Monitor efforts by CGCC to implement the Advanced Technology Center and seek ways to support this initiative.
b. Work with educational and training resources to identify:
   - Required skills and likely training needs from existing businesses in the target sectors.
   - Training resources in the community.
   - The match or lack of match between needs and existing programs.
c . Participate in regional efforts to improve job-training opportunities.
d. Annually consider allocation of resources for targeted training programs.
e. Seek ways to support the quality and availability of vocational training in the Port District.

4. Regional Collaboration

The Port works with public and private entities in the Mid-Columbia region to overcome regulatory barriers, address infrastructure deficiencies and promote the economy of the area.

Strategies:

a. Participate in and support a regional collaboration with other ports and the CRGNSA Gorge Commission in order to address local economic development issues.

Standard:

The Port is a committed partner in regional economic development collaboration efforts and initiatives.

Actions:

a. Increase communication and collaboration among area ports on economic development conditions and issues.
b. Obtain and update information about industrial sites in the Mid-Columbia region that are available for industrial or commercial development and promote them when possible.
c. Support efforts by the regional coalition to replace the Hood River Interstate Bridge.
d Collaborate with other regional entities to respond to all common legislative and regulatory issues.

E. Environmental Plan

The Port recognizes the interdependence of environmental quality and business development within its District. Due to the exceptional quality of scenic and riverine resources enjoyed by local residents, the environment helps draw new businesses and recreational users to the Port District. The Port owns and manages most of the land bordering the Columbia River within the City of Hood River, a valuable, long-term community asset. Port operations and development projects will be carried out with careful consideration of environmental impacts and environmental laws.

Strategies:

1. **Protect Riverine Habitat:**
   - Ensure upland development does not degrade habitat conditions in the Columbia River or Hood River.
   - Provide for appropriate and adequate landscape plantings along the water's edge to minimize erosion and promote river shade/habitat.
   - Protect, improve and enhance areas of existing habitat and seek ways to create new habitat where opportunities exist.
   - Ensure Port ordinances identify and disallow actions or activities by members of the public, tenants, or businesses that could negatively affect environmental habitat.
2. **Industrial/Commercial Development:**
   - Encourage a high level of green building, renewable energy and sustainable design practices (e.g. LEED) on all development projects.
3. **Marina:**
   - Develop and adopt best practices for operation and development of the Marina to meet Oregon State Marine Board Clean Marina standards and status.
4. **Agency Coordination:**
   - Work with local, state and federal agencies in the review of proposed developments and policies to ensure environmental compliance is carried out.
   - Coordinate with special interest groups such as Columbia Riverkeeper, Native American tribes, watershed management groups and others as appropriate to promote healthy river systems and recreational opportunities.
   - Comply with all local, state and federal environmental laws in all Port activities.

Standard:

Meet environmental best practices while complying with local, state and federal environmental laws and permit requirements for the development and maintenance of Port properties. Be considered a leader in environmental best practices among public landowners in Oregon.

Actions:

a. Ensure all necessary environmental permits and standards are addressed during the design, approval and construction of Port projects.
b. Annually review adherence to Oregon State Marine Board Clean Marina standards and certification.

c. Maintain a list of permit requirements and agency contacts for in-house and developer reference.
d. Provide project information to environmental and special interest groups, and consider their input in completing project design and development.
e. Ensure that the Port has staff expertise and necessary equipment for immediate response to environmental contamination.
f. Seek cost-effective ways and partnerships to monitor E-coli levels in the Columbia River adjacent to the Port's recreation sites and communicate issues to the public.
g. Improve habitat conditions along the waterfront by removing invasives and planting native species.

VI. PLAN IMPLEMENTATION

Plan Implementation

The Port of Hood River Strategic Business Plan is designed to guide the Port's efforts over the next five-year period. It is designed as a working document. The Plan will be evaluated annually during the Fall Planning Work Sessions as the Commission formally considers policy and budget matters that may affect Plan implementation.

A. Project Evaluation Criteria

The Port Commission is guided by a 10-year Financial Model ***(Appendix P)*** where assumptions about projects and activities are made within the context of expected operational revenues and expenses. The Model serves as a planning tool and assists the Commission and staff in understanding the longer-term implications of near-term policy, management and capital decisions. A key component is the set of assumptions about capital expenditures and associated funding. The 10-year capital list includes required or desired capital projects and makes assumptions about corresponding financing sources to carry them out.

The capital projects in Section B are considered the most important for the Port to carry out in the next five years and vital in achieving the Port's strategic mission. They were identified based on the following factors:

- **Operational Efficiency**
- **Safety**
- **Income Asset Preservation**
- **Readiness to Build**
- **Resource Availability**
- **Amenity Improvement**

B. Key Projects List

Each capital project listed below is also listed in the 10-year Financial Model. The implementation of each project is dependent upon the availability of financial resources, a specific risk assessment prior to implementation and a determination of whether new opportunities or threats exist. Each is expected to be carried out if assumed financing sources are available.

PROJECT	COST	TIME FRAME	FUNDING SOURCE	PRIORITY CATEGORY
Interstate Bridge				
Deck Weld Repairs	50,000	2013-Ongoing	Port	
Lift Span Evaluation	35,000	2014-15	Port	
Seismic Vulnerability Study	30,000	2014-15	Port	
Gusset Plate Triage Evaluation	40,000	2014-15	Port	
Repair North Approach Ramp	325,000	2014-15	Port	
Repair Auxiliary Brace Connections	400,000	2014-15	Port	
Lift Span Upgrade	100,000	2015-16	Port	
Seismic Upgrades	1,000,000	2017-18	Port	
Waterfront Industrial-- Lot 1				
Nichols Basin Ped / Bike Path	500,000	2014-15	Port / Grants	
1st Street Relocation, including roundabout	1,238,000	2016	Port / URA	
New Commercial Building	2,500,000	2017-18	Port /Loan	
Anchor Way 1st to 2nd, including stoplight	1,000,000	2018	Port /URA	
New Industrial Building	6,000,000	2018-19	Port /Loan	
Paving (does not include regular capital maintenance)				
E. Port Marina Way	150,000	2014-15	Port	
E. Port Marina Drive	134,000	2017	Port / OSMB	
E. Portway Ave	200,000	2019-20	Port	
Land Acquisition				
Industrial Property	1,500,000	2014-18	Port/Loan	
Site Prep., Entitlements & Marketing	200,000		Port	
Ken Jernstedt Airport				
Revise Master Plan & Airport Layout Plan	100,000	2014-15	Port / FAA	
Fence Perimeter	30,000	2014	Port / FAA	
Develop Additional T-Hangars	250,000	2016	Port/Loan	
Taxiway B Extension/South Apron Reconstruction	170,000	2017-18	Port / FAA	
Relocate FBO & Av Gas	100,000	2018-18	Port / FAA	
Marina				
Boathouse Dock Replacement	200,000	2013-14	Port/Loan	
Master Plan	50,000	2014-15	Port	
Visitor Dock Rehabilitation	650,000	2017	Port / OSMB	
South Dock Upgrade	250,000	2019-20	Port/Loan	
Recreation				
Frontage Road Ped/Bike Path	439,000	2014	Port / ODOT	
Hook: West Launch	125,000	2014-15	CGWA/Parks/Port	
Hook: Bike / Ped Trail	100,000	2014-15	Port / City	
Jensen Building				
Breezeway, Vendor & Solar Improvements	350,000	2014-16	Port	

Mandatory (address life safety or near-term functionality of key asset)
Mission Critical (key impact to the Port's core mission and/or longevity of asset)
Highly Desired (projects that address key community or Port objective)

C. Plan Adoption and Update Process

The Port of Hood River Strategic Business Plan was adopted by the Port of Hood River Commission in January 2014. The Port shall utilize the Plan as a basis for policy and budget decisions and to request state funding for identified projects. The plan may be amended by the Commission based on market conditions and new development opportunities that may arise. The Port expects to formally update and re-adopt the Plan every five years.

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Appendix A ..... Map of Port District
Appendix B ..... 2006 Strategic Plan
Appendix C ..... Port of Hood River SBP Public Outreach Process
Appendix D ..... Port of Hood River History
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
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Port of Hood River public policies:

Appendix 1 ..... Port of Hood River Governance Manual
Appendix 2 ..... Port Marina policies
Appendix 3 ..... Ordinance 22
Appendix 4 ..... Ordinance 23
Appendix 5 ..... Port Real Estate Transaction policies
Appendix 6 ..... Port of Hood River Financial Policies

Port Of Hood River

Mission and Policies

I. Strategic Plan
II. Governance
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PART II

GOVERNANCE

Mission Statement. The mission of the Port of Hood River ("the Port") is to initiate, promote and maintain quality of life and a healthy economy throughout the Port District and the Columbia River Gorge.

In support of this mission, the Port of Hood River strives to manage its assets to accomplish the public purposes outlined in the Oregon Revised Statutes. The Port's Strategic Plan, goals, objectives and action plans are designed to support these efforts. The Port's Strategic Plan is found is Section I of the Port's Mission and Policies document.

This Section of the Port's Mission and Policies contains policies relating to Port Governance.

A. ORGANIZATION AND STRUCTURE

1. Introduction. The powers and duties of the Port are described in Oregon Revised Statutes ("ORS") Chapter 777, and other state and federal laws. The Port is governed by an elected Board of Commissioners (Commission), who carry out the Port's powers and duties, and govern the Port by adopting rules, regulations, policies and procedures consistent with applicable laws. Commissioners are public officials who must act in the best interest of the public.

The Commission is responsible for establishing policy, reserving to itself all authority and responsibility not expressly assigned to other personnel. These policies, rules and regulations express the judgment and will of the Commission and are binding on all members.

The Commission must comply with all applicable laws of the United States and the State of Oregon, including but not limited to Oregon laws for special districts, port districts, public records, public meetings, public contracting, elections, and ethics for public officials, as well as the general operating procedures codified in its policy manuals.

2. Governing Board; Eligibility. The Port Commission consists of five members, each of whom serves a four-year term. All Commissioners serve at large, and not by zone. Each Commission position is designated by a position number. Commissioners are elected or appointed to a specific position designated by this number. The election of Commissioners is conducted as provided by ORS Chapter 255. Except where the Commission is filling a vacancy by appointment, terms of office begins on July 1.

To be eligible to serve on the Commission, a Commissioner must reside within the boundaries of the Port District. A Commissioner who moves out of the Port District's geographical boundaries during a term of office will lose his or her position. No one

elected or appointed to the Commission may be sworn in unless he or she meets the qualifications for office. If questions exist regarding the eligibility of any candidate, the Commission will obtain an opinion from legal counsel prior to swearing in the person. Each newly elected or appointed Commission member must take an oath of office at a Commission meeting prior to assuming the duties of the position.

Vacancies on the Port Commission are filled according to the procedures described in Section B, paragraph 4, of this Section.

3. **Board Officers**. At the first Commission meeting in July of each year, or at a subsequent meeting at the discretion of the Commission, the Commission shall choose a President, Vice President, Secretary, and Treasurer. Each officer so elected shall take office immediately, and serve until the first Commission meeting of the following year, or until his or her successor is elected. If a Commissioner has been elected to serve two consecutive terms as President that Commissioner will not be eligible to serve as President for a third consecutive term. It is the practice of the Board to require a member of the Commission to have served for at least one year on the Board before becoming eligible for nomination for the office of President or Vice President.

Officers of the Board may be required to serve on Port committees, as described in Section A, paragraph 6 of this Section. ORS 777.140(2) requires the president, vice president, treasurer and secretary to prepare annual reports and file them with the board.

If the President resigns, or for any reason is unable to fulfill the obligations of his or her office, the Vice President shall automatically fill the position of President. If any other office becomes vacant, the vacancy will be filled at the next regular meeting of the Commission by nomination and vote of the remaining Commissioners.

The duties of the President shall be to preside at all public meetings and work sessions of the Commission, to sign documents when authorized by the Commission to do so, to create committees and appoint Commissioners to those committees, and to assist in the preparation of the meeting agenda. Commission concurrence will be requested on the creation of committees and the appointments to those committees. The President shall have the same right as other Commissioners to discuss and vote on all issues before the Commission and shall be called upon for the final individual vote on roll-call votes. The President may make or second a motion.

In the President's absence, the Vice President shall have the powers and duties of the President. The Vice President shall have such other powers and duties determined by a majority of the Commission and other duties as may be assigned by the President.

The Secretary shall cause accurate minutes of each public meeting to be taken, transcribed, and distributed in a timely manner for review prior to approval by the Commission, and shall maintain properly authenticated official minutes in chronological order. Any of the foregoing responsibilities may be delegated to staff members.

The Treasurer shall ensure that accurate accounting and financial records are maintained by the Commission and shall oversee the annual financial audit.

Any Commissioner may request that any issue, project, commitment of resources, or other matter be placed on the agenda of the Commission. If possible, the request should be submitted to the President or to the Executive Director no later than the Friday before a scheduled meeting.

4. **Executive Director**. The Executive Director functions as the chief executive officer of the Port of Hood River. He or she serves as the principal resource to the Board of Commissioners, and is responsible for implementing polices set by the Commissioners while overseeing port marketing, development of Port facilities, property management, and community relations. This includes overall direction of the operation, maintenance, administration, and use of airports, marinas, industrial districts, and other properties and facilities.

The Executive Director is responsible for preparation or review of all Port documents and contracts related to transactions authorized by the Port Commission, and has authority to sign all such documents on behalf of the Port unless explicit signature authority has been granted to the Port Commission President, other Port Commissioners and/or Port staff. In the absence of the Executive Director, the Commission President has the authority to execute documents authorized by the Port Commission The Executive Director may delegate signing authority to Port office staff on routine administrative matters. The Port Commission President or Executive Director each has authority to sign deeds conveying Port property unless explicit signature authority to sign a deed has been granted to another Port Commissioner and/or Port staff. The Executive Director is also responsible for delivery of services essential to the Port's mission, as well as the financial, accounting and legal matters of the Port. He or she facilitates the development of goals, objectives, business plans, budgets and programs; works to develop and maintain positive relationships with tenants and customers, community groups, and other public and government agencies; and hires and provides administrative direction to Port staff.

5. **Rules and Regulations.** The Commission is authorized to adopt rules governing operations and procedures for the Port. Rules are intended to promote understanding and provide uniformity in the operations of the Port.

If any rule is found to be in conflict with law, only the part or parts so found shall be null and void and the remainder shall remain in full force and effect.

Where a new rule replaces or amends an existing rule, the Commission shall repeal or amend the older one by direct action.

Any rule of the Port may be amended or suspended by a majority of the Commissioners at any Commission meeting, provided that each Commissioner shall have been notified in writing of the proposed amendment or notice of the proposed suspension at least forty-eight (48) hours in advance of the meeting.

The Executive Director may, in case of emergency, suspend any part of or an entire rule which may be in conflict with handling an emergency; provided, however, that the Executive Director shall report the fact of, and the reason for, such suspension at the next meeting of the Commission; and provided further that the suspension shall expire at the time of said report unless continued in effect by the Commission.

The Commission may adopt regulations related to use of Port property or services to protect Port interests, to enhance Port ordinances or policies, or to comply with laws or regulations applicable to Port functions or activities. Regulations shall be adopted by resolution of the Commission unless the Commission specifically authorizes another method of regulation adoption under a Port ordinance or otherwise.

6. Committees. Committees support the responsibilities of the Executive Director for day-to-day operations of the Port, providing a mechanism for the Commission to execute its fiduciary responsibilities. Committees may be created and their members appointed by the President, with the concurrence of the Commission.

Port committees exist at the discretion of the Commission and may be formed, dismantled, inactivated or activated as conditions dictate. The functions of a committee shall be designated by the Commission at the time the committee is created. It shall be the responsibility of a committee to investigate, discuss, and collect information on behalf of the Commission. Committees do not have the authority to act on behalf of the Port Commission unless specifically authorized by vote of the Commission.

Committees that are given authority to make decisions for the Commission, or to collectively make recommendations to the Commission for action, will follow Oregon's Public Meetings Law and will require a public notice of meetings, a quorum present, and minutes recorded. Public Meetings Law does not apply to committees whose members are charged to form their recommendations individually rather than collegially through a quorum requirement.

The Finance and Personnel Committees are internal committees. The President and Vice President serve as members of the Personnel Committee. The Secretary and Treasurer serve as members of the Finance Committee. These committees assist staff with operational and preliminary issues. It is not necessary that a quorum be present for an internal committee member to act. Any recommendation by an internal committee member to the Port Commission shall be made individually rather than collegially with another internal committee member, even if committee members agree on a recommendation.

The Budget Committee, mandated and governed by ORS 294.336, is a statutory committee whose membership consists of the members of the Commission and five private citizen appointees.

Ad Hoc Committees have limited assignments not to exceed two years. They support the vision, goals, and objectives of the Commission and the Strategic Plan, and are set up around a specific budgeted activity where it is desirable to have public involvement. Membership and quorum requirements will be determined at the time of creation. Ad Hoc committees terminate upon completion of the assignment or by a majority vote of the Commission.

Committee members must be residents of the Port District at all times during their service on a committee. Each Committee shall include at least one Commissioner. Staff may serve on committees as ex-officio members.

The Port shall use the following procedures to recruit members of the public to serve on committees according to the following process:

- Advertise position vacancy in local media for two (2) consecutive weeks.

- Require applicants to complete and return to the Port a written application, which shall include the applicant's personal information, background and experience, list of community activities, and statement of desire to be a member of the particular committee.

- Review applications and select those to be interviewed.

- Interview candidates. The Commission may choose to forego the interview process if the entire Commission is in agreement.

- Appoint member(s) to the committee for a designated term if term length is specified or to an indefinite term.

- Unless modified by a majority vote of the Commission, the following shall apply to the membership and term of committees:

COMMITTEE	MEMBERSHIP	Length of Term	Quorum Required
Airport	Two Commissioners Seven Public Airport FBO Staff Support- Port Director or Development Manager	3 years	Yes
Architectural Site Review **(**Currently inactive)	One Commissioner or Port Director One Independent Architect Three Public (full-time residents of Port District) City Planner (ex-officio)	3 years	Yes
Budget	Five Commissioners Five Public (ORS 294.336) Staff Support- Port Director; Finance Manager	3 years	Yes
Community Relations (Currently inactive)	One Commissioner Port Director Port Newsletter Contractor Two Public (full-time residents of Port District)	3 years	No
Finance (Internal)	Commission Secretary & Treasurer Staff Support- Finance Manager	1 year	No
Personnel (Internal)	Commission President & Vice-President Staff Support- Port Director	1 year	No
Waterfront Recreation	One Commissioner Seven Public (full-time residents of Port District, including outside city limits); Broad representation of business owners, school operators, marina tenants, recreational users Staff Support- Waterfront Coordinator	3 years	Yes

B. BOARD POLICIES

1. Introduction. The following subsection describes the Port's policies governing the operation of the Board of Commissioners. All previous policies not consistent with this policy document are hereby declared null and void. In any instance of conflict, this document will supersede past actions. Any Port policy may be amended, suspended, or repealed by a majority vote of the Commission. Nothing herein is intended to override the provisions of federal, state, or local laws, which shall take precedence in the event of conflict.

2. Duties and Responsibilities of Commissioners. The Board of Commissioners of the Port of Hood River shall have the following duties and responsibilities:

- Exercise all powers provided by law and to take action as necessary therefor.

- Represent the constituents of the Port of Hood River. Inform the public concerning the progress and needs of the Port District and solicit and consider public opinion as it affects the programs and services provided by the Port.

- Abide by and become familiar with all laws and policies governing the operation of the District. Ensure that the Port is in compliance with all applicable laws.

- Recognize that an individual board member has no legal status to act for the entire board. Any formal action shall require a vote of the Board.

- Select board officers and establish and staff necessary committees and determine the respective duties of each. Approve the form and amount of reimbursement for board members.

- Approve modifications to the strategic plan.

- Establish Port rules, regulations, and policies.

- Interpret Port rules, regulations and policies.

- Select, employ, and evaluate the performance of a professionally trained and experienced Executive Director to administer the Port District. Require reports by the Executive Director concerning the conditions, efficiency and needs of the Port. Consider and act upon recommendations of the Executive Director in all matters of policy, salary schedules or other significant personnel matters.

- Approve the plan, form, and amount of management compensation, i.e., salaries, bonuses, vacation, travel, etc. Approve any employee benefit plans.

- Provide for the preparation of, and adopt, an annual budget. Monitor district finances and the budget, setting policy or taking action to ensure the fiscal integrity of the Port.

- Approve preliminary and final project plans and specifications, as well as acquisition and disposal of Port property. Provide Port facilities, equipment and supplies for implementing the Port's programs, operations and maintenance.

- Approve contracts binding the district. Ensure that public contracting requirements are satisfied. Approve contracts with and between any unions involved with the district.

- Select legal counsel and consultants for the board.

- Insist that personnel complaints go through a proper chain of command. The Board should get involved only as described in the Port's Personnel Policy, or if the complaint or matter involves the Executive Director.

- Recognize that certain information obtained at board meetings may be confidential, making disclosure of such information a breach of trust.

- Make use of educational sessions, workshops, and seminars to gain a further understanding of effective operations and issues.

- Respect the opinions of other members and accept the principle of majority rule in board decisions.

3. Authority of Commissioners and Executive Director. Commissioners have no individual powers separate from the powers of the Commission, and have no authority to act individually without delegation of authority from the Commission. Commissioners only have the right and responsibility to participate in board meetings and vote on Port matters as part of the Board. Acting without authority can result in personal and District liability.

The Commissioners shall not be collectively bound in any way by any statements or action on the part of any individual Commissioner or employee, except when such statement or action is predicated on previous action taken or policy adopted by the Commission and recorded in the official minutes.

All business must be conducted at properly noticed public meetings. Any Port business brought to the attention of an individual Commissioner shall be handled in the following manner:

- Be courteous to the constituent and determine whether the stated business should be referred to the Executive Director or to the Commission.

- Direct the constituent to contact the Executive Director to discuss the issue and request to appear at the next Commission meeting and discuss the matter with the entire Commission, if appropriate.

The Executive Director has authority to negotiate personal services contracts, real estate leases and purchase or sale agreements, The Executive Director has authority to sign all Port deeds, leases, contracts, and related documents on behalf of the Port after the Commission has approved the transaction. If the Executive Director signs a document prior to Commission approval of a transaction the Commission may thereafter ratify the Executive Director's signature, in which case the Executive Director's signature shall have the same effect as if the Commission had authorized the transaction prior the Executive Director signing the document.

4. Vacancies on Port Commission.

Vacancy Arising From Lack of Attendance. According to 777.135(6), the term of a Commissioner shall expire when the Commissioner is absent from four or more consecutive regular meetings of the Board of Commissioners, and the board declares the

position vacant. The vacancy shall be filled as provided by ORS 198.320. Commissioners should, if possible, attend each regularly scheduled Commission meeting. If a Commissioner is unable to attend a particular meeting they shall make best efforts to inform the President or Executive Director as far in advance as possible.

Filling Vacancies. The following Oregon Revised Statutes establish procedures for filling vacancies on the Port Commission and may be consulted in their entirety:

ORS 198.320	Filling of vacancies on boards of certain districts
ORS 255.022	Procedures for Special District Elections
ORS 777.080	Application of Special District Election Laws to Ports
ORS 777.135	Board of port commissioners; qualifications; appointment; term first meeting; election
ORS 777.165	Vacancies

As required by these statutes, if the Port Commission is authorized to fill vacancies that occur on the Commission between regularly scheduled elections, the remaining Commissioners must appoint a successor by majority vote, who will serve in the position until the next regularly scheduled Port election. In all cases, the appointee shall be an elector registered in the Port District.

In filling Board vacancies, the Commission shall use the following procedures:

- Advertise the vacancy in local media (newspaper and radio) for two (2) consecutive weeks.

- Require applicants to complete and return to the Port in a timely manner a written application containing the following information:

    - Personal information (name, addresses, phone, etc.)
    - General background and experience
    - Community activities
    - Statement of desire to be a member of the Commission

- Receive written applications for the position from members of the public. [If the resignation will take effect at a later date, the Commission may begin receiving applications and reviewing applicants' qualifications prior to the effective date of the resignation.]

- Review qualifications. Factors to be considered will include, but not be limited to, the applicant's eligibility, experience, expertise, interest in the position, and time available to devote to Commission duties.

- Select candidates to be interviewed and conduct interviews. The interview panel may include Commissioners, staff, and any other member of the public so designated by the Commission.

- Appoint a new Commissioner, and notify all candidates of the selection.

5. **Meetings.** At least one Commission meeting per month is required. The Commission has established as its regular meeting dates on the first and third Tuesdays of each month, at the Port office, at 5:00 p.m.[1] A regular meeting may be cancelled or rescheduled by the Commission President, in which case the Port will provide notice of the change to the public. The date and time of regular monthly meetings may be changed by majority vote of the Commission.

   All meetings of the Commission shall be subject to the Oregon's Public Meetings Law (ORS 192.620). It is the policy of the Commission to comply with both the letter and the spirit of the law. Public notice shall be given of the time and place of all meetings, including meetings of subcommittees and advisory committees established by the Commission.

   The presiding officer of any meeting has inherent authority to keep order and to impose any reasonable restrictions necessary for the efficient and orderly conduct of a meeting. The Commission may determine and adopt its own procedural rules for meetings, agendas, decorum and penalties. The right of public attendance guaranteed by the Public Meetings Law does not include the right to participate by public testimony or comment unless specifically allowed, such as in a Budget hearing. The Commission may allow a public comment period at its discretion. Any person who fails to comply with reasonable rules of conduct or who causes a disturbance may be asked or required to leave and upon failure to do so becomes a trespasser.

   Types of Meetings. Meetings of the Commission may take one of the following forms:

   - **Special Meetings.** Special meetings may be called by the President at any time or by any three members of the Commission, following a minimum of 24-hours' public notice. No business shall be transacted at any special meeting which does not come within the purpose or purposes set forth in the call for the meeting, unless the members of the Commission who are present agree to consider additional matters.

   - **Work Sessions.** Work sessions may be called by the President or by any three members of the Commission. Notices of work sessions will be given and minutes taken the same as with special meetings. Work sessions may be held for the purpose of discussion or receiving or giving information. Subjects discussed at a work session shall be limited to the agenda items for the work sessions. Final decisions shall not be made at a work session. However, a work session may be

[1] Meetings changed to 5:00 p.m. and approved by Commission action at November 17, 2009 meeting.

held in conjunction with a regular meeting or a special meeting. Final action may be taken at a regular or special meeting held in conjunction with a work session or at the next regular or special meeting.

- **Emergency Meetings.** Emergency meetings of the Commission may be held upon a call of the President or by three members of the Commission and require as much notice as possible under the circumstances. The minutes of the meeting must reflect the reason for the emergency meeting and explain why less than 24 hours' notice was given. Only such matters as pertain to the emergency meeting may be discussed at such an emergency meeting. Final action may be taken at an emergency meeting.

- **Executive Sessions.** Executive Sessions may be held on certain matters in accordance with provisions of Oregon Revised Statutes (ORS 192.660). Executive sessions may be scheduled separately or may be held at a regular meeting, special meeting, emergency meeting, or work session, after the Presiding Officer has identified the authorization under ORS 192.660 for the holding of such Executive Sessions. Unless excluded by law, representatives of the news media must be allowed to attend Executive Sessions, but the Commission may require that information be undisclosed. No final action may be made in an Executive Session. Final action must be made at a regular meeting, special, or emergency meeting. If an Executive Session is not held in conjunction with a regular, special or emergency meeting, final action shall be delayed until the next regular meeting or special meeting. Failure to properly comply with requirements for executive sessions is a violation of Oregon's Ethics Laws, and may subject individual board members to investigation and penalties under these laws.

Agendas; Public Comment. The meeting agenda will be prepared by the President and the Executive Director during the week prior to a meeting date. Commissioners should submit potential agenda items to them prior to that time.

The Executive Director will research all issues and present options and recommendations to the Commission for consideration, and for formal action if required. Commissioners are encouraged to discuss items of interest or concern with the Executive Director for inclusion on the agenda before they come to the meeting for public discussion. Items raised at the meeting that require official action of the Commission will be placed on the agenda following a majority vote of the Commissioners at the meeting, a quorum being present. Commissioners may report on activities or issues that do not require action during the portion of the meeting set aside for Commission Call.

To minimize the time required for the handling of routine, non-controversial matters that do not require public discussion or budget approval, the Commission may approve a Consent Agenda at the beginning of each regular meeting. If any Commissioner considers a specific item to need public discussion, the Commissioner may request that the item be removed from the Consent Agenda and placed on the regular agenda prior to

or during the board meeting. The President shall present the Consent Agenda items by title only. It must be approved with a single motion and unanimous vote.

Presentations by invited guests will be placed on the agenda under Reports, Presentations and Discussion Items. Discussion and/or action may be taken at the discretion of the President and/or a majority of the Commission when appropriate.

At a designated time during each meeting that is open to the public, the members of the general public in attendance at the meeting may be offered an opportunity for comment, or to bring issues before the Commission that may otherwise not have been included on the agenda. Any presentation by a member of the public is limited to five minutes per individual unless arrangements are made with the President in advance. The President may regulate the order and length of appearances and may limit appearances to presentations of relevant points.

In all instances, topics may be tabled until next meeting to allow staff time to research and present options on individual issues presented at public meetings.

Voting Requirements. The Port Commission consists of five members. A majority of the members of the Commission [three (3) or more] shall constitute a quorum. If the scheduled meeting time arrives and a recognized quorum is not assembled, the meeting may be officially canceled after a fifteen (15) minute waiting period.

No action of the Commission shall be binding and valid unless there is an affirmative vote of at least three (3) members. A majority of a quorum is insufficient.

All official actions must be taken by public vote, and the results of such vote, including how each member voted on each issue, must be recorded in the minutes. Secret ballots are prohibited.

Motions; Forms of Action.

A motion is a procedural device to place a matter before the Commission for consideration and action. Each form of action listed below must be initiated by motion, and shall be recorded in the official minutes kept for such purpose:

- **Ordinances.** Ordinances have the force of law. They are generally used to enact rules and regulations that apply to residents or customers of the Port, and can be enforced by the Commission or by local law enforcement personnel. Adoption of ordinances is subject to statutory adoption procedures found in ORS 198.510 to 198.600.

- **Resolutions.** Resolutions are used to establish policy or express a position of the Commission, or to approve a significant action, such as a contract or major expenditure of funds, including adoption of the annual budget, borrowing funds, and transferring, appropriating or spending budgeted funds. Resolutions shall be

passed at a single meeting unless the President determines a second reading at the next Commission meeting is required due to the substantive nature of the resulting action(s).

- **Routine Decisions.** Routine decisions, decisions of an administrative nature, and other procedural matters may be decided by a vote of the Commissioners, which is recorded in the minutes.

Minutes. The official minutes of the Commission meetings shall be kept in accordance with the provisions of ORS 192.650 and shall be made available to citizens desiring to examine them, subject to the State of Oregon public records statutes and the administrative policies of the Port.

Copies of the minutes shall be prepared as soon as practicable after each meeting and shall be distributed to all Commissioners.

6. Public Records. It is the policy of the Commission to comply with both the letter and the spirit of Oregon Laws concerning public records (ORS 192.410 - 192.530). All documents and records of any kind that pertain to the District's operation are public records, which are subject to public disclosure upon request, unless state or federal law provides an exemption.

Public Records Policy. ORS 192.440(7) requires every public body to make available to the public a written procedure for making public record requests that includes: (a) The name of one or more persons to whom public record requests may be sent, with addresses; and (b) The amounts of and the manner of calculating fees that the public body charges for responding to requests for public records. To comply with this requirement, the Port of Hood River's Board of Commissioners has adopted the following public records policy:

1. All public records requests must be submitted in writing.

2. The Executive Director shall be the custodian of the Port's public records. Request for public records shall be submitted to:

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

3. The Port shall respond to all public records requests as soon as practicable and without unreasonable delay. The Port may request additional information or clarification from the requestor in order to expedite its response to the request. The Port also may take the time necessary to consult with the Port's attorney regarding the request, if necessary.

4. Unless the requested record is exempt from disclosure under ORS 192.410 to 192.505, the Port shall either provide a copy of the requested record(s) at the expense of the requestor, or provide proper and reasonable opportunities for inspection and examination of public records during business hours. The Port shall not permit any original record to be removed from the Port office.

5. Upon receipt of a written request to inspect a public record or to receive a copy of a public record, the Port shall provide a written acknowledgement of receipt of the request and include one of the following statements:

   (a) The Port does not possess, or is not the custodian of, the public record(s).

   (b) The Port is the custodian of at least some of the requested public records. [This statement must include an estimate of the time the Port requires before the public record(s) may be inspected or copies of the records will be provided, and an estimate of the fees that the requestor must pay as a condition of receiving the public record(s).]

   (c) The Port is the custodian of at least some of the requested public records, and that an estimate of the time and fees for disclosure of the public records will be provided by the Port within a reasonable time.

   (d) The Port is uncertain whether it possesses the public record and that the Port will search for the record and make an appropriate response as soon as practicable.

   (e) State or federal law prohibits the Port from acknowledging whether the record exists would result in the loss of federal benefits or other sanction, with a citation to the law relied upon.

6. The Port will provide copies of non-exempt public records in the form requested, if available. If a public record is not available in the form requested, or if the request does not specify a particular form, the Port may provide the information in the form the Port chooses. The Port is not required to produce or create documents or records in a different form unless it is required by law to produce and maintain the record in that form. If the person requesting the record(s) has a disability requiring the document to be produced in an alternative form, the Port will provide the document in the alternative form unless doing so would impose an undue administrative burden on the Port.

7. The Port may establish fees reasonably calculated to reimburse the Port for its actual cost of making public records available, including costs for summarizing, compiling or tailoring the public records to meet the request. The Port may include in the fees the cost of time spent by an attorney to review the public records to redact or segregate public records into exempt and non-exempt

records. Costs for reproducing record(s) are described in the Public Records Request Form, which may be obtained at the Port office or on the Port's website.

END OF POLICY

Commission E-mail Policy. Email may be used to schedule meetings, send informative messages, or request information of the Port staff and other Commissioners. For the purposes of the Public Records Law, any email communication pertaining to Port business or operations, regardless of whether it is generated on Port computers or on the computer of the Commissioner, is a public record under Oregon law. Each Commissioner will comply with state law by copying the Port of Hood River (porthr@gorge.net) on all emails pertaining to Port business that are received or created on his or her home computer. Because email is NOT confidential, email should not be used to transmit information that is exempt from disclosure under Oregon Public Records Laws.

Furthermore, email communications among a quorum of a public body to communicate and deliberate toward a decision on any matter is subject to Oregon Public Meeting Laws. Therefore, any electronic conversations among a quorum of the Commission, or of an advisory body to the Commission, that is not advertised and to which the public is not permitted to participate may constitute an illegal public meeting. Care should be taken not to deliberately or inadvertently conduct a public meeting by email or other electronic correspondence.

All information and messages that are created, sent, received or stored on the Port's systems are the sole property of the Port and are subject to the same retention requirements as hard-copy documents. Electronic records and communications, like other public records, must be made available upon request to any member of the public, unless the record or communication is exempt by law from disclosure.

7. Harassment. The Port of Hood River District does not tolerate harassment of any kind, including but not limited to sexual harassment. Harassment includes unwelcome remarks, gestures, physical contact, or display or circulation of derogatory written materials or pictures, regarding gender, disability or racial, ethnic, or religious groups.

The harassment policies that apply to Port personnel also apply to elected officials. Commissioners, as well as employees, must avoid offensive and inappropriate behavior, and are also responsible for ensuring that the workplace of the Port of Hood River is free from harassment at all times. The Port will take immediate corrective action to address and further prevent harassing behavior. Procedures for addressing harassment are described in the Port's Personnel Policies.

8. Education, Training, Conferences. It is the policy of the Port of Hood River to encourage development and training by reimbursing expenses incurred for tuition, travel, and lodging as a result of training, educational courses, participation with professional

organizations, and attendance at state, regional, and national conferences associated with the interests of the Port.

A Commissioner may submit a request to the Commission to attend a training or educational course. Upon approval by the Commission, the Operations Manager is responsible for making registration and lodging arrangements. Commissioners make their own travel arrangements, although requests for assistance can be made through the Executive Director's office. Expense reporting forms will be forwarded to each Commissioner attending a conference.

Commissioners are responsible for paying their own tuition for an educational course. Upon completion of the course, the Commissioner may submit a request for reimbursement to the Finance Manager, who will fill out an authorization for payment, obtain the Executive Director's signature, and process the request. Copies of the authorization for payment will be forwarded to the Commission.

At the next Commission meeting following attendance at a conference, seminar, workshops, etc., the Commissioner shall make either a written or verbal report detailing what was learned at the sessions(s) that will be of benefit to the Port. Materials may be turned in to the Operations Manager to be included in the library at the Port office, so that other Commissioners and staff may have access to them.

9. Compensation and Expenses. As permitted by ORS 198.190, each Port Commissioner may receive up to $50 per day as compensation for services performed as a member of the governing body. Currently, the Port provides up to $100 per month for each Commissioner. The Port also may provide for reimbursement of Commission members for actual and reasonable traveling and other expenses incurred in the performance of official Commission duties (ORS 198.190). Port funds shall not be used to pay expenses incurred by a Commissioner's spouse, family member, or guest.

10. Political Activities. ORS 260.432 states that a public employee (includes any public official, paid or unpaid, who is not elected) may not, while on the job during working hours, promote or oppose election petitions, candidates or ballot measures. Additionally, no person (including elected officials) may require a public employee (at any time) to do so.

Because they are elected, Commission members are not considered "public employees" for purposes of ORS 260.432. Therefore, they may advocate a political position support, oppose and publicly discuss a ballot measure, and may perform campaign activity at any time. But, they cannot involve any public employee's work time or use other public resources to do so. Public funds may be used to inform the public regarding measures, provided the materials are informational only and do not advocate a position.

Commissioners may not use public funds for campaigning.

11. **Real Estate Transactions.** The Port has real estate holdings that are important strategic assets for the Port and the region. Therefore, the Port engages in acquisition, disposition and leasing of real property on a regular basis. The Port has adopted a Real Estate Transaction Policy (February 5, 2013) that separately describes the procedures for purchases, sales, and leases of real estate.

12. **Public Contracting.** All purchases of goods and services, and all construction projects of the Port, are subject to Oregon's public contracting laws, ORS Chapters 279A, 279B, and 279C. All public contracts in Oregon are subject to competitive bidding requirements, which are established by statute, by administrative rule, and by local rules adopted by the Board of Commissioners acting as the Port's local contract review board. If federal funds are used for the purchase or product, federal contracting rules may apply. All public improvement projects – i.e., construction-related activities, painting, remodeling, and improvements to land – over $50,000 are subject to payment of the prevailing wage established by the Bureau of Labor and Industries (BOLI), which enforces prevailing wage laws, or are subject to the federal prevailing wage if federal funds are used.

13. **Local Budget Law.** Port districts are subject to Oregon's Local Budget Law, found in ORS Chapter 294. These statutes prescribe the procedures that local governments must follow in drafting their annual budgets and obtaining public input throughout the process. The Port's Budget Committee must include all the members of the governing board, plus an equal number of citizens named by the Commission. ORS 294.100 makes public officials personally civilly liable for any public funds spent in excess of the amounts authorized in the budget, or for any purpose other than that authorized by law. This liability can arise through failure to properly follow or comply with the Local Budget Law; failure to follow public contracting procedures required by law; or any other improper expenditure of public funds.

14. **Tort Liability and Defense.** The Oregon Tort Claims Act ("OTCA"), ORS 30.260 to 30.300, governs District tort liability, provides for defense and indemnity of public officials, and limits damages.

Scope of Act. Under the Tort Claims Act, public entities, such as the Port, are required to indemnify their officers, employees, and agents – including members of the Board – who are acting within the scope of their employment or duties, when they are sued for negligence. Negligence is the failure to perform a duty owed. A tort claim is an action for damages alleged as a result of this failure. Indemnity includes payment by the district or its insurer of any damages attributable to the act or omission of the official, employee, or agent. Indemnity is not required for malfeasance or wanton or willful neglect of duty, and the obligation to indemnify does not extend to contractual or criminal liability.

Furthermore, unless investigation demonstrates that a claim arose out of the official's or employee's malfeasance or willful or wanton neglect, the Port must provide counsel to defend the claim against the official or employee. Normally, the Port's insurer would provide the defense.

Limitations on Damage Awards. The OTCA limits damage awards against special districts, their officers, employees, or agents. Refer to the Act for these limitations.

Discretionary Immunity. Under Oregon law, public bodies and their officers, employees, and agents are immune from liability for "any claim based upon the performance of or the failure to exercise or perform a discretionary function or duty, whether or not the discretion is abused" (ORS 30.265).

A discretionary (immune) act is an act in which a policy decision is made, while a ministerial (non-immune) act is an act which implements a policy decision which has already been made.

If a court finds that an act by a public body was discretionary, the doctrine of discretionary immunity provides grounds for the action to be dismissed as against the public body. Whenever the Commission makes a decision that requires discretion, the decision and the basis for the decision should be well documented in order to ensure maximum protection from legal claims.

15. Legal Counsel. An attorney shall be selected by the Commission. The Executive Director and the President of the Commission may request any legal advice that may be needed in handling or in dealing with matters pertaining to the welfare of the Port. Individual Commissioners should direct requests through the Executive Director and/or the President. The adequacy and cost/benefit of Port legal counsel shall be reviewed every five years, or fewer if circumstances so dictate.

16. Auditor. An auditor shall be selected and appointed by the Commission and retained on a yearly retainer fee. The auditor must be a Certified Public Accountant and a member of the State Board of Accountancy roster authorized to conduct municipal audits. The Executive Director and the President of the Commission may request advice on any financial matters pertaining to the financial welfare of the Port. Individual Commissioners should direct requests through the Executive Director and/or the President. The adequacy and cost/benefit of the Port Auditor shall be reviewed every five years, or fewer if circumstances so dictate.

15. Insurance Agent(s) of Record. An Insurance Agent(s) of Record shall be selected and appointed by the Commission. The Executive Director and the President of the Commission may request advice that may be needed in handling or in dealing with insurance matters pertaining to the welfare of the Port. Individual Commissioners should direct requests through the Executive Director and/or the President. Requests for proposals for Insurance Agent of Record shall be solicited every five years.

18. Bonding. The Port requires a bond or irrevocable letter of credit from any member of the Commission or any officer or employee of the Port who is charged with possession and control of Port funds and properties. The Commission shall fix the amount of the bond;

the premium shall be paid from Port District funds. The letter of credit must be issued by a commercial bank (ORS 198.220).

Under certain conditions, the amount of the bond can affect the frequency of a financial audit as required by the Secretary of State. All board members or employees can be bonded for a minimal additional charge to the cost of bonding only one board member. It is practical and beneficial to take the necessary steps to bond all board members or district managers.

C. ETHICS & CONFLICTS OF INTEREST

1. Introduction. This section provides a summary of key areas of the Ethics Laws as they apply to Port Commissioners and employees. This is a summary only. For more detailed discussion and guidance on Oregon's ethics laws, refer to relevant sections of ORS Chapter 244, or see the Oregon Ethics Commission's *Guide for Public Officials*.

Elected officials and employees of the Port are "public officials" for purposes of Oregon's Ethics Laws, ORS Chapter 244. These laws prohibit public officials from using their office to obtain financial gain for themselves, their relatives, or a business with which they or any member of their household is associated.

The Oregon Government Ethics Commission (OGEC) is responsible for enforcing and interpreting these laws. OGEC may levy fines for ethics violations up to $5,000 per violation. In lieu of, or in conjunction with, finding a violation of law or imposing a civil penalty, OGEC may issue a written letter of reprimand, explanation, or education.

Public officials may not use Port time, equipment or services for personal interest or gain. When giving testimony unrelated to their assigned Port responsibilities, Port officials shall not use information or facts that have come to them by virtue of their position for personal gain or benefit. In matters of personal interest, public official should conduct themselves so as not to impair their working relationship with other employees, officials, or the public.

Port Commissioners, their relatives, and members of their households may not ask for, receive or give gifts to or from any entity that has an interest in Port activities unless in conformance with ORS 244.025(1), (2). Public officials are expressly prohibited from using their positions to obtain a financial benefit or avoid a financial cost. In this regard, the appearance of impropriety can be as damaging as actual impropriety and shall be avoided

2. Financial Disclosure. Commissioners of the Port are required to file Statements of Economic Interest (SEI) annually on April 15 to the Oregon Government Ethics Commission and quarterly by April 15, July 15, October 15, and January 15 of each year in accordance with ORS Chapter 244.

3. Conflicts of Interest. Under Oregon's Ethics Laws, there are two types of conflicts of interest – potential conflicts, and actual conflicts. These are described in more detail as follows:

(1) Potential Conflict of Interest. Any action by a public official, including staff, which *could* result in private pecuniary benefit (money or something of economic value) or avoidance of detriment (relief from financial obligation or other financial loss) of the person or the person's relative or business poses a *potential conflict of interest*. If a Commissioner becomes aware that an official action of the Commissioner or the Board has the potential to result in a pecuniary benefit to the public official or his or her relative, the Commissioner must disclose the potential

conflict at the meeting at which the matter giving rise to the conflict is being discussed or acted upon. The disclosure must be recorded in the meeting minutes. The Commissioner then may participate in discussion of the matter, and may still vote.

Announcements regarding the conflict of interest must be made each time that it arises. If the issue is discussed at several different Commission meetings, then the conflict of interest must be disclosed each time.

(2) Actual Conflict of Interest. Any action by a public official, including staff, which *will* result in the private pecuniary benefit (money or something of economic value) or avoidance of detriment (relief from financial obligation or other financial loss) of the person or the person's relative or business poses an *actual conflict of interest*. As with a potential conflict of interest, at each meeting at which the topic arises, the Commissioner must announce the actual conflict of interest, and the disclosure must be recorded in the meeting minutes. In the case of an actual conflict of interest, however, the Commissioner must refrain from further participation in the official action on the issue, including refraining from discussion. A Commissioner with an actual conflict of interest in a matter may not vote on the matter giving rise to the actual conflict.

The exception is if the Commissioner has an actual conflict of interest and his or her vote is necessary to meet the minimum number of votes required for official action. In that circumstance, the public official must make the required announcement and refrain from any discussion, but may participate in the vote.

Exceptions to Conflicts of Interest. The conflict of interest requirements do not apply where the pecuniary benefit or detriment arises out of one of the following:

- An interest or membership in a particular business, industry, occupation or other class required by law as a prerequisite to the holding by the person of the office or position.

- Any action in the person's official capacity which would affect to the same degree a class consisting of all inhabitants of the state, or a smaller class consisting of an industry, occupation or other group including one of which or in which the person, or the person's relative or business with which the person or the person's relative is associated, is a member or is engaged.

- Membership in or membership on the board of directors of a nonprofit corporation that is tax-exempt under section 501(c) of the Internal Revenue Code, provided the board member is not compensated for this position.

4. Use of Office for Financial Gain. Public officials may not use or attempt to use their official position or office to obtain a personal financial gain or to avoid a personal financial detriment if the opportunity would not otherwise be available but for their

holding the official position or office, whether for themselves, their relatives, members of their households, or businesses with which any of these people is associated.

Thus, if the individual would not be receiving the gift but for the public official's holding of the official position or office, acceptance of what is being offered is prohibited.

5. **Gifts.** Public officials, relatives of the public official, and members of the public official's household are limited in the gifts they can receive in their capacity as public officials. Compensation packages from a public employer, and reimbursement of expenses, are not included in the definition of "gift," and may be accepted. Furthermore, public officials may receive honoraria, certificates, plaques, etc., given in appreciation for their capacity as a public official, if the value of such items does not exceed $50. They also may receive awards for professional achievement if the award is unsolicited. They may receive campaign contributions, and contributions to their legal expense fund; these also are not considered "gifts."

   Gifts may be accepted up to any amount if the giver has no administrative or legislative interest in the Port or the public official's service with the Port. "Legislative or administrative interest" means an economic interest, distinct from that of the general public, in one or more bills, resolutions, regulations, proposals or other matters subject to the action or vote of a person acting in the capacity of a public official.

   If the giver does have an administrative or legislative interest, the value of any gift or gifts may not exceed $50 from any source in a particular year. Both the giver and the recipient are responsible for making sure this amount is not exceeded.

6. **Entertainment.** Public officials and candidates may not accept the payment of expenses for entertainment, nor can a source offer such paid expenses.

7. **Honoraria.** Public officials or candidates for public office, or members of their households, may not solicit or accept honoraria, certificates, plaques, or other such items for activities or service in their capacity public officials, if the value exceeds $50. Public officials acting in their personal professional capacities are not prevented from accepting such items.

8. **Employment.** Public officials may not solicit or accept the offer, pledge or promise of future employment based on any understanding that a vote, official action or judgment would be influenced by the offer.

9. **Information.** Current or former public officials may not use or attempt to use confidential information gained through their positions as public officials for financial gain.

10. **Nepotism.** After complying with the conflict of interest provisions in ORS 244.120, public officials cannot participate in any personnel action taken by the public agency that

would impact the employment of a relative or member of the public official's household. Exceptions to the provision are:

- If acting as a reference, making a recommendation or performing ministerial acts that are normal functions of the position held.

- If the personnel action involves a relative or member of the household who is an unpaid volunteer.

- Members of the Oregon Legislative Assembly may employ relatives on their personal staff.

PORT OF HOOD RIVER
2014 MARINA MOORAGE RULES & REGULATIONS
Effective January 1, 2014

The word "Port" as used herein shall mean the Port of Hood River, and when appropriate may mean any person authorized to represent the Port. The word "Tenant" is used to indicate the owner of a boat, boathouse, or floatplane moored legally within the Port of Hood River Marina as per the conditions of a signed Moorage Rental Agreement or Boathouse Lease. The word "Boat" includes boathouse or floatplane where appropriate.

Tenant agrees to comply with all applicable federal, state, county, city, and Port laws, rules, and ordinances, including but not limited to the Marina Moorage Rules & Regulations. The Port may from time to time adopt, amend or repeal rules or regulations governing the use of the Marina and slips. Any amendment to such rules and regulations shall be effective upon notice of such amendment to the Tenants.

When a boat enters the Marina, it immediately comes under the jurisdiction of the Port of Hood River and shall be berthed or anchored only where authorized by the Port.

The Marina is a private facility owned and operated by the Port of Hood River, and the intended use of a slip is for recreational purposes and not as a storage facility. Any commercial activity requires a separate agreement.

Agreements

- A Moorage Rental Agreement with the Port will be executed only with the owner of the boat that is to occupy the assigned slip. Leasing of a boat slip by a person who is not a boat owner is prohibited.
- All boats MUST be moored in the slip assigned to Tenant per Moorage Agreement. All boats shall be tied up in berths or at moorings according to good practice or shall be removed from the Marina.
- Tenant acknowledges that the Tenant has inspected the Marina and Slip and has satisfied the Tenant that the same are in good condition and repair and are adequate for the safe mooring of Tenant's boat. Each Tenant accepts the Marina and Slip in their present condition.
- The Port reserves the right to relocate Tenants to another moorage slip at any time.
- Contact information provided to the Port by the Tenant shall be kept current at all times, including emergency contact information.
- Boats shall be tethered only to the cleats for their assigned slip.
- Boat partnerships must have all parties identified on the agreement, title and insurance coverage.
- No offensive activities shall be carried on in the vicinity of the Marina. Tenant shall not engage in any activity that might be dangerous to life or limb nor permit any objectionable noise or odor on Tenant's boat, the Marina, or the premises adjacent to, nor shall anything be done thereon which will create a nuisance or disturb, interfere with or jeopardize the enjoyment of the Marina or of the adjoining property.
- Tenant shall be responsible for and secure compliance of this agreement of Tenant's invitees, guests and family members. Any violation or breach is a breach by Tenant.

Betterment Lists

- A "Betterment List" requesting specific slip numbers is available only for annual Tenants whose accounts are in good standing, i.e., no unpaid balances, and Tenant must be easily reached and readily available to make a move when offered. If a move is offered, but declined, the Tenant's name will be moved to the bottom of the Betterment List. The outside end slips of A and B docks, and specifically numbered slips for Under 30 foot boats on eastside C-dock are exempt from the Betterment List.

Fees

- Annual Tenants have two payment options: single payment due by January 31; or half payment by January 31 with balance paid in full by April 30, with a $15 fee. If at least

half payment is not received by January 31, moorage must then be paid in full with a $15 fee immediately.

- Payment is due upon receipt of the statement.
- Utility Charges: Electric meters at each slip will be read and charged for actual usage.
- Time and material charges may be charged to the Tenant if Port staff attends to boats in danger of sinking or causing damages to other boats or Port property.
- Accessory watercraft:
    - $25 per motorized watercraft, per month, unless watercraft is an inflatable used in service of boat and proper registration and insurance is provided.
    - Monthly fees will be assessed for non-permitted storage of accessory watercraft on main walkways or slip fingers.
    - Accessory watercraft, commonly identified as dinghies, kayaks and inflatables, secured **in the water** shall be tied to the boat or slip in a manner as to not interfere with the vessel in the adjoining slip or other boats in the Marina. Monthly fees, per motorized watercraft, will apply. Tenants will not be charged a fee for non-motorized accessory watercraft if it can be safely tied within the footprint of a Tenant's slip. The watercraft when secured must be between the dock and the Tenant's boat and may not extend beyond the beam, at the widest point, of the Tenant's boat. The Port has the final judgment on whether any accessory watercraft in the water is too big for the slip. The Tenant will then have the option of immediately removing the watercraft from the Marina or renting a second slip, if available.

Guest Moorage

- No boat may be moored in a Marina Slip unless a current Moorage Rental Agreement is in effect between the Owner of said boat and the Port.
- Visitors may use the guest dock at the boat launch on the east side of the Marina and pay the appropriate overnight fee. Use of the guest dock shall not exceed the maximum limit according to current Oregon State Marine Board guidelines or Port ordinance.

Hold Harmless

- The Tenant agrees at all times to release the Port of Hood River from any claim of liability and hold the Port of Hood River harmless against any and all claims and demands arising from the negligence or wrongful acts of the Tenant, his or her agents, invitees or employees, and Tenant does specifically acknowledge and agree that the Port of Hood River is not liable under any circumstances for any loss or damage to Tenant's boat, person or property, except as the result of intentional misconduct on the part of the Port of Hood River.

Insurance

- Moorage Tenants agree to provide a marine/watercraft insurance policy with general liability limits of at least $500,000, and moorage Tenants having fuel capacity of 30 or more gallons shall also provide, as part of the general liability coverage, proof of Pollution Liability coverage to a limit no less than $25,000.
- Floatplane Tenants agree to provide aircraft liability insurance with minimum coverage of $1,000,000.
- The Port of Hood River shall be named as additional insured on all insurance policies required to be maintained by the tenant. A certificate of said insurance, issued in the name of the Port, shall be provided at the beginning of Tenant's moorage term. Failure to provide or keep in force such insurance shall be construed as a default of this Agreement and the Port will exercise its right to terminate. Insurance shall remain in force even when the boat may not be occupying the slip.
- The Port is not responsible for any losses or damage to boats in the Marina. Each Tenant will be held responsible for damage that he or she may cause to other boats in the Marina or for damage to any structure. Any boat that may sink in the Marina may require professional salvage at the Tenant's expense, as determined by the Port. If the Port incurs salvage expenses Tenant will promptly reimburse the Port for said expenses.

Key Cards

- Tenants may receive up to two key cards at no charge.
- Tenants may receive a maximum of 4 cards issued per slip at any given time.
- The $35 fee, per key card, is not refundable.
- Damaged or lost key cards will be replaced at no charge.
- Key cards will be issued to Marina Tenants and Sublease Tenants approved by the Port.

Liveaboards

- There shall be no living aboard boats or boathouses in the Marina. Tenants may not stay overnight on their boats more than 3 consecutive days in the Marina. This privilege may be reviewed or revoked by the Port in its discretion.

Maintenance

- Boats shall be in a seaworthy condition and not constitute a fire hazard, or present a reasonable risk of sinking. If a vessel is subject to these conditions, it shall be removed from the Marina or temporarily repaired or stabilized through reasonable measures at the Tenant's expense.
- Port and its agents and employees shall at all times have access to each Tenant's boat while moored at the Marina for the purpose of inspection, fighting fires or remedying or prevention of any casualty or potential hazard to the boat or the Marina.
- Any alteration of a slip is subject to prior written approval by the Port.
- In an emergency situation, an attempt will be made to contact the Tenant via the emergency contact information on file. In the event there is no response within 12 hours and Port staff determines that a boat is in danger of sinking or causing damage to other boats or Port property, the Port staff or agents may board the boat and stabilize it. The Port and its agents and employees will not be responsible for any damage to the boat. The Port may charge Tenant costs of any Port staff time or contractor time and materials for stabilizing the boat.
- Tenant shall be responsible for any and all damage to the Marina, including slip, caused by Tenant's boat or activities.
- No major repairs, as defined by the Port, shall be made to boats while in slips or parking lots. In-water hull scraping or removal of paint below the water line is prohibited.
- All maintenance issues are to be reported to the Port of Hood River office by phone, email (to the attention of the Marina Manager at porthr@gorge.net), or in person to ensure appropriate follow-up of items reported.
- Tenants will be notified 24-hours in advance of any scheduled maintenance work affecting all slips so that the Tenant has the option of being present when the work is done.

Notices to Tenants

- News of interest to the Tenants will be by means of electronic mail. Tenants will need to update Spam filters to allow mail from the portofhoodriver.com or gmail.com domains.
- Any Notification of rules, regulations, or violations shall be in writing and shall be effective when delivered. Delivery will be by email and/or U.S. Postal Mail addressed to the parties at the address stated in the moorage agreement.

Parking / Special Events

- Tenant parking in the lot adjacent to the moorage entrance gate is on a first-come basis and a parking space is not guaranteed. Parking shall be in a neat and orderly fashion. The Port may request removal or may remove, at Tenant's expense, any vehicle parked in an improper manner, as determined by Port.
- Parking for an extended period exceeding 3 days must be cleared by the Port.
- Boat trailers shall not be parked in the lot adjacent to the moorage entrance gate. Parking of boat trailers and vehicles in the boat ramp parking lot is "day use only."
- Overnight camping is prohibited in the parking areas.
- The Port, at its discretion due to special events in the adjacent park area, may limit the hours of operations of the Marina facilities or limit the number of people that may access any moorage slip, or both. The Port will provide notice at least seven (7) days in

advance by posting signage at the walkway entrance and on the Port's website (www.portofhoodriver.com).

Pets

- Dogs MUST be kept on leashes at all times on Port property, including the docks. "Pet Pick Up" bags are available near the gate for owners to clean up after their pets. Absolutely no waste may go into the water.

Safety/Security

- Main walkways and slip finger walkways shall be obstacle-free of boat supplies, accessories or debris. Water hoses and electrical cords shall be neatly coiled when not in use. The Tenant must remove anything from the Marina that does not fit onto the boat or into a locker. Authorization shall be obtained from the Port prior to placement of lockers, chests, dock boxes, cabinets, steps, ramps or similar structures in the Marina. All lockers, chests, dock boxes and cabinets must fit within the triangle space at each slip and must not overhang or be placed in walkways.
- No swimming, diving, fishing, or fish cleaning will be permitted in the Marina.
- Use of wheeled vehicles such as motorcycles, bicycles, scooters, skateboards or roller skates on moorage walkways or ramps is prohibited.
- Tenants shall accompany children under 16 years and guests at all times. Disorderly conduct by Tenants and/or guests is cause for immediate termination of the Moorage Agreement and removal of the boat from the Marina. This includes offensive language and loud and rude behavior to others. The Port shall have sole discretion to determine whether conduct is considered disorderly. Please do your part to maintain a family atmosphere at the Marina.
- Sanitary waste shall not be discharged in the Marina except at an operable pump-out station, nor will refuse be thrown overboard. Garbage shall be deposited in receptacles supplied by the Port. Hazardous materials, including batteries, oil, paint, etc., shall be immediately removed from the Marina slips and Marina Park by the Tenant.
- Use biodegradable, non-toxic, phosphate free cleaners and/or soaps when cleaning your boat.
- Boats in the Marina shall be operated according to the Rules of the Road and the Navigation Laws of the United States.
- Boats not marked or identified as required by law will not be permitted within the Marina.
- All boats shall be tied up in berths or at moorings according to good practice or shall be removed from the Marina.
- All mooring lines must be in good condition and not have any visible fraying.
- Boats must be tied so that no part of the boat or its attachments extends over the walkway.
- Electrical cords must be in good condition and be coiled with no cords in the water and must use proper 30/50 amp cord and plug.
- The Marina is a NO WAKE ZONE. Boats within the Marina must be operated at a speed less than that which will create a wake.

Garbage

- Garbage receptacles are available at Marina gate for use by Marina Tenants only.
- Garbage or other refuse of any type must always be placed in appropriate containers. It may not be left at the Tenant's slip or on the walkways. Receptacles are not intended for disposal of personal belongings brought from home.
- It is a violation of federal and state laws to put refuse of any kind in the water. This includes fish parts.

Subletting

- A revised sublease policy was approved by the Port of Hood River Commission on January 8, 2013 and will remain in force until further action is taken by the Port of Hood River Commission. This Policy is only for annual Tenants. The Sublease Policy is as follows:

- **Tenant Responsibility**
  - Notify Port Office of boat absence of more than 30 days.
  - Complete and return the signed Moorage Sublease form provided by the Port of Hood River.
  - Tenant must maintain insurance to retain Tenant's slip even if boat is not in Tenant's slip.
  - The maximum sublease term is a 12 month period subject to Port approval. The Tenant's boat is otherwise expected to occupy the slip.

- **Sublessee Responsibility**
  - Complete and return the signed Moorage Sublease form provided by the Port of Hood River.
  - Secure appropriate insurance coverage and provide proof to the Port prior to the sublease taking effect. The Port of Hood River shall be the Certificate Holder and be named Additional Insured.
  - An administrative fee of $25, paid by the sublessee and payable to the Port of Hood River, shall be submitted with the completed Moorage Sublease form for approval.
  - For the months of October thru March, Sublessee shall pay the Port a monthly rate not to exceed one month prorate of the annual slip rate for the term of the sublease, plus applicable monthly fees for accessory motorized watercraft and/or electrical power.
  - For the months of April thru September, Sublessee shall pay the Port a monthly rate not to exceed 150% of one month prorate of the annual slip rate for the term of the sublease, plus applicable monthly fees for accessory motorized watercraft and/or electrical power.
  - Signature by Sublessee confirms that a copy of the Moorage Rules and Regulations has been provided and Sublease agrees to all terms and conditions. Any violation of the Moorage Rules and Regulations is cause for termination of the Sublessee's moorage rights.
  - Second-party subleasing is prohibited.

- **Port Responsibility**
  - Verify Tenant's account is in good standing and that Tenant qualifies for consideration of Moorage sublease.
  - Approve or deny the sublease request within ten (10) calendar days following submission to Port offices.
  - Verify legitimate occupancy of slip by authorized Sublessee after sublease takes effect.
  - Provide Sublessee with Marina access after Port approval and issue key cards.
  - Credit to Tenant's moorage account one-half monthly amount collected by Port from the sublessee.
  - Provided total credit shall not exceed Tenant's moorage payable for one-year moorage term.
  - Notify Tenant of end of authorized Sublease period.
  - Notify Port Wait List persons of potential subleases available.

Slip Transfers

- If a Tenant sells their boat and boat is not replaced by the Tenant with a boat acceptable to the Port, moorage term will terminate, provided the party who buys the Tenant's boat may lease the slip for a maximum of 6 months. The new owner may be added to the Wait List for a $100 non-refundable administrative fee if they so choose. No later than 6 months after the purchase of Tenant's boat, the new owner will need to find other accommodations and vacated slip will be offered to the next person on the Wait List.

Termination

- Voluntary termination of moorage agreements prior to the expiration of the moorage term the Tenant may receive a pro-rated refund of the moorage rental amount based on the moorage slip being re-rented.
- Tenants selling boats do not have the authority to transfer moorage slips, key cards, or annual payments to new owners. "For Sale" signs may be posted in the bulletin board at the ramp gate.
- If the moorage agreement is terminated because the Tenant is in default the Tenant will receive written notification via email and/or US Postal service mail sent to the address stated in the Moorage Agreement.

Defaults

- Failure to pay moorage as per the agreement or any other charges within 10 days after written notice to Tenant.
- Failure of a Tenant to comply with any of the terms or conditions of any rule or regulation within 10 days after written notice from the Port is sent. If such noncompliance cannot be cured within 10 days, the Tenant may receive approval from the Port Executive Director for an extension of time.
- If the default is not remedied the Port may:
    - Terminate the moorage and relet the slip
    - Recover any unpaid rent and damages, including attorney's fees, if any
    - Take possession of the boat, its apparel, fixtures, equipment and furnishings, and retain possession at the Marina or elsewhere until all charges then owing, and all charges thereafter have accrued are full paid, and all violations of the terms have been cured.

Unauthorized Moorage

- No boats shall be docked adjacent to boathouses. Moorage for extra boats may be arranged through the Port office.
- If a boat, boathouse or floatplane is moored in the Marina without Port permission or the owner has refused or failed to sign a moorage rental agreement acceptable to the Port, the boat, boathouse or floatplane shall be subject to immediate eviction. The owner shall be responsible to comply with all Port Marina moorage rules and regulations during occupancy, and be liable for moorage rental charges based on the monthly moorage rate. The boat, boathouse or floatplane and its tackle, apparel, fixtures, equipment and furnishings may be retained by the Port at the Marina or elsewhere, until all charges then owing and all charges which shall thereafter accrue are fully paid and all violations of moorage rules and regulations are cured. These remedies are in addition to and shall not be deemed in lieu of any other rights which the Port may have by virtue of federal and State laws, and local ordinances, including any Port ordinance.

Wait List

- In the case of a person who has been on the moorage wait list, the prospective Tenant will be given 30 days to purchase a boat to be placed in the slip or provide proof that a purchase transaction is pending. If the 30-day requirement cannot be met and the prospective Tenant would like to remain on the Wait List, his or her name will be moved to the bottom.
- In the case of a person who has been on the moorage wait list is offered a slip and declines more than one (1) time in a 12 month period, that person will required to pay the wait list renewal fee to remain on the list. His or her name will be added to the bottom of the wait list.
- Port staff will notify Wait List persons of potential slips that are available for sublease for a period not to exceed 12 months for any available slip.

Waiver

- Waiver of performance of any provision herein or of any other applicable laws, rules or regulations by the Port shall not be a waiver of nor prejudice of the Port's right otherwise to require performance of the same provision or any other provision.

REGULATIONS GOVERNING CONDUCT AT THE EVENT SITE

Ordinance 22 regulates conduct on Port land, Port waterways, and Port structures. The following regulations expand, define or regulate conduct in furtherance of the provisions of the Ordinance, and are specific to the area designated above.

1. Parking passes are required on all vehicles.

2. Daily, weekly, and annual parking passes are for day use only. Parking or camping at any time between 10 PM and 6 AM is prohibited.

3. Annual parking passes must be affixed to windshield; daily/weekly parking passes must be visible on dashboard.

4. Lost/stolen passes replaced at cost of a new pass; no refunds.

5. Overlength (exceeds 22 feet) vehicles must park in designated spaces

6. Persons using more than one parking space must pay for each additional space used.

7. No parking in designated red Fire Lane. Vehicle will be towed.

8. No skateboard sailing in parking lot.

9. The Hood River Waterfront Access Zone, developed and coordinated by CGWA, CGKA and the Port through the Delta Management Plan (DMP), designates an area approximately 500 square feet on the river side of the Event Site as a SAFE ZONE and is marked by hazard buoys shown on signage. The full DMP agreement may be viewed at www.portofhoodriver.com.

10. The Safe Zone allows for windsurf launching only, 5mph sailing (no fast sailing or jibing within the Safe Zone). Kiteboarding is not allowed within the Safe Zone.

11. Kiteboarding shall be defined as pumping/drying kites, carrying inflated kites, rigging or attaching lines, launching and landing.

12. Kiteboarding is allowed from October 1 through April 30.[1]

13. From May 1, 2009 through September 30, 2009 kiteboarding shall be allowed subject to the following limitations:[2]

    - Kite drying and pumping and carrying inflated kites is only allowed within an area eastward of a line defined by signage installed by the Port.
    - Rigging or attaching lines is prohibited unless permitted by the Port for an exclusive use event.
    - An evaluation of this provisional activity shall be made by the Port in fall 2009 to determine whether it shall continue.
    - If the activity is allowed to continue a new regulation authorizing the use will be enacted.

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[1] Approved by the Commission on November 20, 2007

[2] Approved by the Commission on April 7, 2009

14. Event Site closes at dusk (when the street lights turn on).

15. Vendors and commercial businesses must obtain a Port permit and show it upon request.

16. Dogs must be on leash held by a person at ALL times. Animal waste must be picked up and disposed of in a garbage or sanitary sewer receptacle. Biodegradable Pet Pickup bags are provided as a courtesy.

17. If a person is cited for violations of Port Ordinance 22 or Event Site regulations two times, they will be required to leave the Event Site.

Michael McElwee, Executive Director

Date: 4/16/07

Ordinance 22 Adopted on May 20, 2003

Failure to obey a reasonable request from Port Personnel in violation of Ordinance 22—Regulating Conduct on Port Property—may be cited as Section 22.1(a). The penalty citation for violation of Section 22.1(a) is $50.00. Port regulations, the person will be deemed to have violated the ordinance, and be subject to prosecution.

REGULATIONS GOVERNING CONDUCT
AT THE EVENT SITE

Ordinance 22 regulates conduct on Port land, Port waterways, and Port structures. The following regulations expand, define or regulate conduct in furtherance of the provisions of the Ordinance, and are specific to the area designated above.

1. Due to high water conditions in the Columbia River, additional kiteboard activities, including launching and landing, are temporarily allowed at the Event Site from **May 31, 2012 through June 19, 2012** subject to the following limitations:

    a. Kiteboard launching and landing is allowed only on the eastern half of the Event Site beach.

    b. All other kiteboard activities shall occur away from the beach in areas currently designated.

    c. Windsurfers shall store boards and rigging only on the west half of the Event Site lawn or beach area.

    d. During lower water levels, Kiteboarders shall use the Sandbar for launching and landing to the maximum extent possible.

    e. Launching and landing shall cease if other users, especially children, are present on the east half of the Event Site beach.

    f. Kiteboarders and windsurfers are encouraged to show maximum cooperation during the time period that additional kiteboard activities are allowed.

    g. The CGKA, CGWA and Port shall use utilize best efforts to inform all users of these allowed uses and limitations.

    h. The Port shall install temporary signage stating these changes.

2. This usage may be rescinded earlier than June 19 if the Sandbar reappears and approval is granted by the Executive Director.

Michael McElwee, Executive Director

Date: May 31, 2012

Ordinance 22 Adopted on May 20, 2003

Regulations for recreational conduct on Port Property in furtherance of the provisions of Ordinance 22 - Regulating Conduct on Port Property. Violating or prohibited conduct in this section includes any provision of an adopted Port Ordinance or Resolution. Any person who violates any provision of an adopted Port Ordinance or Resolution is deemed to have violated the ordinance, and be subject to prosecution.

REGULATIONS GOVERNING CONDUCT
ON
LOT 1

Ordinance 22 regulates conduct on Port land, Port waterways, and Port structures. The following regulations expand, define or regulate conduct in furtherance of the provisions of the ordinance, and are specific to the area designated above.

1. From August 16, 2010 through September 30, 2010 kiteboard activities on Lot 1 shall be allowed subject to the following limitations:

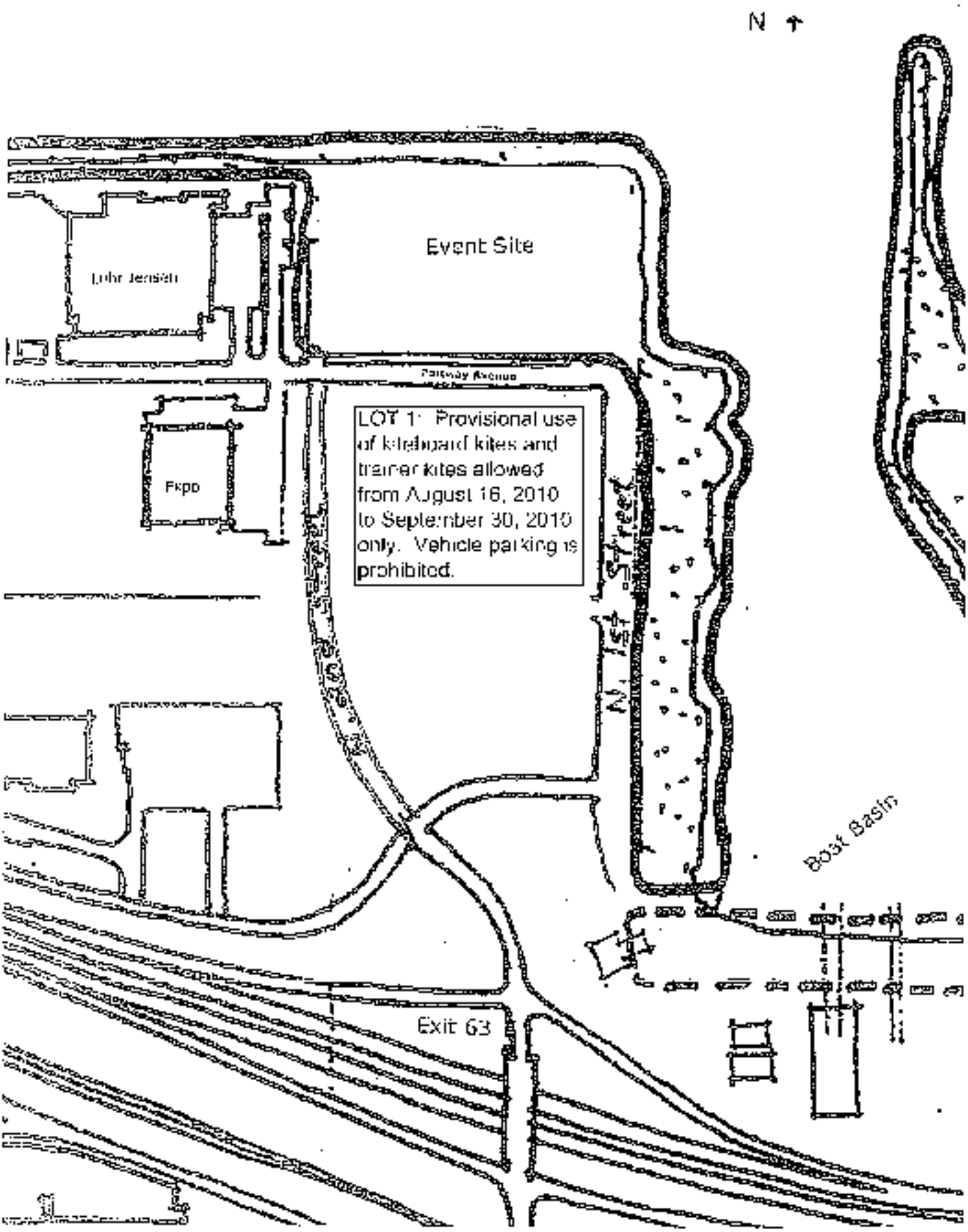
   - Use of kiteboard kites and trainer kites may occur within areas described on the attached diagram.
   - This activity is allowed as a provisional use. An evaluation of impacts shall be made continuously by the Port. Kiteboard use may be terminated at any time if conflicts occur.
   - Vehicle parking on Lot 1 is prohibited.
   - Kiteboard groups are encouraged to take an active role in self-policing users to insure that use regulations are followed.

Adopted on [illegible]

[illegible] Date: 8/20/10

Michael S. McElwee, Executive Director
With authority under Section 12 and Section 26

Regulations define or regulate conduct on Port Property in furtherance of the provisions of Ordinance 22—Regulating Conduct on Port Property—limiting or prohibiting conduct. If a person violates any provision of an adopted Port regulation, the person will be deemed to have violated the ordinance, and be subject to prosecution.


N
Event Site
Lohr Jensen
Expo
Parkway Avenue
LOT 1: Provisional use of kiteboard kites and trainer kites allowed from August 16, 2010 to September 30, 2010 only. Vehicle parking is prohibited.
N. 1st Street
Boat Basin
Exit 63

ORDINANCE NO. 23

AN ORDINANCE REGULATING CONDUCT AT THE KEN JERNSTEDT AIRFIELD

WHEREAS, the Port of Hood River, a public authority created pursuant to the laws of the State of Oregon, and owner and operator of Ken Jernstedt Airfield, possesses the authority to adopt ordinances in furtherance of the safety and welfare of the users of Ken Jernstedt Airfield and the general public, and to enforce the provisions of those ordinances;

WHEREAS, increasing use of the Ken Jernstedt Airfield by antique airplane pilots, the need to clarify use procedures for airport improvements, the need to improve safety and requests by the Federal Aviation Administration require the formulation and implementation of the following Ordinance regulating use and activity at Ken Jernstedt Airfield;

NOW, THEREFORE, the Port of Hood River finds and ordains as follows:

SECTION 1. Scope of Ordinance. This Ordinance regulates conduct at the Ken Jernstedt Airfield.

SECTION 2. Definitions. Unless the context requires otherwise, for purposes of this Ordinance the following definitions apply, whether or not capitalized in the Ordinance text:

a. "**Alternative Grass Landing Area**" or "**AGLA**" means the grass area at the east end of the Airport and parallel to Runway 7/25 intended to accommodate aircraft landings. The AGLA is **not** an alternative landing area but an integral part of Runway 7/25. The AGLA is shown on Exhibit 'A' attached hereto and incorporated herein**.**

b. "**AGLA Procedures**" means Federal Aviation Administration approved rules that establish use of the AGLA depicted in Exhibit 'D' attached hereto.

c. "**Aircraft**" means any device that can be used for human flight, other than ultralight vehicles as defined in Federal Aviation Regulation § 103.

d. "**Airfield**" means any runway, taxi-way and area between a runway and taxi-way, and includes areas extending westerly and easterly beyond any runway and taxi-way, and all other areas used for "aviation activity" as defined below including within the Airport "Runway Protection Zone", as defined by the Federal Aviation Administration.

e. "**Airport**" means all real property owned or controlled by the Port that constitutes the area commonly known as the Ken Jernstedt Airfield, a public general aviation airport in Hood River County, bounded on the west by Tucker Road and on the east by Orchard Road as shown on Exhibit 'A' attached hereto, and as may be extended hereafter, including any Port structures or fixtures thereon.

f. "**Airport Administration Building**" means the structure(s) where the FBO conducts business, including areas within an FBO structure designated to be accessible to the general public.

g. "**Aviation Activity**" means parking, moving, operating, maintaining, modifying or repairing aircraft on the Airport.

h. "**Board**" means Port of Hood River Board of Commissioners.

i. "**Camp**" means erecting a tent or shelter, arranging bedding or occupying a parked vehicle, trailer or camper for purposes of, or in such a way as will permit, sleeping or remaining overnight.

j. "**Commercial Activity**" means any Aviation Activity which originates at the Airport, is made available to the general public or involves two or more persons or entities, and is undertaken for profit or personal financial gain, irrespective of where or when payment occurs. Payment includes all forms of compensation, including financial, trade and donations.

k. "**Commercial Access Agreement**" means a Port written agreement whereby the Port authorizes a person to engage in Commercial Activity and to come onto and leave the Airport at a particular location in an aircraft or motor vehicle, under specified terms and conditions.

l. "**Commercial Glider Operator**" means a person or business that is authorized by the Port to provide glider services to the public as a Commercial Activity.

m. "**Concession Agreement**" means a fully executed written agreement between the Port and a person or business entity authorizing the use or establishment of facilities for Commercial Activity and setting forth the terms and conditions under which the Commercial Activity may take place.

n. "**Executive Director**" means the person the Board has appointed to act as the general manager of all Port operations.

o. "**FAA**" means the Federal Aviation Administration.

p. "**FARs**" means Federal Aviation Regulations which are regulations implemented by the FAA governing aviation activity within the United States and are designed to promote aviation safety and the safety and welfare of the general public.

q. "**FBO**" means the Fixed Base Operator who may be a Port employee, or may be a commercial entity or person having an agreement with the Port to manage aspects of Airport operations and conduct certain Commercial Activity including aircraft maintenance, instruction and retail sales and may be the authorized representative of the Port under designated circumstances; the FBO shall include owners or employees of the FBO or FBO contractors permitted by the Port to perform FBO functions.

r. "**Glider**" means a heavier-than-air aircraft, that is supported in flight by the dynamic reaction of the air against its lifting surfaces and whose free flight does not depend principally on an engine.

s. "**Glider Flight Activity**" means final preparation of a glider for launch prior to takeoff, moving a glider to a takeoff location, and moving a glider away from the area where a glider has landed.

t. "**Glider Operations Area**" means the Airport area shown on Exhibit 'A' attached hereto and on Exhibit 'B' and Exhibit 'C' attached hereto and incorporated herein where gliders are prepared for launching, brought after landing, and temporarily parked during glider flight activity.

u. "**Glider Support Area**" means that Airport area shown on Exhibit 'A', Exhibit 'B' and Exhibit 'C' attached hereto where all persons not directly involved in Glider Flight Activity but interested in observing Glider Flight Activity, gather; where recreational glider

pilots meet immediately prior to launch; and where Commercial Glider Operators meet with customers to transact business, including registering customers for glider flights. Glider Flight Activity is prohibited in the Glider Support Area.

v. "**Glider Trailer**" means any vehicle used to transport and/or store a Glider.

w. "**Limited Access Areas**" means those areas of the Airport the Port has made available to tie down aircraft or to provide access to T-Hangars for use by Airport tenants or persons moving aircraft, shown on Exhibit 'A' attached hereto and incorporated herein.

x. "**Motor Vehicle**" means a motorized device capable of being used on a street, roadway or path.

y. "**No Access Areas**" means those areas where no pilot or public access is permitted unless a legal right exists, because the areas are leased for Commercial Activity, are used for Port purposes, or contain critical weather-related apparatus, shown on Exhibit 'A' attached hereto.

z. "**NOTAM**" (Notice-To-Airmen) means a notice containing timely information on unanticipated or temporary changes to components of hazards in the National Airspace System (NAS). Component changes may pertain to facilities, services, procedures or hazards in the NAS. A NOTAM provides information that becomes available too late to publish in the associated aeronautical charts and related publications. The NOTAM system is not intended to be used to impose restrictions on airport access for the purpose of controlling or managing noise, or to advertise data already published or charted.

aa. "**Official Sign**" means all signs, signals, markings, devices and placards placed, erected or provided by the Port for the purpose of guiding, directing, warning or regulating aircraft, motor vehicle traffic or personal conduct.

bb. "**Peace Officer**" means a peace officer appointed by the Port pursuant to ORS 777.190, or a peace officer as defined in ORS 161.015.

cc. "**Port**" means Port of Hood River.

dd. "**Port Tenant**" means any person or business that has entered into a lease or rental agreement with the Port or FBO including renting T-Hangars, Tie-Downs or commercial properties at the Airport.

ee. "**Recreational Glider Pilot**" means an individual that engages in Glider Flight Activity for personal use without receiving compensation of any kind for use of the Glider or for acting as a Glider pilot or instructor.

ff. "**Restricted Access Areas**" means an aircraft runway, all taxi-ways, and areas within 150 feet of a runway or taxi-way at the Airport, shown on Exhibit 'A' attached hereto.

gg. "**Tow Plane**" means any aircraft used to launch a glider.

hh. "**UNICOM**" (Universal Communications) means a ground-to-air radio communication station that may provide airport advisory information to aircraft pilots and persons involved with aviation activity.

ii. "**Ultralight**" is any vehicle meeting the definitions set forth in FAR Part 103.1.

SECTION 3. Commercial Activity. No person shall engage in any Commercial Activity at the Airport without the prior approval of the Port, under the terms and conditions prescribed by the Port.

When the Port determines that a person proposes to engage in Commercial Activity at the Airport in the future, the Port may grant that person permission to do so, may issue a Concession Agreement, may require the person to enter into a lease or may deny permission to do so.

3.1 Minimum Commercial Standards.

The Port will determine whether a specific Commercial Activity will be allowed at the Airport based on the following standards ("minimum commercial standards"), and may also consider other relevant criteria, including, but not limited to, whether facilities or capacity exists for the proposed use.

a. The Commercial Activity will not negatively impact the safety of the public, or airport operations, and/or convenience at the Airport.
b. The Commercial Activity will comply with federal, State and local laws and regulations, this Ordinance 23 and Port regulations governing conduct at the Airport.
c. Fair market compensation will be paid to the Port for the use and privilege of the Commercial Activity.
d. The Commercial Activity owner/operator has demonstrated a history of safe operations and is not in violation of any Port agreements or contracts.
e. The Commercial Activity owner/operator will provide proof of sufficient insurance to the Port with coverage consistent with the anticipated activity and naming the Port as additional insured. Tenants of the Airport shall provide insurance in such coverages as may be agreed upon between the Port and the tenant, which insurance provisions shall be made applicable to any subtenants on tenant's leased property. In the absence of a contractual provision, Airport tenants and subtenants shall maintain liability insurance in a company or companies rated in the current edition of Bests General Ratings as at least A (excellent) and financial size category of not less than Class X or in such other company or companies not so rated which may be acceptable to the Port, insuring tenant against all claims for damages for bodily injury, including death, and against all claims for damage and destruction of property which may arise by the acts or negligence of the tenant, its agents, employees or servants, or by any means of transportation whatsoever including owned, non-owned and hired motor vehicles, to the extent of at least the minimum required insurance limit required by the Port. The Port shall be provided with a certificate of insurance to conform compliance with this requirement.
f. The commercial owner/operator will employ personnel with the necessary experience and training to provide for the efficient, safe, and orderly compliance with its lease, agreement, or permit obligations. Personnel shall meet all federal, State, and local training and certification requirements applicable to the commercial activities.

3.2 Application of Minimum Commercial Standards.

Minimum standards for Commercial Activity shall be deemed to be a part of each lease, license, permit or agreement, unless any such provisions are expressly waived or modified by the Port in writing. The omission of any particular part of these minimum

commercial standards in a lease, license, permit or agreement shall not constitute a waiver or modification of the standard unless the document expressly states that the Port waives application of that standard.

3.3 Waivers or Modifications.

The Executive Director may waive or modify any portion of these minimum commercial standards for the benefit of a governmental agency or non-profit organization performing public services, fire protection or an emergency response operation.

SECTION 4. Littering. No person shall litter at the Airport. Littering is defined as the dumping, throwing, placing, depositing or leaving, or causing to be dumped, thrown, deposited or left any refuse of any kind or any object or substance which tends to pollute, mar or deface.

SECTION 5. Fireworks. No person shall ignite fireworks or similar incendiary devices of any kind at the Airport whether legally allowed in Oregon or not.

SECTION 6. Animal Control. No person shall allow a domestic animal which the person owns or for which he or she is caring to be on the Airport unless the animal is on a leash and under the person's control at all times.

SECTION 7. Camping. No person shall camp at any time on the Airport unless the person has written permission to do so from the FBO or Port.

SECTION 8. Hunting. No person shall discharge firearms, hunt, or attempt to trap animals on the Airport unless the person has received written permission to do so from the Port.

SECTION 9. Fires. No person shall build or attempt to build a fire on the Airport.

SECTION 10. Access Prohibitions. No person shall be on any portion of Limited Access Areas, Restricted Access Areas or No Access Areas unless one or more of the following conditions are met:

a. In the Limited Access Areas they are a Port tenant or an invited guest of a Port tenant, a pilot with a legal right to use an aircraft located at the Airport, or an invited guest under the direct supervision of a pilot who has a legal right to use an aircraft located at the Airport.
b. In the Restricted Access Areas they are a pilot in command of an aircraft or guests of the pilot and under the direct supervision of the pilot in command of an aircraft.
c. In the No Access Areas they are a Port tenant authorized by the Port to be there or an invited guest of a Port tenant authorized to be there.
d. They have permission from the Port or the FBO to be there.
e. They are a Port employee or FBO, or a Port or FBO contractor with permission to conduct authorized business and are doing so.
f. In the case of an emergency requiring access.

SECTION 11. Aircraft Access to Airport. Unless the Port or FBO grants prior permission otherwise, no person shall bring an aircraft onto the Airport unless they are landing the aircraft, are traveling across an existing Port aircraft access easement, are traveling through an approved access corridor under a Commercial Access Agreement, or in an emergency. No person shall bring an aircraft onto the Airport on or within a trailer unless the person obtains prior permission from the Port or FBO to do so, or, in the event the Port or FBO are unavailable, check-in at the earliest reasonable opportunity, to determine Airport use rules.

SECTION 12. Aircraft and Glider Storage. No person shall tie down or in any other way attach any aircraft or glider to the Airport unless they use Port approved tie-down equipment and they have received permission of the Port or the FBO. No person shall store or park an aircraft that is not tied down or in a hangar for more than twenty (20) minutes in Restricted Access Areas without permission of the Port or the FBO. Every person using the Airport for aircraft storage or tie-down parking of aircraft shall, at the time specified, pay to the FBO such fees as shall from time to time be fixed in the manner set forth by the Port; provided that the Port may waive any storage or tie-down fees for aircraft in connection with authorized air shows and fly-ins. T-hangar rentals shall require a written agreement between the proposed tenant and the Port in a form to be determined by the Port.

SECTION 13. Motor Vehicles.

a. Parking.
   (1) Motor vehicles may be parked on paved areas immediately adjacent to the FBO building and on the shoulder of Airport Road.
   (2) No person shall park a motor vehicle in Restricted Access Areas without receiving prior written permission from the FBO or Port to do so, or unless necessary because of an emergency.
   (3) No person shall park a motor vehicle in Limited Access Areas without FBO or Port permission to do so or unless necessitated by an emergency; or are a Port tenant, with permission to park a motor vehicle near their leased space; or are an invited guest of a Port tenant and have permission to park a motor vehicle near a rented space or near a hangar leased by the person who invited them as a means of access to aircraft or a T-hangar. The foregoing notwithstanding, no person shall park a motor vehicle within Limited Access Areas for a period longer than eight consecutive hours unless the person has received prior permission to do so from the FBO or Port, and the person displays a parking permit issued by the Port in plain view on the dashboard of the parked motor vehicle.
   (4) No person shall park a motor vehicle in No Access Areas unless they are a Port tenant authorized to park there, an invited guest of a Port tenant authorized by the Port to park there, or a Port employee.
b. Motor Vehicle Speed; Warning Lights.
   Except on Airport Road, no person shall operate a motor vehicle at a speed in excess of 15 miles per hour on the Airport. No person shall move a motor vehicle within the Restricted Access Area or No Access Area unless the motor vehicle utilizes a clearly

visible yellow beacon or yellow flashing lights to alert persons at the airport and aircraft pilots that the motor vehicle is present.

SECTION 14. Airport Administration Building Use. No person shall use the Airport Administration Building in violation of any regulation adopted by the Port. Regulations governing use of the Airport Administration Building now in effect are attached to this Ordinance. These regulations may be rescinded or modified at any time in the same manner as other Port regulations, as provided in this Ordinance. (See Exhibit 'E' attached hereto.)

SECTION 15. **Gliders**. No person shall engage in glider operations or in conduct at the Airport that violates any of the following provisions of this Section 15.

15.1 – General.

a. All Gliders and tow planes shall be operated in conformance with FAA and AGLA regulations and the rules set forth in this Ordinance.
b. The Port or FBO may suspend or restrict Glider Flight Activities at any time for reasons of safety including, but not limited to, weather, construction, firefighting operations, maintenance, etc. whenever they deem such action to be necessary. No person shall engage in Glider Flight Activity that violates any of the terms of such a suspension or restriction.
c. No person who owns or controls a Glider shall store or park the Glider in the Restricted Access Areas for more than twenty (20) minutes unless an emergency exists, written permission is obtained from the Port or FBO, or unless permitted by the terms of a concession agreement.
d. No person shall engage in any form of ground towing to launch a Glider at the Airport, other than using a tow plane connected to the Glider, unless the person has written permission from the Port or the FBO to do so, or it is permitted by the terms of a concession agreement.

15.2 – Glider Support Area.

a. The Glider Support Area shall be the only Airport area used by Commercial Glider Operators for customer orientation and registration, waiting customers and observers, and shall be the only Airport area from which customers are transported to the Glider Operations Area.
b. Unless the Port gives written permission otherwise, the Glider Support Area shall be the only Airport area used by Recreational Glider Pilots, by their glider passengers, and by persons assisting a Recreational Glider Pilot to orient passengers and glider assistants, and shall be the only Airport area from which Recreational Glider Pilots, their passengers and assistants are transported to the Glider Operations Area.
c. No person shall place any canopies, picnic tables or other items intended for use by persons involved with or observing Glider Flight Activity in the Glider Support Area other than a person who has received written permission to do so from the Port.

d. No person shall park a motor vehicle within the Glider Support Area unless located at a place designated for public parking by an official sign, or unless the vehicle has been registered with a Commercial Glider Operator and the motor vehicle is parked in a location within the Glider Support Area designated for parking under a Concession Agreement.
e. Unless the Port gives written permission, all visitors of a Recreational Glider Pilot intending to launch a Glider, their passengers and assistants, shall only meet at or near the FBO Building and be transported to the Glider Support Area along the route shown on Exhibit 'C' attached hereto, prior to entering into the Glider Operations Area.

15.3 – Glider Operations Area.

a. Unless the Port gives written permission otherwise, the Glider Operations Area shall be the only Airport area used by Commercial Glider Operators and Recreational Glider Pilots, glider passengers and persons assisting them to provide a safety briefing, pre-flight orientation, to answer questions about glider launching and flight, and make final preparations for a Glider to be launched.
b. No person shall remain in the Glider Operations Area after completing a Glider ride longer than necessary to remove the Glider that has landed from the Glider Operations Area, or in the case of passengers longer than necessary to be transported to the Glider Support Area, unless specifically permitted to do so by the FBO or unless the Port gives written permission to do so.
c. No person shall place any objects within the Glider Operations Area except tow planes, Gliders, and equipment necessary for conducting safe glider operations.

15.4 – Glider Launching.

a. Standard Soaring Society of America (S.S.A.) procedures now or hereafter adopted applicable to Glider Flight Activity on land shall be used by all glider pilots, and their assistants, before a Glider is launched and after a Glider has landed, including using appropriate hand signals.
b. No Commercial Glider Operator or Recreational Glider Pilot or person assisting a Commercial Glider Operator or Recreational Glider Pilot to launch a Glider shall launch a Glider when there is a motor vehicle or aircraft in the area that may cause a risk of damage to the Glider or the motor vehicle or other aircraft. Each Glider pilot and person assisting a Glider launch shall assure that a Glider departure will not conflict with aircraft that are taxiing, taking-off or landing.
c. Each pilot who is towing a Glider to launch it shall announce their departure on UNICOM frequency prior to take-off roll.
d. Each Glider pilot who takes off from the Airport shall cause their Glider to be launched from the main runway 7/25.
e. Only a tow plane shall be used to launch a Glider, unless the Glider pilot has written permission from the Port, or is permitted by the terms of a Concession Agreement, to do so.

f. No person shall engage in any form of Glider towing prior to launching a Glider at the Airport other than using a tow plane or motor vehicle operated in conformance with § 13.b. of this Ordinance, unless the person has written permission from the Port or FBO, or is permitted by the terms of a Concession Agreement, to do so.

15.5 – Glider Landing.

a. Glider pilots shall land Gliders only on the AGLA or main runway 7/25, unless otherwise required by emergency conditions.
b. Glider pilots and persons who aid in the management of Gliders after landing shall comply with requirements governing activities for use of the AGLA in Section 17 of this Ordinance.

SECTION 16. <u>Ultralights</u>.

16.1 – General Rules.

a. All ultralight vehicles shall be operated in conformance with FAA and AGLA regulations and the rules set forth in this Ordinance.
b. The Executive Director may suspend or restrict any or all ultralight operations for reasons including, but not limited to, safety and/or adverse weather conditions whenever such action is deemed necessary;
c. The Executive Director or his or her duly authorized representative shall at all times have the authority to take such action as he or she may deem necessary for safety of operations and to safeguard the public at the airport.

16.2 – Ultralight Operations.

a. All ultralight flight operations shall be conducted from such areas as are designated by the Executive Director
b. All ultralight ground support activities shall be conducted only in areas designated by the Executive Director.
c. All ultralight fixed base operators shall have the duty at all times to carry out the provisions of this Ordinance and any other applicable regulations with respect to admission and control of children, pets and nonflying observers to or at areas where ultralights are in operation.
d. Ultralight operations shall be conducted only during daylight hours and during Visual Flight Rule weather conditions as prescribed by the FARs. Any differing specification shall be made only by the Executive Director and be consistent with this Ordinance and other applicable rules and regulations.

16.3 – Ultralight Safety.

a. Ultralight pilots shall be familiar with local Instrument Flight Rule procedures and with the nonstandard patterns flown by aircraft operating Instrument Flight Rule or practicing Instrument Flight Rule operations.
b. Ultralight pilots shall be aware of the effect of wake and helicopter rotor turbulence upon ultralight aircraft and aware of the proper separation criteria to be observed.
c. Each ultralight operator must demonstrate to the Executive Director or his or her authorized representative the pilot's knowledge of the safe and orderly operation of the ultralight, the designated area within which the ultralight may be operated, and the flight rules and procedures applicable to the ultralight, and that the pilot has the requisite capability to operate the ultralight in a safe and orderly manner.
d. Each ultralight operator shall be responsible for determining the safe operating condition of the ultralight and that it is equipped with a proper operating and accurate altimeter.

SECTION 17. <u>Aircraft Activities</u>. No person shall engage in conduct at the Airport that violates any of the following provisions of this Section 17.

17.1 – No Simultaneous Aircraft Operation.

a. All pilots shall comply with applicable FARs and AGLA Procedures.
b. No pilot shall move an aircraft or cause an aircraft to be moved on the AGLA runway if another aircraft is on or will be imminently landing on the primary runway or the AGLA runway.
c. No pilot shall move an aircraft or cause an aircraft to be moved on the Airport taxi-way north of the primary runway if another aircraft is on that taxi-way, on the AGLA runway, or if a landing on the AGLA is imminent.

17.2 – Landings.

a. All pilots shall comply with applicable FARs and AGLA Procedures on landing.
b. Pilots intending to use the AGLA shall monitor UNICOM prior to and after landing their aircraft if it is equipped with a UNICOM radio.
c. A pilot, with a radio onboard an aircraft, who intends to land on the AGLA, shall declare that intention to land on the AGLA by radio prior to landing.
d. A pilot may land an aircraft on the AGLA only when no other aircraft or other activities are occurring or present on either the paved runway or the taxiway.
e. An aircraft pilot on the AGLA shall exit onto the north parallel taxi-way as soon as safely possible.
f. Any person who assists with removing a Glider from the AGLA after landing shall remain outside the Restricted Access Areas until the Glider has safely landed and stopped moving.
g. Any person who assists with removing a Glider from the AGLA shall comply with FAA procedures and Port rules applicable to use of the AGLA.

17.3 – Departures.

a. All pilots shall comply with applicable FARs and AGLA Procedures on departure.
b. Pilots of aircraft with radios shall declare the intention to taxi on the north parallel taxi-way and complete a thorough visual review of ground and air traffic before crossing the taxi-way hold line.
c. Pilots shall keep aircraft at the designated taxi-way hold line until all traffic on Airport runways or taxi-ways is clear.

SECTION 18. Official Signs. No person shall engage in any conduct in violation of instructions appearing on an Official Sign at the Airport.

SECTION 19. Use of Port Electricity. No person shall connect an electrical device of any kind to a Port electrical power outlet or in any other manner use electricity supplied to the Port at the Airport without Port permission.

SECTION 20. Fees. No person shall refuse nor neglect to pay when due a fee or charge established by the Board or Executive Director for use of Airport Property, Airport facilities or Port or FBO services provided at the Airport.

SECTION 21. Port Regulations. The Board may adopt regulations which define or regulate conduct at the Airport in furtherance of the provisions of this Ordinance, or which otherwise prohibit or limit conduct at the Airport. Each such regulation shall be enacted after publication of a Board meeting agenda that includes a reference to a regulation or regulations to be considered at the Board meeting. The public will have an opportunity at the Board meeting to obtain a copy of the proposed regulation(s) and to comment on the regulation(s) prior the Board adopting a regulation. Each adopted regulation shall be in writing, be dated and be on file for public inspection at the Port business office during Port business hours. If a person violates any provision of an adopted Port regulation the person will be deemed to have violated this Ordinance, and shall be subject to the same penalties as for a violation of a provision of this Ordinance.

SECTION 22. Port Permission. A person may act in a manner which would otherwise violate a provision of this Ordinance if in furtherance of a Port objective the person is given permission to do so by the Board, Executive Director, or a Port employee with authority to grant such permission. If permission is given under this section the permission shall only apply to a particular time or event; such permission shall not be considered ongoing unless explicitly stated as applying to a future date or dates or a future event or events.

SECTION 23. Penalties. Any person who violates a provision of this Ordinance shall be subject to a fine not to exceed $250.00.

a. Each violation of a separate section of this Ordinance shall constitute a separate offense;

b. Each time a separate violation of this Ordinance is committed shall constitute a separate offense;
c. The maximum penalty for a violation of this Ordinance shall not exceed the maximum penalty prescribed for violation of a substantially similar offense prescribed by the Oregon Revised Statutes now or hereafter in effect.

SECTION 24. Enforcement.

a. The Board appoints the Executive Director and the Port Maintenance Supervisor, as Peace Officers who shall have the same authority, for the purpose of the enforcement of the provisions of this Ordinance, as other peace officers;
b. All Peace Officers shall have the authority to enforce the provisions of this Ordinance and to issue citations for the violation of any section of this Ordinance;
c. Any person who is issued a citation for the violation of any section of this Ordinance must appear in Hood River County Circuit Court on the date and time listed on the citation, or in such other court in Hood River County with jurisdiction over the matter as stated on the citation.

SECTION 25. Right of Removal.

a. No person shall remain at the Airport after being asked to leave the Airport by a Peace Officer if they believe the person being requested to leave has violated or intends to violate any provision of this Ordinance.
b. No person shall cause or allow their personal property to remain at an Airport location after a Peace Officer has asked the person to remove or relocate the personal property.
c. The Port shall have the right to tow a motor vehicle parked at the Airport and to store the motor vehicle at a location away from the Airport at the expense of the owner of the motor vehicle if the motor vehicle is parked in violation of any provision of this Ordinance or a Port regulation.

SECTION 26. Severability. This Ordinance and the regulations adopted pursuant hereto will be liberally construed to effectuate the purposes of this Ordinance. Each section, subsection or other portion of this Ordinance shall be severable; a finding of the invalidity of any section, subsection, or other portion shall not invalidate the remainder.

SECTION 27. Declaration of Emergency. This Ordinance is being enacted to protect the health and safety of persons who use the Airport, and the general public, to promote the orderly use of the Airport, to protect Port property, and to promote compliance with FAA rules and policies. Because it is important to reduce risks of harm to persons and property associated with Airport use as soon as possible due to increasing Airport use in spring and summer, and because

the FAA has requested the Port to enact an ordinance regulating certain Airport activities, therefore, an emergency is declared to exist. This Ordinance shall take effect immediately upon passage.

Passed: _____, 2011, by the Port of Hood River Board of Commissioners.

PORT OF HOOD RIVER

_____

Port Commission President

ATTEST:

_____

Recording Secretary

EXHIBIT 'A'
Allowed Use Areas Map

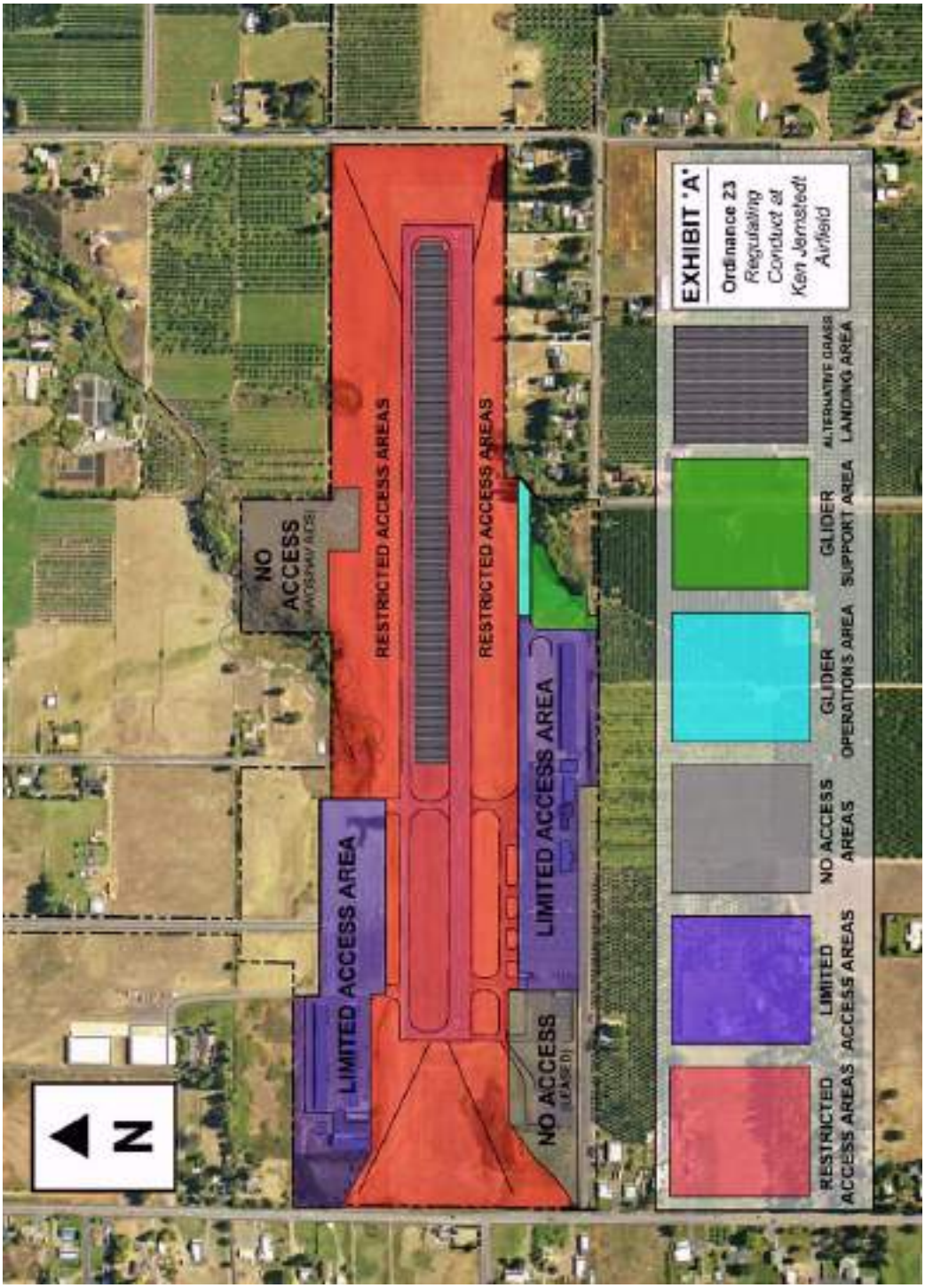


EXHIBIT ‘B’
Glider Support Area Map

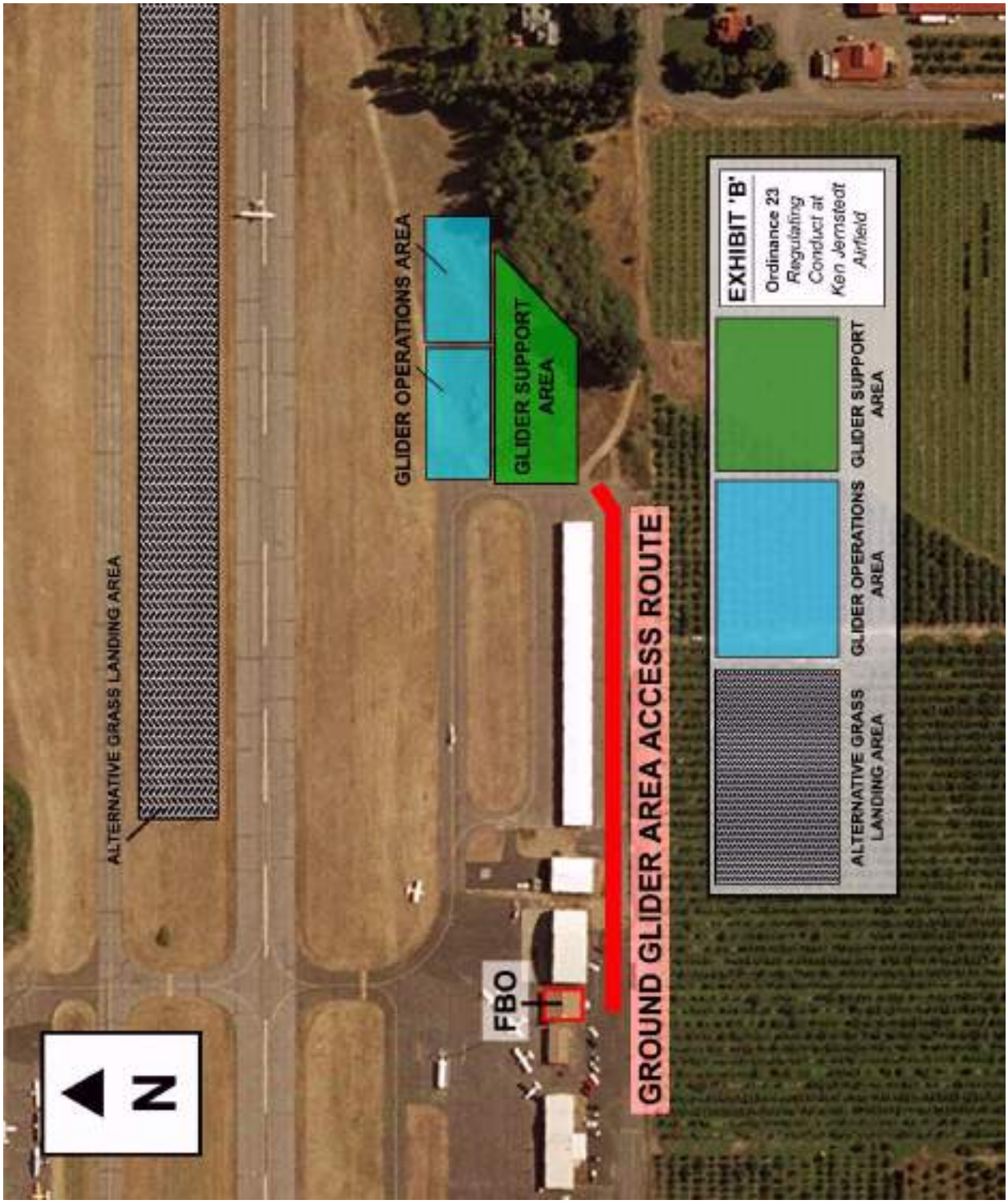


EXHIBIT 'C'
Glider Support Area Site Plan

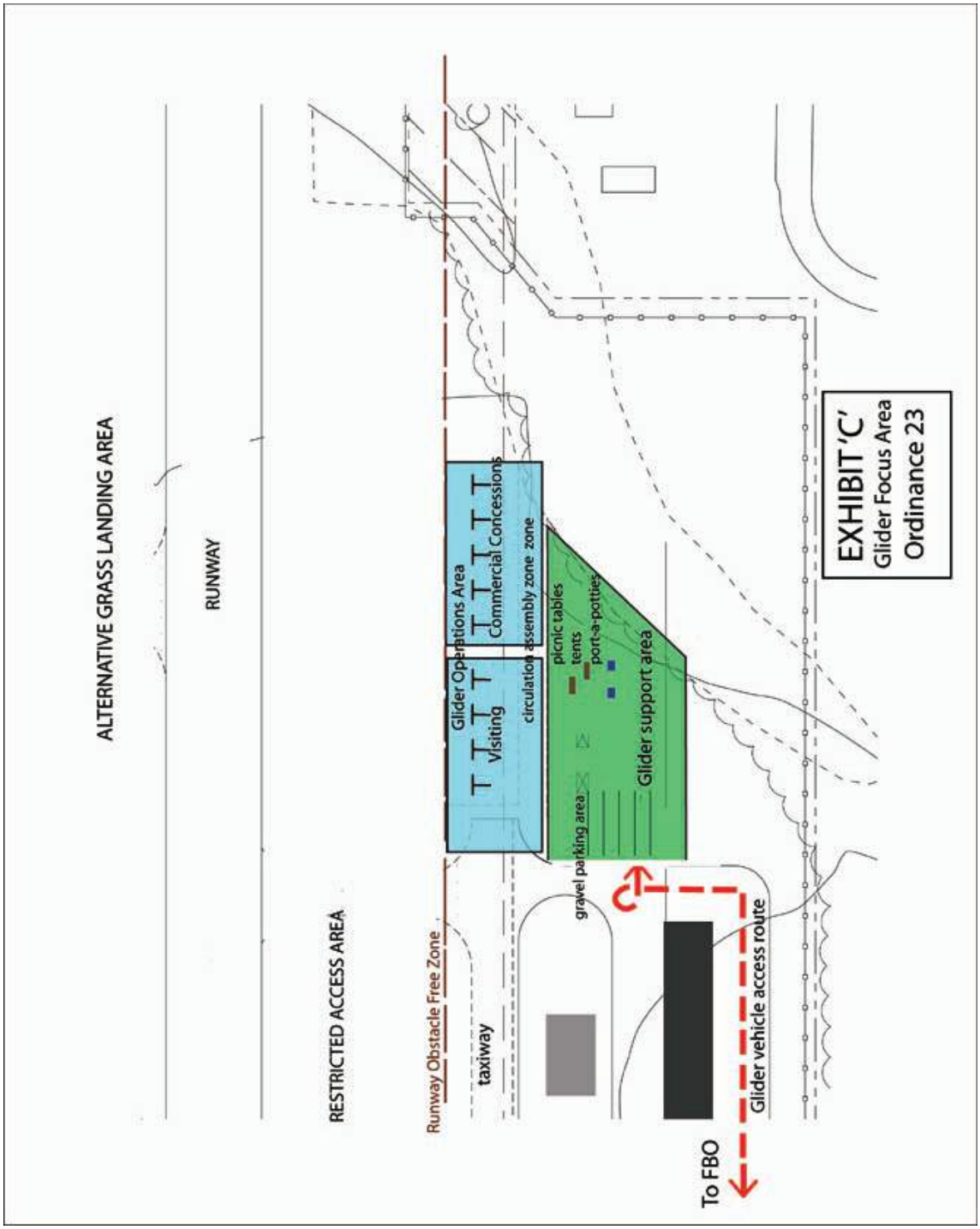


EXHIBIT 'D'
Alternative Grass Landing Area Procedures

USE REQUIREMENTS

The following rules govern use of the Alternative Grass Landing Area (AGLA) at Ken Jernstedt Airfield in Hood River, Oregon (Airport). The AGLA has been constructed principally to accommodate landing for antique aircraft. It is located in the grassy median parallel to Runway 7/25, between the paved runway surface and the north parallel taxi-way. The AGLA is an alternative landing area but an integral part of Runway 7/25.

NO SIMULTANEOUS OPERATION

- No simultaneous aircraft operations shall occur on the paved surface of Runway 7/25 and the AGLA portion of Runway 7/25.
- No simultaneous aircraft operations shall occur on the north parallel taxi-way and the AGLA.

LANDINGS

- Ken Jernstedt Airfield is a Visual Approach Airport. All pilots are required to adhere to best practices for airfield safety policies, including checking Notice to Airmen (NOTAM). Radios are encouraged for all aircraft.
- When an aircraft declares intention to land on the paved runway, no activity is permitted within the AGLA.
- Pilots with radios must declare their intention to land on the AGLA. Landings may occur on the AGLA only when no other aircraft or other activities are present on either the paved runway or the north parallel taxi-way. If such activity is present, all aircraft must land on the paved runway.
- Aircraft landing on AGLA must exit taxi-way as soon as safely possible. Aircraft enter or cross the paved runway.

DEPARTURES

- Prior to taxi from the north apron or entrance to the north parallel taxi-way, aircraft with radios shall declare intention to taxi on the north parallel taxi-way and complete thorough visual review of ground and air traffic before crossing the Hold Line. Pilots must remain at the designated hold line until traffic is cleared.
- All pilots must review and understand Airport signage and markings.
- All pilots must review Airport NOTAMS.
- Pilots must have an Airport diagram out and available as a reference during taxi.
- Pilots must maintain appropriate taxi speed and may not exceed 15 miles per hour on the taxi-way.

EXHIBIT 'E'
Public Use Of Airport Administration Building

This Airport Administration Building is owned by the Port of Hood River and currently managed by Classic Wings Aero Services, Inc., the airport's fixed base operator.

Public uses are allowed in this building. Following is a list of rules for public use:

■Classic Wings Aero Services will post hours the building is available to the public. Minimum public hours are: 8 a.m.-5 p.m. October through April, and 8 a.m.-6 p.m. May through September, at least five days a week, including all Saturdays and Sundays; building is closed New Years Day, Thanksgiving Day and Christmas Day. If Classic Wings Aero Services locks Airport Administration Building at any time during these hours, it is required to post notice with immediate contact information.

■Pilots may use this building at any time during posted public hours for flight planning. Local telephone calls are allowed with the permission of Classic Wings Aero Services' staff.

■Pilots may use the building at any time during posted public hours as a waiting area during weather events that create conditions when safe flying is in jeopardy.

■Severe weather events may prevent the building from being open during normal posted hours. Classic Wings Aero Services will display a notice if weather prevents this building from being open during normal posted hours. This notice shall contain a contact telephone number.

■Aviation/airport meetings may be held but must be scheduled with Classic Wings Aero Services one week prior to desired meeting time. The date, time and estimated number of attendees must be provided when scheduling meetings.

■Classic Wings is currently the only commercial provider of flight lessons and scenic flights, under its contract with the Port of Hood River. No other commercial flight instruction or scenic flights are allowed without obtaining a concession agreement from the Port of Hood River. If such an agreement is obtained, the Port will work with the concessionaire to determine any uses of the Airport Administration Building.

■Transient flight instructors from other airports may debrief students at this building. They may be required to demonstrate proof that they have a flight school at another airport or similar facility.

Classic Wings Aero Services may be reached at (541) 386-1133
Port of Hood River may be reached at (541) 386-1645
Automated Weather Observation System (AWOS) may be telephoned at (541) 386-2386

PORT OF HOOD RIVER
REAL ESTATE TRANSACTION POLICY
Adopted: February 5, 2013

The Port of Hood River ("Port" or "Commission") has real estate holdings that are important strategic assets for the Port District and the region. To carry out its mission and achieve community objectives, the Port engages in acquisition, disposition and leasing of real property on a regular basis. This Real Estate Transaction Policy ("Transaction Policy") is intended to guide the Port's efforts in these activities.

The Port shall carry out the following consistent with its Strategic Plan and mission:

- Purchase, lease, develop and sell real property, and manage a portfolio of real estate assets, that supports employment growth and economic development;
- Maintain a portfolio of real estate assets sufficient to actively market and recruit new business to the Port District and for existing businesses to expand;
- Realize a return on investment that balances financial and public policy objectives; and
- Capture revenues sufficient to cover the costs associated with property management, operations and development whenever possible.

I. GENERAL POLICIES

All real estate transactions shall conform to applicable federal, state, and local laws, Port ordinances and policies, the Port's Strategic Plan, existing bond, grant or loan covenants, area development plans or other plans as adopted by the Commission.

The Port shall generally seek to pursue development opportunities which are uneconomic for the private sector to carry out but which are consistent with the Port's mission, capabilities and public policy objectives.

In determining land values, lease rates, tenant allowances and other property valuation issues the Port will consider market comparables, appraisals when available or necessary and shall generally seek to be competitive with local private market terms and conditions in structuring its real estate transactions. However, if the Commission determines that a specific transaction can accomplish public policy goals consistent with its mission it may deviate from this goal.

The Port will not subordinate its interest in real property except in exceptional circumstances. The Port will typically not encumber its property other than to finance a Port project, to achieve a Port goal, or as a participant in a Local Improvement District or other improvement process of benefit to the property.

All real property sales and leases shall be approved by the Port Commission unless an exception is made in Section II below. All transaction agreements shall be reviewed and approved by the Port's legal counsel before Port execution.

II. TYPES OF AGREEMENTS

The Port may utilize a variety of agreements to carry out real estate transactions. The specific type of agreement used in any individual transaction will usually be determined by the Port Commission after recommendation by the Executive Director except under specific circumstances. Real estate agreements that are approved for use by the Port are:

A. Disposition and Development Agreements

The Port will usually sell properties that are of significant size, prominently located or capable of achieving significant public objectives, only after execution of a Disposition and Development Agreement (DDA). A DDA will typically include identification of the development team, description of the project to be completed, cost estimates, financing plan, development schedule, public objectives and other information as may be determined. A DDA must be approved by the Commission.

B. Options

Requests by outside parties for options to lease or purchase Port property will be considered on a case-by-case basis. Criteria to be used to evaluate options will include, but not be limited to determining whether: (1) the option will be in the Port's best interest; (2) the party requesting the option has the financial capability to complete the transaction; (3) there is a high degree of assurance that the transaction is consistent with the Port's economic development mission; and (4) whether the public interest would be better served by marketing the property more generally to the public. The Commission must approve any option to lease or sell Port property.

The Executive Director may execute an option for the Port to purchase property. However, at minimum, the option must state that the purchase is contingent upon Commission approval and subject to completion and review of an appraisal. In most cases the Executive Director will consult with the Commission before executing an option.

C. Letter of Intent/Memorandum of Understanding

Letters of Intent (LOI) or Memoranda of Understanding (MOU) to purchase, sell, or lease real property may be entered into by the Executive Director to demonstrate the shared intent to enter into a binding commitment to sell or lease property. The Executive Director will typically inform the Commission and obtain direction prior to proceeding with such agreements although in some instances this prior consultation may not be possible. LOI and MOU shall explicitly state that the agreement is non-binding and that any contemplated transaction is contingent upon approval of the Commission.

D. Short–term Property Use Agreements

A private business, public agency or non-profit entity may seek to enter into an agreement for the short term use of Port property for a specific activity. If the contemplated activity is consistent with the Port's mission the Executive Director may enter into a use agreement, rental agreement or concession agreement so long as the term does not exceed 180 days and the agreement is reviewed and approved by the Port's legal counsel prior to execution. The Executive Director will

typically consult with the Commission before executing such an agreement, but is not required to do so. The Executive Director shall notify the Commission after executing any Property Use Agreement.

E. Leases

The use of Port property greater than180 days shall typically require execution of a Lease Agreement. Leases shall be reviewed by legal counsel and approved by the Port Commission before execution by the Executive Director. However, the Executive Director may execute renewal options when the original lease, including a renewal option, was approved by the Commission.

F. Easements

The Port may seek to convey or acquire a property right in the form of an easement, either appurtenant or in gross. Easements of any kind must be approved by the Port Commission.

III. BROKER COORDINATION

The Port will usually hold a variety of properties within its real estate portfolio. At any time the Port may initiate efforts to sell specific properties in order to achieve defined economic development objectives. At other times, the Port may receive unsolicited interest to buy or lease its property. In both circumstances the Port welcomes the involvement and assistance of real estate professionals to help achieve community goals and the Port's mission.

A. Broker Offers to Buy or Lease Port Property

The Port may describe properties on its website and carry out other efforts to advertise the availability of properties for sale or lease. Brokers may contact the Port to inquire about specific properties or to determine generally if properties are available to purchase or lease. In instances where a real estate broker licensed in Oregon contacts the Port on behalf of a client about the purchase or lease of Port property the Port will usually represent itself in the transaction. In such cases the Port will pay real estate commissions to real estate brokers if they are the procuring cause ("Procuring Cause") of the sale or lease of Port real property.

The Port will recognize a real estate broker as the Procuring Cause only after a potential purchaser or lessee signs an acknowledgement letter prior to the start of negotiations stating that:

- The broker is the primary reason the potential purchaser or lessee has identified Port property for sale or lease;
- The broker is the agent of the purchaser or lessee not the agent of the Port;
- The broker will be the primary party to represent the potential purchaser or lessee throughout negotiations.

After receipt of the acknowledgement letter and after consultation with the Port Commission the Executive Director shall issue a letter to the real estate broker stating that the Port intends to pay the broker a commission including any specific terms and conditions of payment and appropriate references to this real estate transaction policy. To be entitled to receive a commission the real estate broker must agree in writing to such terms and conditions. If the Port issues a broker

commission letter that is agreed to by the broker, the Port's offer to pay a commission will expire six months after the letter date unless that date is extended by written agreement between the Port and the broker.

The Port Commission, or Executive Director if authorized by this policy, must approve a real estate transaction for the broker's commission to be obligated.

In the event of a conflict among brokers arising with respect to the right to a commission, the Port will expect the brokers to resolve the issue. If the dispute is not promptly resolved to the Port's satisfaction, the Port may pay a reduced commission or no commission to any of the brokers involved in the dispute, in the Port's discretion.

No representation by a real estate broker to their client shall be binding on the Port.

B. Listing Agreements to Sell or Lease Port Property

The Port may seek to retain a real estate broker to represent the Port to sell or lease property. This approach will usually be considered for multiple or high profile properties that are being marketed or for complex transactions when additional real estate expertise is sought. When seeking broker representation, the Port will usually carry out a public solicitation similar to that used for personal services contracts. The solicitation process will seek proposals from real estate brokers that describe the firm's background, qualifications, staffing, proposed fee and approach to the assignment among other factors. Port staff will manage the solicitation and make a recommendation to the Commission. Following Commission approval the Port will negotiate an Exclusive Sales Agreement with the selected broker. The Commission may designate a second broker to negotiate with, if negotiations with the selected broker are not concluded in a satisfactory manner.

IV. BROKER COMMISSIONS

Commissions payable to brokers bringing unsolicited offers to the Port or responding to information about available Port properties shall be calculated as follows:

A. Land and/or Building

For brokers who are recognized as the Procuring Cause of a property sales transaction:

- Three Percent (3%) of the gross sales price

Commissions will be payable at closing after transfer of the deed.

B. Leases

For brokers that are the Procuring Cause of a transaction to lease a Port building or land area:

1. Net Leases

- Three Percent (3%) of the anticipated lease revenue payable to the Port for the first three years of the lease term or less; and

- Two percent (2%) of the anticipated lease revenue for the balance of the term, up to ten years.

2. Gross Leases

- Two and One-Half Percent (2.5%) of the anticipated lease revenue payable to the Port for the first three years of the lease term; and

- One and one-half percent (1.5%) of the anticipated lease revenue payable to the Port for the balance of the term, up to ten years.

The commission shall be paid after Commission approval, mutual execution of the lease and sixty (60) days after the tenant's full time occupancy and compliance with all lease terms.

Commissions will not be paid for lease renewals, expansion of a leased area or for options to extend a lease term, whether or not they are identified in the original lease.

C. Purchase Options

Purchase Options will be infrequently used by the Port. If they are used, a commission may not be applicable. If the Port determines that a broker is the Procuring Cause of a Purchase Option, 6% of the option consideration paid for the future right to purchase Port property may be payable after Commission approval and mutual execution of the Purchase Option Agreement. A commission based on the schedule listed above in Section IV.A. will be paid if an option is exercised within the time period defined by the Option Agreement. The total commission paid, including the commission on the initial transaction plus the commission on the option, shall not exceed the commission schedule defined in Section IV.A. above.

D. Listing Agreements

When the Port has taken steps to select a broker to market Port properties for sale or lease it will generally enter into an Exclusive Sales Agreement. In such cases the Port may negotiate a specific commission schedule based on the property being listed, anticipated tasks and other factors.

E. Short Term Use Agreements

Commissions will not be paid on Short-term Use Agreements.

V. LIMITATIONS

These policies are not an obligation of the Port enforceable by a real estate broker or other person. These policies are Port guidelines the Port may use in determining whether to pay a real estate commission, and commission amounts. The Port of Hood River reserves the right to follow, not follow, withdraw or amend these policies at any time as may be required in its sole discretion.

PORT OF HOOD RIVER
FINANCIAL ADMINISTRATIVE POLICIES

PURPOSE

The Financial Administrative Policies and Procedures, articulates the policies, goals and major objectives which will guide the Port in its fiscal responsibilities for the foreseeable future.

FINANCIAL PLANNING
FIN-2.01

Policy

The Port of Hood River will prepare a long-range financial plan to guide the Board of Commissioners in adopting the Port budget and to assist the Board in ensuring the delivery of services through all types of economic cycles. The plans will help the Board of Commissioners evaluate the impact of the financial needs of delivering all the necessary activities performed by the Port within its boundaries. The plan will also assist in coordinating funding needs among the Revenue, Bridge Repair & Replacement and General Fund functions and needs.

Financial planning and budgeting will be based on the following principles:

- Revenue estimates will be prepared on a conservative basis to minimize the possibility that economic fluctuations could jeopardize ongoing service delivery during the fiscal year.
- Expenditure estimates will anticipate needs that are reasonably predictable.
- Forecasts will rely on a common set of basic economic assumptions that will be established, updated and distributed by the Finance Manager. The forecasts will also identify other assumptions used in their preparation and associated risks. Examples of risks can include rates, legislation and legal rulings that affect Port liability, pension systems or health benefit plans, as well as regional economic trends that affect Port revenues and grants. The Port will test both its financial planning methodology and use of planning tools in order to provide timely and accurate information that is disseminated to the Board.

Financial Plans and Forecasts

- The Administration will prepare an annual audited financial report. This report will include a comprehensive overview of the Port's financial condition.
- Financial plans will be prepared annually for the Port and the impacts to the Revenue, Bridge Repair & Replacement and General Funds. If appropriate, the plan will identify additional resources needed to continue current service levels like toll increases or adjustments to services provided.

Operation and Maintenance

- The Port will preserve its current physical assets and plan in an orderly manner for future capital investments, including the operating and maintenance costs associated with new or additional capital improvements or major equipment.
- The Port will use its best efforts to identify and include full costs of future maintenance needs and operating costs of new capital improvements and equipment prior to funding as part of the Budget.
- In general, all assets will be maintained at a level that protects capital investment and minimizes future maintenance and replacement costs. A high priority should be placed on maintenance where deferring maintenance will result in greater costs to restore or replace neglected facilities/equipment.

- Maintenance and operations of major capital assets should be given priority over acquisition of new assets, unless an analysis indicates a net benefit or the funding source to acquire or develop a new asset cannot be used for operations and maintenance.
- Factors that reduce operating and maintenance costs, such as upgrades, remodels and/or technological advances, will be considered when reviewing operation and maintenance requests. Priority may be given to projects that do not require operation and maintenance adjustments or that reduce those costs.
- The budget will seek to provide sufficient funding for adequate operations, maintenance, scheduled replacement and enhancements of capital assets and equipment. Whenever Port staff identify that there is a significant discrepancy between the need to maintain or modernize Port infrastructure or facilities and the funds available for such improvements, the Executive Director or designee will present a strategy for meeting these needs to the Board of Commissioners.

Responsibility

The Finance Manager will coordinate the presentation of the Port's financial plan with the Executive Director providing overall guidance.

BUDGET
FIN-2.02

Policy

The Port will develop and implement a budget process that will:

Make prudent use of financial resources.

- Include financial forecast information to ensure that the Port is planning adequately for current and future needs.
- Involve community members, elected officials, employees and other key stakeholders.
- Provide performance and other analytical data to assist in assessing resource effectiveness.
- Comply with Port laws and State of Oregon Local Budget Law.

The Executive Director will develop and present a proposed budget to the Board of Commissioners for consideration and adoption. The Proposed budget will identify major financial and service issues, identify funding requirements and sources of funds, provide supplemental information on programs or functions, include budget and performance or other details necessary to relate recommendations to the Port's strategic plan and goals.

The Finance Manager will assist the Executive Director in Proposed annual budget process and calendar. The proposed process and calendar will support the budget committee participation and Board deliberations.

Budget Monitoring

The Finance Manager will maintain a system for financial monitoring and control of the Port's budget during the fiscal year. This system will provide the Board with information on revenue, expenditures and performance at both the Port and fund level. The system will include provisions for amending the budget during the year in order to comply with State of Oregon budgetary statutes and to address unanticipated needs or emergencies. The Finance Manager will coordinate the process for budget adjustments requiring Board and possibly Budget Committee approval.

The Finance Manager will periodically publish Fund financial status reports on the revenues and expenditures to date, and the estimated year-end balance. During the Spring Planning session the Finance Manager will report to the Board on the financial results and recommend financial management actions necessary to meet the adopted budget's financial planning goals.

For the Fall Planning session, the Finance Manager will report to the Board on the previous year's financial performance and how it relates to the long-term financial forecast with respect to reserves and debt coverage. Included in this report will be any new legislation, rules, regulations or policies that will have a material impact for the rest of the fiscal year.

Operating Policies

1. **Balanced Budget.** In each fund, resources shall be equal to or exceed requirements. Each Port fund budget must identify ongoing resources that at least match expected ongoing requirements. One-time cash transfers and non-recurring ending balances may either be applied to reserves or used to fund one-time expenditures; they will not be used to fund ongoing expenditures, except as provided in section 2 below.

2. **One-time Funds.** One-time funds are resources designed to be used for projects and purchases that can be accomplished within the fiscal year or two but not to be used towards ongoing expenditures. One-time funds may be committed for up to four years for a capital project or a significant planning effort that has a finite duration of four years or less. Such a funding commitment shall be noted in the Proposed Budget. Out-year funding may not be committed in excess of the one-time funds projected to be available in the long-term financial forecast.

3. **Surplus Revenue and Fund Balances.** From time to time additional revenue (grants or surplus beginning fund balances) will be available. The Port will budget only the amount of revenue that is needed to fund projected expenditures within the fiscal year. Anticipated resources not needed to fund fiscal year spending or unforeseen contingencies shall be split taken to reserves. The Port will not increase accruals and non-cash enhancements to revenues as a means to influence fund balances at year-end.

4. **Efficiency and Effectiveness.** The Port will optimize the efficiency and effectiveness of its services to reduce costs and improve service quality. The Port will coordinate its service delivery with other applicable public and private service providers. The Port will consider new technology to improve its efficiency and effectiveness.

5. **Self-supporting/Full Cost Recovery Basis.** Port *overall* operations will be run on a self-supporting basis where doing so will increase efficiency in service delivery and recover the cost (or part thereof) of providing the service by a user fee or charge.

6. **Contingencies.** The Port will budget a contingency amount for each fund adequate to address reasonable but unforeseen requirements within the fiscal year.

Port-issued Grants or Loans

Only the Port Board of Commissioners can authorize loans or grants of any dollar amount. The Board awards a grant or loan by resolution unless it has delegated the authority to staff. Grants are a type of contract subject to different legal rules: Contracts are typically used to purchase goods and services to directly benefit Port operations, while grants are issued for the purpose of supporting an activity of the recipient.

The Port will avoid issuing grants or loans to assist agencies in meeting ongoing service delivery needs. The Port may audit financial records or performance data to ensure funds are spent in accordance with the purpose of the grant or loan.

Grant or loan agreements between the Port and public agencies shall be issued as intergovernmental agreements.

Fund Management

Creation of new funds or elimination of existing funds shall be done by Port resolution. A review and report by the Finance Manager will be required prior to Board action. The Finance Manager will conduct an annual review to assess if each fund is needed.

Each fund at the Port will have a statement of purpose, adopted by resolution by the Board of Commissioners that contains several required elements.

Responsibility

The Executive Director (or designee) will coordinate the overall preparation and administration of the Port's budget.

FINANCIAL REPORTING
FIN-2.03

Policy

The Port shall maintain a system of financial monitoring, control and reporting for all operations, and funds to provide effective means of ensuring that overall Port goals and objectives will be met and to assure the Port's citizens, partners and investors that the Port is well managed and fiscally sound.

Financial Reporting

The Port will maintain its accounting records and report on its financial condition and results of operations in accordance with state and federal law and regulations, Generally Accepted Accounting Principles (GAAP) and standards established by the Governmental Accounting Standard Board (GASB). Budget reporting will be in accordance with Oregon Local Budget Law.

- A qualified independent firm of certified public accountants will perform an annual financial and compliance audit of the Port's financial statements. The firm's opinions will be presented in the Port's Annual Financial Report (AFR), in the single audit report as required by the Single Audit Act of 1984 and in the independent auditor's Report on Compliance and on Internal Control over Financial Reporting.
- The AFR will be designed to communicate with citizens about the financial affairs of the Port.
- As an additional independent assessment of the quality of the Port's financial reporting, the Port will strive to obtain the certificate of achievement for excellence in financial reporting from the Government Finance Officers Association.
- The Port will strive to minimize the number of funds. The funds will be categorized by standard GAAP functional classifications. The Port will list current funds and their related GAAP functional classification as well as their Port fund type in the Annual Financial Report.

Responsibility

The Finance Manager will implement this policy and report to the Executive Director and Board of Commissioners on compliance issues. The Finance Manager will also develop and maintain Financial Administrative procedures to assist in carrying out these policies.

REVENUE
FIN-2.04

Policy

The Port will strive to maximize and diversify its revenue base to raise sufficient revenue to support essential Port services and to maintain such services during periods of declining economic activity. Port services providing private benefits should be paid for by fees and charges as much as possible to maximize flexibility in the use of Port revenue sources to meet the cost for services of the broader public benefit. The Port's overall revenue structure will be designed to recapture some of the financial benefits

resulting from Port economic and community development investments. However, it will also be linked to the overall Port Strategic Plan and its future updates. Revenue collection efforts that produce positive net revenues for Port service delivery will be the highest budget priority.

Cost Recovery

Charges for services that benefit specific users should strive to recover as much of the full cost as possible, which includes all direct costs, overhead, loss of interest and depreciation on capital plant and equipment. Allocation of indirect costs will be established annually by the Finance Manager.

The Port may subsidize other programs within the Port's portfolio of services from user fees from its primary revenue generation programs. This will be based on Port objectives that align to its Strategic Plan such as remaining competitive within the region and job production during an economic downturn to these subsidies. However, all such services should strive to mitigate their costs either through revenue generation or efficiencies of operations.

Additional Resources

The Port will use and obtain resources according to the following principles:

1. The Port will use as efficiently as possible the resources that it already collects.
2. The Port will collect as efficiently as possible the resources to which it is already entitled.
3. The Port will seek new resources, consistent with its financial policies and Port Strategic Plan.
4. The Port will strive for a total revenue mix that encourages growth and keeps jobs within the Hood River region.
5. The Port will enforce its authority to collect revenue due the Port, including litigation if necessary.

Grants

The Port will avoid using grants to meet ongoing service delivery needs. Prior to a grant application submittal, or acceptance if an application is not required, all grants will be reviewed by the Executive Director (or designee) to ensure compliance with state, federal and Port regulations. The Port will budget expenditures for grant-funded programs only after receipt of the grant award or letter of commitment and only for the amount of the grant award to be expended within the fiscal year.

Revenue Projections, Surpluses and Shortfalls

- Revenue Projections shall be conservatively estimated.

- Revenue Shortfalls. Overall revenue shortfall will require an adjustment in the Spring Planning session with a corresponding reduction to appropriation or from contingency.

Responsibility
The Executive Director (or designee) will oversee compliance of this policy with the participation of staff.

RESERVES
FIN-2.05

Policy

Reserves will be established and maintained to ensure the continued delivery of Port services to address emergencies, address a temporary revenue shortfall or provide stability during economic cycles. Sufficient reserves will be managed to provide adequate cash flow, stabilize the Port's interest rates and provide continuity in service delivery.

The Port shall maintain adequate cash reserves which on an aggregate basis is equivalent to 10% of the net depreciable assets held by the Port. Each fund shall maintain a positive cash position at any time during a fiscal year and at year-end.

Bridge Repair & Replacement Fund Reserve

The Port will maintain a reserve in both the Bridge Repair & Replacement Fund as well as the Revenue Fund to:

- Insulate Revenue Fund programs and current service levels from large and unanticipated one-time expenditure requirements, a revenue reduction due to changes in the economy, adverse litigation or any similar unforeseen action.
- Temporarily insulate Revenue Fund programs and current service levels from slower revenue growth that typically occurs during an economic recession.

There are two parts to the Bridge Repair & Replacement Fund Reserve: a) the amount held for debt service compliance which should be equivalent to the annual debt service payment(s) and b) the amount reflecting a portion of the 10% reserve requirement on net depreciable assets.

Revenue Fund Reserve

This reserve will be used for capital improvements on those same depreciable assets. The intent of the reserve is not to fund ongoing operations of the Port but for the betterment of the capital assets it maintains. The Revenue Fund Reserve should strive to hold aside 10% of its net depreciable assets. The reserve may be used for an emergency. The reserve is available to address one-time emergencies and unanticipated expenditure requirements or to offset drastic unanticipated revenue fluctuations occurring within a fiscal year. The Port may withdraw funds from the reserve when the Port has declared an emergency by ordinance or resolution and after the Fund's budgeted contingency has been exhausted.

The Port will begin to restore the reserve from such an emergency or unanticipated use(s) within 24 months after their first use.

Responsibility

The Finance Manager will manage and monitor the reserves in each fund and report on the current and projected level of the reserve funds during each budget process.

COST ALLOCATION
FIN-2.06

Policy

The Port will establish and maintain a consistent methodology for allocating the costs of the Port's Maintenance and Administration functions and activities that benefit or are used by several Port cost centers. The goal is to provide stable, predictable and equitable costs and rates to cost centers or functional areas that pay for these services.

The two primary methods used to allocate indirect costs of administration and maintenance to Port cost centers are through Overhead Rates or allocations developed annually by the Finance Manager. Direct costs are allocated directly to those cost centers that incur such costs.

Interagency Agreements (IAs)

Costs for services or activities provided to customers that can be defined on a per unit basis or like kind methodology will be allocated as such. Designated cost centers of the Port will strive to recover their costs by charging rates (ie. Airport, Marina, toll bridge) that depict what is being recovered.

Responsibility

The Finance Manager is authorized to develop and issue procedures with input from the Board and other appropriate stakeholders in order to implement the cost allocation policies.

CASH MANAGEMENT
FIN-2.07

Policy

The Port will manage its cash assets to ensure accurate records, reduce the chance of loss or theft and allow the Port to maximize interest income. The Finance Manager will ensure the accurate and timely accounting, investment and security of all cash assets, and will develop, maintain and constantly seek to improve cash management systems. All cash received by the Port will be deposited to the Port bank account(s).

Only the Port's Board of Commissioners is authorized to establish bank accounts for the Port. The Finance Manager will reconcile and balance the cash and investment accounts established by the Board.

Responsibility

The Finance Manager will be primarily responsible for implementing this policy.

PAYMENT PROCESSING
FIN-2.08

Policy

The Port will ensure that it's banking services, systems and procedures, including electronic payment processing, are easy for the public to use, provide a cost-effective service and maintain security for transactions.

The Port will maintain all Port banking-related services, including those related to payment card or ACH (automated clearinghouse) processing. Payment cards refer to credit and debit cards. Electronic payment processing refers to the use of credit, debit or ACH methods of payment.

The Finance Manager prior to approval of a request to implement a payment card process, will perform a cost/benefit analysis that assesses the financial and operational impacts of providing this type of service and assess alternatives to credit/debit card use.

Security Standard

All electronic payment processing services must be processed in a Port-approved secure environment. The Payment Card Industry - Data Security Standard (PCI-DSS) shall be the Port's standard for processing electronic payments in a secure environment. This PCI-DSS environment includes the physical, network and software environment for the payment card service. The Port will only use external software for electronic payment processing services that is Payment Application-Data

Security Standard (PA-DSS) compliant. The PCI-DSS compliant environment meets the U.S. Department of Treasury recommendation to process ACH payments with sound, risk-based security controls in all ACH systems.

Third-party processors and/or agents acting on behalf of the Port in the collection of funds are required to deposit all collected funds directly to the Port owned and collateralized bank account.

Responsibility

The Finance Manager is authorized to develop and issue procedures with input from other appropriate stakeholders in order to implement the electronic payment processing policy. The Finance Manager will provide guidance and direction to the Port and staff with regard to the cost/benefit analysis for electronic payment card processing. The Information Technology consultant will provide guidance and direction to the Port in the technical requirements and security policies.

DEBT MANAGEMENT
FIN-2.09

Policy

I. COMPREHENSIVE CAPITAL PLANNING AND FINANCING

The Port will strive to maintain a debt coverage ratio of 2.0, which is two times the outstanding debt held by the Port at any given time. This policy assists the Port in not accumulating more debt than it can possibly payoff and allows the Port to acquire debt on the market at very good to excellent terms, thereby providing the lowest possible capital to its public.

A. **Capital Planning and Financing Approach.** The Port shall utilize an integrated approach to capital planning and financing in preparing a multi-year Capital Improvement Plan. Coordination and preparation of the Port Capital Improvement Plan (the "CIP") shall reside with the Executive Director or designee. The CIP shall be for the ensuing ten fiscal years and shall be updated at least annually as part of the Port budget process. The CIP shall contain a comprehensive description of the sources of funds, including current revenue requirements; identify the timing of project expenditures and their impact on future operating and capital budgets; and evaluate the impact of the projects on the amount and timing of bonds to be issued, debt service requirements, outstanding debt, and debt burden. In developing the CIP, an assessment shall be undertaken to determine whether the planned financings conform with policy targets related to (1) the magnitude and composition of the Port's indebtedness, and (2) the fiscal resources of the Port to support such indebtedness over the next ten years. Affordability impacts of the CIP shall be evaluated in consultation with the Board of Commissioners.

B. **Maintenance, Replacement and Renewal.** Consistent with its philosophy of keeping its capital facilities and infrastructure systems in good repair and to maximize the capital asset's useful life, the Port will set aside sufficient current revenues to finance ongoing maintenance needs and to provide reserves for periodic replacement and renewal.

C. **Debt Authorization.** All Port debt issued for the purpose of funding capital projects shall be authorized by the Board of Commissioners and should have been included in the CIP or agreed by the Board that the CIP should be modified. Such modification shall occur only after the Board has received a report of the impact of the contemplated borrowing on the existing CIP and recommendations as to the financing arrangements from the Finance Manager.

D. **Debt Planning.** It shall be the responsibility of the Finance Manager to coordinate the timing, process, and sale of Port debt required in support of the CIP. The Finance Manager shall make recommendations to the Board as necessary in order to accomplish Port financing objectives.

II. LIMITATIONS ON PORT INDEBTEDNESS

A. **Target Limitations on Non-Self-Supporting Unlimited Tax General Obligation Indebtedness.** The Port shall, as a matter of policy, conduct its finances so that the amount of direct, non-self-supporting, unlimited tax general obligation ("UTGO") debt outstanding at any time that is subject to approval by the voters (excluding long-term, non-self-supporting leases) does not exceed 0.75% of the Port's taxable real market value.

B. **Target Limitations on Lease-Purchase Financing of Equipment and Furnishings.** The Port may enter into short-term lease-purchase obligations to finance the acquisition of capital equipment and furnishings with estimated useful lives of less than ten years. Repayment of these lease-purchase obligations shall occur over a period not to exceed the useful life of the underlying asset or in any case no longer than ten years from the issue date of such obligations. The Finance Manager shall be responsible for developing procedures and for setting repayment terms and amortization schedules, in consultation with any lender.

C. **Target Limitations on the Issuance of Revenue-Secured Debt Obligations.** The Port shall finance the capital needs of its revenue producing enterprise activities through the issuance of revenue-secured debt obligations. Prior to issuing revenue-secured debt obligations, the Finance Manager will develop financial plans and projections showing the feasibility of the planned financing, required rates and charges needed to support the planned financing, and the impact of the planned financing on the customers who use such services (ie. marina slip lessees, bridge toll users, etc.) and other affected parties. The amount of revenue-secured debt obligations issued by the Port will be limited by the feasibility of the overall financing plan as recommended by the Finance Manager.

Revenue-secured debt obligations will be reviewed and approved by both the Finance Manager and the Executive Director before being sent to the Board for approval.

D. **Pension Obligation Debt.** The Port may (at some time in the future) elect to fund accrued pension liabilities through the issuance of pension obligation bonds rather than funding such obligations on a pay-as-you-go basis. The principal amount of outstanding pension obligations and the debt service on such obligations shall be excluded from calculations of outstanding debt under Section II (A) (B) and (C) of this debt policy.

III. STRUCTURE AND TERM OF PORT INDEBTEDNESS

A. **Rapidity of Debt Repayment.** Generally, borrowings by the Port should be of a duration that does not exceed the economic life of the improvement that it finances and where feasible should be shorter than the projected economic life. Moreover, to the extent possible, the Port should design the repayment of debt so as to recapture rapidly its credit capacity for future use. The Port may choose to structure debt repayment so as to wraparound existing obligations or to achieve other financial planning goals. Such alternative structures shall be subject to the approval of the Board.

B. **Use of Variable-Rate Securities.** The Port will not recommend issuing securities that pay a rate of interest that varies according to a pre-determined formula or results from a periodic remarketing of the securities. There may be a business case in the future that merits the issuance of such securities and will be presented to the Board is such factors would be materially significant and beneficial to the Port. Prior to issuing variable rate debt, a plan shall be developed to address interest rate risk associated with these instruments.

C. **Pledge of Restricted Funds to Secure Debt.** The Port has the power to make an irrevocable pledge of a security interest in an account created exclusively for the security of holders of Port obligations. Before such funds are used to secure a prospective financing, policies regarding the use of such restricted funds shall be developed by the Finance Manager, subject to approval by the Board, to ensure that the use of such funds to secure bonds does not violate restrictions on such funds and that underlying program commitments can be maintained in addition to meeting debt service obligations on debt secured by the restricted funds. These policies shall be presented as recommendations to the Board prior to or at the time issuance of the secured debt is to be authorized.

D. **Use of Subordinate Lien Obligations.** Creation of a subordinate lien financing structure, if appropriate, shall be based on the overall financing needs, expected credit ratings, if any, relative cost of a subordinate lien structure, and impacts on the Port as determined by the Finance Manager and the Executive, in consultation with the Board.

IV. SHORT-TERM DEBT AND INTERIM FINANCING

A. **Lines and Letters of Credit.** Where their use is judged by the Finance Manager to be prudent and advantageous to the Port, the Port has the power to enter into agreements with commercial banks or other financial entities for purposes of acquiring lines or letters of credit that shall provide the Port with access to credit under terms and conditions as specified in such agreements. Before entering into any such agreements, takeout financing or intended amortization for such lines or letters of credit must be planned for and determined to be feasible. Any agreements with financial institutions for the acquisition of lines or letters of credit shall be approved by the Board of Commissioners. Lines and letters of credit entered into by the Port shall be in support of projects contained in the approved Capital Improvement Plan.

B. **Bond Anticipation Notes.** Where their use is judged by the Finance Manager to be prudent and advantageous to the Port, the Port may choose to issue Bond Anticipation Notes as a source of interim construction financing. Before issuing such notes, takeout financing for such notes must be planned for and determined to be feasible. Bond Anticipation Notes may be sold in either a competitive or negotiated sale, subject to authorization and approval by the Board.

V. CONDUIT FINANCINGS

The Port may sponsor conduit financings for activities (i.e., economic development, etc.) that have a general public purpose and are consistent with the Port's overall mission and policy objectives. All conduit financings must insulate the Port completely from any credit risk or exposure and must first be reviewed by the Finance Manager and Executive Director before being submitted to the Board for authorization and implementation.

Conduit financings shall either:

1. Carry an investment grade rating by Moody's Investors Service and/or Standard & Poor's Corporation, respectively.
2. Be sold via a private sale only to 'accredited investors" pursuant to Oregon state law.

The obligated borrower in a conduit financing shall be responsible for complying with all arbitrage rebate requirements associated with the bonds and shall, prior to the closing of the bonds, enter into a contract for rebate services with a firm recognized as having expertise in performing arbitrage rebate calculations for tax-exempt bonds.

VI. FINANCING PROPOSALS

Any capital financing proposal made to the Port involving a pledge or other extension of the Port's credit through the sale of securities, execution of loans or leases, or making of guarantees or otherwise involving directly or indirectly the lending or pledging of the Port's credit shall be referred to the Finance Manager, who in a timely manner shall be responsible for analyzing the proposal, responding to the proposal, and recommending to the Executive Director and the Board, the required action to be taken.

VII. SELECTION OF FINANCE CONSULTANTS AND SERVICE PROVIDERS

The Port's Finance Manager shall be responsible for establishing a solicitation and selection process for securing professional services that are required to develop and implement the Port's debt program. Goals of the solicitation and selection process shall include encouraging participation from qualified service providers, both local and regional, and securing services at

competitive prices. The solicitation and selection process for such services will comply with Port requirements for professional services.

A. **Bond Counsel.** The Finance Manager in consultation with the Executive Director will be responsible to oversee and coordinate the marketing of all Port indebtedness, with advice from Port Legal Counsel, Financial Advisor and underwriters with regard to a capital financing and the selection of Bond Counsel to be employed for such a financing. Staff will provide a recommendation to the Board on making such a selection.

B. **Underwriters.** The Finance Manager in consultation with the Executive Director shall solicit proposals for underwriting services when such level of debt offering warrants underwriting services. The selection of underwriter will be for an individual financings or a specified time period. The Board shall make such selections taking into consideration the recommendations of staff.

C. **Financial Advisor.** The Finance Manager in consultation with the Executive Director will be responsible to oversee and coordinate the marketing of all Port indebtedness, with advice from Port Legal Counsel, bond counsel and underwriter with regard to a capital financing and the selection of the Financial Advisor to be employed for such a financing. Staff will provide a recommendation to the Board on making such a selection.

D. **Paying Agent.** The Finance Manager, in consultation with the Financial Advisor shall determine the paying agent services from qualified commercial and trustee banks. The cost of providing such services shall be used by the Finance Manager, along with other qualitative measurements, in selecting a Paying Agent.

E. **Other Service Providers.** The Finance Manager shall periodically solicit for providers of other services necessary to carry out the debt issuance activities of the Port (escrow agents, verification agents, trustees, etc.). The Finance Manager in selecting such additional service providers shall evaluate the cost and perceived quality of service of the proposed service provider.

VIII. METHOD OF SALE

A. The Port, as a matter of policy, shall issue its debt obligations through either a competitive sale, negotiated sale or a private placement. The Finance Manager will determine the sale method that benefits the Port by producing the best results to the Port. In such instances where the Port deems that the preferred method of sale is a competitive bid, and the bids received through a competitive sale are deemed unsatisfactory or bids are not received, the Finance Manager will be allowed to solicit either a negotiated sale or private placement.

B. **Use of Technology in Bond Sale Process.** The Port shall encourage the use of electronic bidding systems, electronic dissemination of disclosure information and other technological methods whenever the use of such technology is expected to reduce sale costs and enhance market participation in Port financings.

IX. REFUNDING OF PORT INDEBTEDNESS

A. **Debt Service Savings--Advance Refundings.** The Port may issue advance refunding bonds (as defined for federal tax law purposes) when advantageous, legally permissible, prudent, and net present value savings equals or exceeds 3 percent, calculated in accordance with Oregon Administrative Rules on Advance Refundings.

B. **Debt Service Savings--Current Refundings.** The Port may issue current refunding bonds (as defined for federal tax law purposes) when advantageous, legally permissible, prudent, and net present value savings equal or exceed $100,000.

C. **Restructuring of Debt.** The Port may choose to refund outstanding indebtedness when existing bond covenants or other financial structures impinge on prudent and sound financial management. Savings requirements for current or advance refundings undertaken to restructure debt are done so in the Port's overall best financial interests.

D. **Open Market Purchase of Port Securities.** The Port may choose to defease its outstanding indebtedness through purchases of its securities on the open market when market conditions make such an option financially feasible. The Finance Manager shall be responsible for developing procedures for executing open market purchases and the savings objectives to be achieved by undertaking such actions.

X. USE OF CREDIT ENHANCEMENT

The Port shall use credit enhancement (letters of credit, bond insurance, surety bonds, etc.) when such credit enhancement proves cost-effective. Credit enhancement may be used to improve or establish a credit rating on a Port debt obligation if such credit enhancement is cost effective or if in the opinion of the Finance Manager, the use of such credit enhancement meets the Port's debt financing goals and objectives.

XI. CREDIT RATINGS

A. **Rating Agency Relationships.** The Finance Manager shall be responsible for maintaining relationships with the rating agencies, if applicable, that assign ratings to the Port's various debt obligations. This effort shall include providing periodic updates on the Port's general financial condition along with coordinating meetings and presentations in conjunction with a new debt issuance.

B. **Use of Rating Agencies.** The Finance Manager shall be responsible for determining whether or not a rating shall be requested on a particular financing, and which of the major rating agencies shall be asked to provide such a rating.

C. **Minimum Long-Term Rating Requirements.** The Port's minimum rating requirement for its direct, long-term, debt obligations is a rating not lower than "A3" by Moody's Investors Service or "A-" by Standard & Poor's Corporation. If such a debt obligation cannot meet this requirement based on its underlying credit strength, then credit enhancement shall be sought to ensure that the minimum rating is achieved. If credit enhancement is unavailable or is determined by the Finance Manager to be uneconomic, then the obligations may be issued without a rating.

XII. REBATE REPORTING AND COVENANT COMPLIANCE

The Finance Manager shall establish a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of the federal tax code. This effort shall include tracking investment earnings on bond proceeds, calculating rebate payments in compliance with tax law, and remitting any rebatable earnings to the federal government in a timely manner in order to preserve the tax-exempt status of the Port's outstanding debt issues.

Additionally, general financial reporting and certification requirements embodied in bond covenants shall be monitored to ensure that all covenants are complied with.

XIII. ONGOING DISCLOSURE

The Finance Manager shall be responsible for providing ongoing disclosure information to established national information repositories and for maintaining compliance with disclosure standards promulgated by state and national regulatory bodies

XIV. OTHER POLICIES AND REQUIREMENTS

A. **Annual Audit of the Port.** The annual audit of the Port shall describe in detail all funds and fund balances established as part of any direct debt financing of the Port. The audit may also contain a report detailing any material or rate covenants contained in any direct offering of the Port and whether or not such covenants have been satisfied.

Responsibility

The Port Finance Manager will be responsible for the implementation of this policy. Any amendments to this policy must be approved by the Board after consultation with the Executive Director.

IT MANAGEMENT AND POLICIES
FIN-2.10

Policy

Responsibility for protecting Port information systems and data is shared by several individuals throughout the Port including, Users, Consultants, and the Finance Manager. The purpose of this policy is to describe the specific sub-areas of the IT Management Policies.

Role & Responsibilities

The Finance Manager provides a key role of centralized oversight, direction, and support for all information systems security-related services for the Port. These responsibilities include, but are not limited to the following key areas:

- Support for Port security policy development, implementation, and enforcement.
- Support for strategic security planning and plan implementation.
- Support for security awareness and education programs.
- Incident response services as needed.
- Security consulting services as needed.
- Support for the development and implementation of all appropriate security standards and guidelines as necessary for the Port.

Users
All Users have a critical role in the effort to protect and maintain Port information systems and data. Users of Port computing resources and data should review the administrative rules behind the accompanying IT policies.

NETWORK ACCESS – 2.12.1

The Network Access Policy is to establish rules for the access and use of the Port's network infrastructure.

Access to the Port's network and applications will be made available to all users that follow a standard process to determine access requirements.

- Comply with all Port policies and guidelines.
- Protect all Port assets and never share access accounts, privileges and associated passwords.
- Maintain the confidentiality of sensitive information to which they are given access privileges.

• Accept accountability for all activities associated with the use of their user accounts and related access privileges.

• Ensure that use of port computers, email, internet access, computer accounts, networks, and information stored, or used on any of these systems is restricted to authorized purposes and defined acceptable use policies.

• Report all suspected security and/or policy violations to an appropriate authority (e.g. Finance Manager, Executive Director).

• Follow all specific policies, guidelines and procedures established by the Port.

REMOTE NETWORK ACCESS – 2.12.2

Port employees and approved contractors that remotely connect to the Port network should do so using a VPN connection authorized by the Port with a designated logon and password, established, controlled and managed by the Port.

USER & ADMINISTRATIVE PASSWORDS – 2.12.3

The Port will establish a standard for the creation of passwords, the protection of those passwords, the association of passwords with user accounts and the frequency of password changes.

The scope of this policy includes all personnel who have or are responsible for an account (or any form of access that supports or requires a password) on any system that resides at any Port facility, has access to the Port network, or stores any non-public Port information.

Passwords are used for various purposes at the Port. Some of the more common uses include: user level accounts, web accounts, email accounts, screen saver protection and network equipment logins. Everyone should be aware of how to select a good password.

VIRUS PREVENTION & RECOVERY – 2.12.4

All computers, systems and network devices connected to Port networks should have an effective virus prevention, detection and eradication.

The Port shall ensure that employees are provided with information on safe practices for virus protection and that these safe practices are observed at all times. Port employees are reminded of the expectation to observe safe practices regarding the use of computers to minimize the risks of viruses.

INCIDENT REPORTING & RESPONSE – 2.12.5

For the purposes of this policy an "Information Security Incident" is any accidental or malicious act with the potential to result in misappropriation or misuse of confidential information (social security number, health records, financial transactions, etc.) of an individual or individuals, significantly imperil the functionality of the information technology infrastructure of the Port, provide for unauthorized access to Port resources or information, allow Port information technology resources to be used to launch attacks against the resources and information of other individuals or organizations.

In the case an information security incident is determined to be of potentially serious consequence, the responsibility for acting to resolve the incident and to respond to any negative impact rests with the Finance Manager working in conjunction with the IT consultant.

All Port employees shall take appropriate actions to report and minimize the impact of information security incidents. Reporting unlawful or improper actions of Port employees is expected and covered in the Port's Personnel Manual.

IT Support Professionals
IT technology professionals have additional responsibilities for information security incident handling and reporting for the systems they manage.

PORTABLE COMPUTING DEVICES – 2.12.6

This policy covers all portable computing devices (IPAD's, IPOD's, Smart Phones, etc) owned, maintained and operated by the Port.

Note: Laptop and notebook computers are covered under the same policies applicable to desktop computers & workstations.

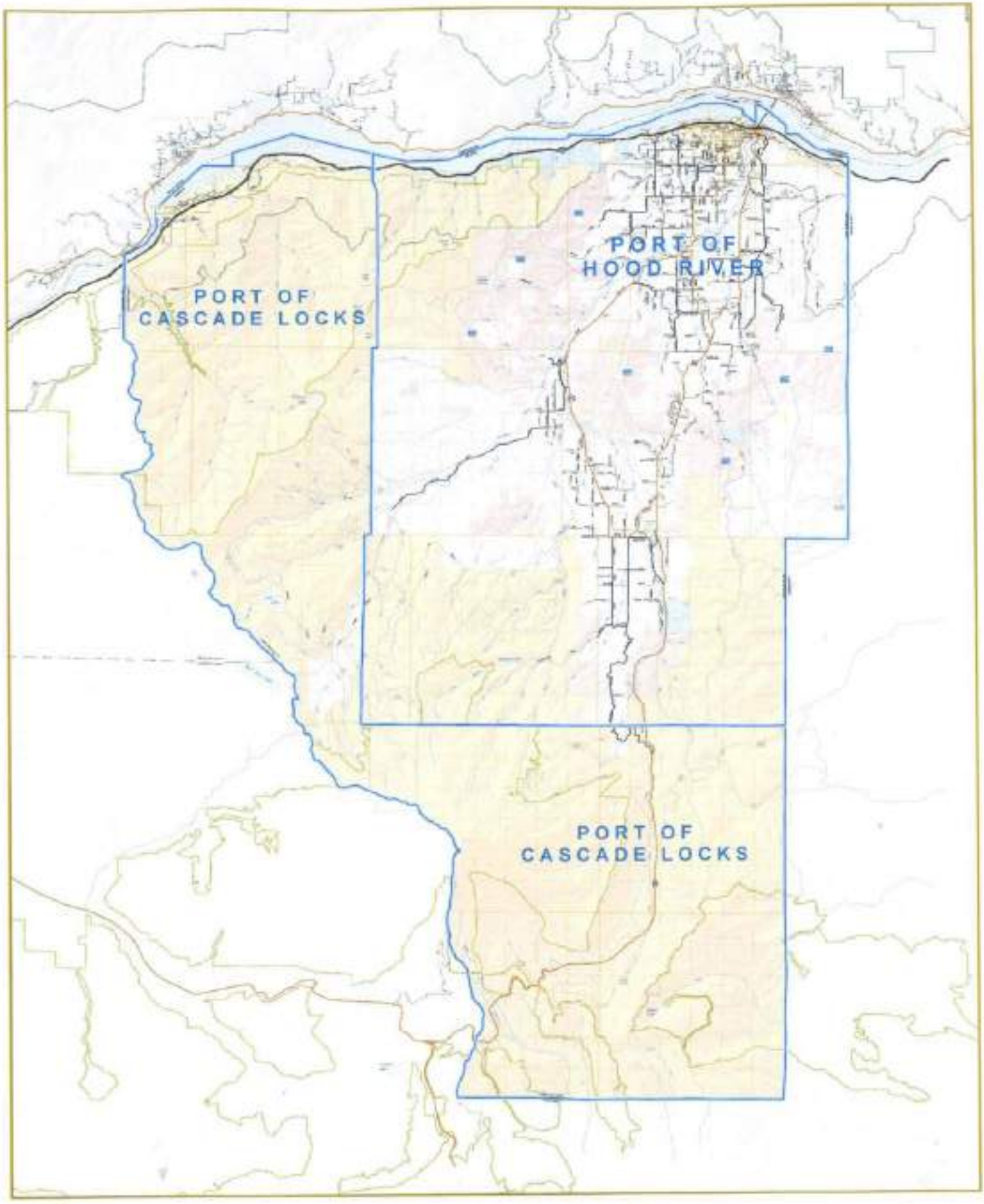
- Only approved portable computing devices may be used to access Port information systems.
- Where technically feasible, all portable computing devices must be password protected and have an inactivity timeout.
- In general, sensitive Port data should **not** be stored on portable computing devices.
- All remote access to the Port network must be either through a Port approved access gateway or via an Internet Service Provider (ISP).
- All Port employees must be responsible to secure portable computing devices in their care and possession and immediately report any loss or theft of such devices to the Finance Manager.

PHYSICAL SECURITY – 2.12.7

The Port requires that appropriate environmental, protection and access controls be in place to protect computing and information resources. Proper and adequate physical security and protection is the responsibility of all Port employees.

Physical Security
Physical security measures are an important part of any effort to protect information system assets and services. As with logical security measures at the Port, physical security measures required for protecting Port computing resources shall be commensurate with the nature and degree of criticality of the computer systems, network resources, and data involved. Control measures will be applied in accordance with systems environment sensitivity and criticality.

All Port employees must be responsible to secure information assets in their care and possession and immediately report any loss or theft of such assets to their management and the Finance Manager. Additionally, all Port employees must be aware of unauthorized individuals (e.g. maintenance, public and others visiting, delivery personnel, vendors, etc) and be prepared to challenge individuals entering a restricted area(s).



HOOD RIVER COUNTY
PORT DISTRICTS

PORT OF HOOD RIVER
MISSION AND POLICIES

PART I. STRATEGIC PLAN

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Approved: March 21, 2006

MISSION STATEMENT

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

In support of this mission statement, the goal is to manage the assets of the Port of Hood River in a coordinated manner in order to accomplish the public purposes outlined in ORS Parts 285A.600 (Policy: formerly 285.800) and 777.195-258 (Authorities and Powers). (Copies of these sections are attached.)

The Legislature's Policy for port districts directs ports to coordinate with the State Economic Development Commission units with respect to:

1) Working with the Department of Transportation;

2) Promoting local cooperation in statewide planning and development;

3) Promoting long-term economic self-sufficiency;

4) Encouraging cost-effective investments with prudent financial considerations of port development projects; and

5) Responding to domestic and international market opportunities.

The diversity of activities authorized by Oregon statutes indicates that port districts have a significant economic development function. Specific authorizations include the following functions:

1) Make improvements in bays, rivers, and harbors;

2) Acquire, construct, maintain, and operate wharves, warehouses, terminals, elevators, processing facilities and other similar facilities;

3) Acquire, construct, maintain and operate public marine facilities;

4) Acquire, construct, maintain and operate airport and railroad terminals;

5) Establish, maintain, and operate water transportation lines;

6) Develop industrial or research and development parks and construct and operate facilities (sports, recreation, convention, trade show facilities and water, sewage, power, etc., incidental to the development of a site); and

7) Advertise and promote facilities and commerce through public and trade media, etc.

The chief responsibility of the Commission is to make policy for the Port of Hood River. Policy is then implemented by staff under the direction of the Executive Director. Port Commissioners approve an annual budget subject to state budget law and procedures and subsequent expenditures and a five-year capital budget as part of long-term planning. They also act on routine business and make decisions on other matters of the Commission that come before the board. No individual member of the Commission shall contract for or incur debt or enter into any agreement or otherwise obligate the Port except by authorization of the board. No one Commissioner, including the President, has any more authority than any other. Commission duties and responsibilities are maintained in the Port of Hood River's Mission and Policies Manual, Part II, Organization and Structure.

STRATEGIC PLAN

A. FINANCIAL MANAGEMENT

The Financial Management goal is to be financially self-sufficient with a financial balance between sources of capital and cash flow.

1. CAPITAL BUDGETING

Objectives: A five-year capital budget will be developed annually and approved by the Commission in the first quarter of each year. The annual budget and five-year capital budget will be reviewed and updated annually.

Strategies:

a. The capital budget will identify the source(s) of funding for all projects, which are updated annually.

b. Public facility projects should use grant funding, tax receipts or other taxpayer support, or specific revenue stream from port operations.

c. Projects that are required by regulation or other governmental action will be prioritized to receive operating funds for project implementation.

d. Major capital expenditures over $100,000 will have a fiscal analysis generally in the form of a feasibility or cost-benefit analysis.

Standard: Seventy-five percent of the projects on a dollar basis identified in the five-year capital plan using Port controlled resources should be completed in the five-year cycle.

Action Items:

a. Capital budget drafted by March 31 of each year.

b. Staff will prepare a “Report Card” on progress on the five-year plan annually prior to the October-November Planning Session.

c. Commission to review, modify and approve capital budget on or before May 1 of each year.

2. CASH FLOW MANAGEMENT

Objectives: The Port will actively manage its operating activities to provide financial resources to fund its capital budgets. The operating cash flows will be supplemented by grants, if available, and asset sales.

Strategies:

a. An average of 15 percent of scheduled operating revenues should be retained for cash flow and contingency uses. This amount will be reflected in beginning and ending balances for the revenue fund as part of the budget process.

b. For all assets returning less than 5% of net operating income as compared to the book value, the Commission shall annually look at the asset area for price increases where user charges

are being assessed, asset sales, land development opportunities, or other available opportunities to increase revenue and cash flow. This review will normally occur in conjunction with the Planning Session in October-November of each fiscal year with final decisions to occur no later than March of each fiscal year.

c. The Commission will receive at least quarterly cash flow summaries during the fiscal year with summaries being provided monthly to Commissioners who serve on the Finance Committee.

d. The Port will identify and secure grants whenever possible if cash flow from a project to be undertaken is insufficient to carry out and maintain the project. An increase to the tax base will only be pursued as the last resort, and primarily for an extraordinary event or project.

Standards:

a. Operating cash flows should be maintained at 15% of the prior year's operating revenues. At least 30% of operating expenses should be maintained in an ending fund balance.

b. For all assets returning less than 5%, a five-year plan to achieve break-even status should be established.

c. No single asset center should account for more than 50% of the total operating revenues.

Action Items:

a. Finance Manager will provide monthly cash flow reports to the Finance Committee by the 20th of each month. Full Commission will receive quarterly reports throughout the year.

b. Finance Manager to provide semi-annual Financial Statements to the full Commission on August 1 and February 1 annually.

3. EXPENDITURE CONTROL/AUTHORITY

Objectives:

a. The Port will maintain procedures to ensure that the Port of Hood River adheres to generally accepted accounting principles (GAAP), and that efficient cash flow management practices are followed.

b. The Port adopted procedures on Payment of Invoices, Payment Authorizations, Properly Completed Payment Request Documents, Check Signing, Change Orders, and Payment Schedule. (Refer to Financial Procedures Manual.)

Standard: Annual Audit.

Action Items:

a. Annually, prior to the October-November Planning Session, the Finance Manager shall meet with the Finance Committee to provide recommendations on updating the Financial Procedures Manual.

b. Comments by auditors will be addressed during the February-March Planning Session.

4. DEBT MANAGEMENT

Objectives:

a. The Port will adopt procedures to ensure that the Port of Hood River adheres to generally accepted accounting principles (GAAP), and that efficient cash flow management practices are followed.

b. The Port's overall goal is to have a minimal amount of debt that is not specifically tied to an asset.

Strategies:

a. Debt should be retired when the asset created by its use is disposed of. This should be done as soon as possible but not necessarily during the same fiscal year.

b. Consideration should be given in the negotiation of debt that allows for prepayment to occur. Prepayments offer the opportunity to take advantage of a significant shift in interest rates and to restructure debt coverage ratios. The Port should hold an amount in its ending balance and budget for prepayments in the budget year corresponding with a prepayment options if analysis shows it is advantageous to do so.

c. Debt should be structured with consideration to the cash flow for leases, operations, fees or other sources of revenue from the asset created so that revenue and debt expenses can be matched.

Standard: The Port will comply with the Bridge Bond covenants with regard to debt ratios while the bonds are outstanding. The final payment for the current 15-year bonds is due December 2018.

Action Items: Prior to February-March Planning Session, the Finance Manager will prepare a summary of all debt, payment schedule, and prepayments allowed for the Commission. An analysis will be provided to identify the source of revenue(s) identified with the annual debt service.

B. ASSET MANAGEMENT

The Asset Management goal is to manage the Port's assets with a synergistic and integrated strategy to help to accomplish the public purposes in ORS Parts 280 and 777, and to maintain the Port's properties to a high standard.

1. TOLL BRIDGE

Objective: The Port will manage and operate the bridge as authorized under federal law, and continue the Bridge Modernization Program.

Strategies:

a. Identify and adopt a maintenance program for the bridge, including painting and cleaning.

b. The Commission will annually review the schedule for major capital projects to improve and modernize the bridge. Project additions or deletions will be made at the annual review in the February-March Planning Session.

c. Bridge revenues will be reviewed and allocated in a manner to supplement funding for the five-year capital plan as identified by the Commission.

d. The Port will work with the Oregon Department of Transportation (ODOT) and Washington Department of Transportation (WSDOT) in assessments involving future bridge replacement in this region, and to seek joint projects and funding, both federal and state options, that will maximize the life of the existing structure.

e. Complete feasibility study for the analysis of bridge replacement costs and timelines by the end of June 2006.

f. The Port recognizes that current bridge revenues are finite and that it must plan for the contingency of replacing the existing bridge by 2025.

Standard: Major structural improvements in the program will be completed by June 2007. The Toll Plaza Improvement project will be completed by December 2007.

Action Items:

a. Prepare for Commission by the 2007 October-November Planning Session an updated five-year plan for planned modernization and maintenance program of the bridge and Toll House Plaza. The document should be in summary form for use as educating the public and other agencies.

b. Staff will investigate federal and state funding options for future projects.

c. Staff will participate in the WSDOT and ODOT bridge replacement study. Staff will coordinate with ODOT to ensure if possible that future Highway 35 improvement plans (Highway 35 Corridor Plan) will consider traffic flows between the bridge and accessing Highway 35.

2. WATERFRONT BUSINESS PARK COMPLEX

The Port's intent and vision for the Waterfront is to create a high-quality business park development that 1) attracts growing local firms and new businesses; 2) creates and retains quality jobs; and 3) links, complements and supports the downtown and the Port District.

A. ZONING AND PLANNING

Objective: Develop a Waterfront Business Park Master Plan building on the Waterfront's current Light Industrial (LI) zoning but incorporating some elements from prior planning efforts.

Strategies: The Port Commission and Port staff, working cooperatively with the City, develop a Master Plan guiding development of a high quality business park at the waterfront. The Master Plan will be developed by Port staff with the assistance of outside professional services as needed.

Standard. Adoption of a Waterfront Business Park Master Plan by the Port Commission.

Action Items:

a. The Port will budget adequate resources for proceeding with development of a Waterfront Business Park Master Plan in FY 2006-2007. The Port will address the issues of variable heights, view corridors, water pedestrian access ways, and setbacks as part of the Master Plan process.

b. The Port Commission and staff will identify outside professional services needed to accomplish development of a Waterfront Business Park Master Plan and secure those needed services using budgeted resources.

c. As part of developing a Waterfront Business Park Master Plan, the Port Commission and staff will review previous planning efforts and identify elements for possible incorporation into the Plan.

d. The Waterfront Business Park Master Plan will be used to communicate the Port's development plans to the public, and public comment will be gathered and considered as part of the process of developing and adopting the Plan.

B. STRATEGY AND DEVELOPMENT

Objective: To complete a fully operational Waterfront Business Park Complex, including public and private facilities and amenities consistent with the Waterfront Business Park Master Plan and the needs of the Port District.

Strategies: Develop public and private financing strategies that will lead to the development of the site.

Standard: A substantial portion of the Port's investments in the Waterfront Business Park Complex, consistent with the Waterfront Business Park Master Plan, will be completed by the end of 2008.

Action Items:

a. The Port will continue to explore the potential of entering into a development agreement with other parties, as a means of accomplishing development of the Waterfront Business Park Complex.

b. The Port will conduct market analyses as needed and develop appropriate design guidelines and Covenants, Conditions and Restrictions (CC&Rs) based on the Waterfront Business Park Master Plan.

c. The Port will develop with the City a funding strategy, such as, but not limited to, a Tax Increment Financing District and other funding mechanisms to pay for City- and Port-owned facilities and infrastructure within the Waterfront Business Park Master Plan area. As part of developing an overall funding strategy with the City, the Port will work with the Oregon Department of Transportation (ODOT), the Oregon Economic and Community Development Department (OECDD) and other state and federal grant and loan programs to support implementation of the Waterfront Business Park Master Plan.

d. The Port will work to complete the construction of the new 2nd Street alignment by the end of calendar year 2006.The Port, working in close cooperation with ODOT, the City and others, will pursue planning and funding for a frontage road and bridge crossing the Hood River on the north side of Interstate 84 to provide a local connection between Exit 63 and Exit 64, with the intent of reducing local trips between those two exits in the interest of reducing backups and improving safety on I-84.

e. Staff will pursue funding for the design and development of the Riverfront Pedestrian Trail System that will enhance the business park environment and provide interconnectivity between buildings, recreational sites, the Waterfront Park, and link into existing bicycle/pedestrian pathways in the Marina and the City of Hood River.

f. The Port will work to complete the Pedestrian Trail System by 2011 as it is incorporated into the Waterfront Business Park Master Plan.

g. Staff will continue to explore alternative uses of the Expo Center.

h. Staff will work with the City, County, and Chamber of Commerce to investigate and identify alternative sites for major public and community events currently using the Expo Center.

3. MARINA - DEVELOPMENT AND LANDSCAPING PLANS

Objective: Develop a revised Marina Park Plan to support both recreational and commercial aspects, taking into consideration the 1997 Marina Landscape Plan and the 2001 Marina River Walk Plan.

Strategies:

a. Ongoing operations and maintenance of the Marina Park property should be self-supporting.

b. Marina should maintain and increase use by local residents.

Standards: Develop plan for Marina consistent with the requirements of the Strategic Plan, taking into account cash flow, objectives and standards.

Action Items:

a. Review the Marina Plan and develop a plan for Commission consideration by the February-March Planning Session in 2008.

b. Budget adequate resources to support development of a revised Marina Park Plan during FY2007-2008.

c. Identify potential projects in the Five-Year Capital Plan that can increase revenues from the Marina Park complex, and as part of developing a revised Marina Park Plan.

d. Review annually the Park Use Policy and Park Fees and Requirements.

4. AIRPORT

Objectives:

a. The airport will be managed to offer recreation, transportation, and potentially some business development opportunities.

b. The Port's goal is to operate a safe, friendly, cost-effective airport meeting user demands while requiring economic viability.

Strategies:

a. The Port will seek to operate the airport on a revenue neutral basis by 2008 while maintaining the essential services.

b. The Port will work on land use and planning issues to allow development opportunities that will assist in supporting the airport financially and providing compatibility with surrounding use.

c. The Port will prioritize projects within the adopted Airport Master Plan and seek appropriate federal and state funding assistance for their implementation.

Standard: The Port should develop the airport and provide a level of service consistent with its FAA designation (General Utility Stage 1 or 2) and population size of its service area.

Action Items:

a. Port will pursue remaining west end commercial property land acquisition at the airport when reasonable opportunity arises and safety enhancements in the runway area that will not impact the existing roadway, and will pursue acquisition of other properties consistent with the Airport Master Plan.

b. Pursue discussions with the County regarding land-use issues at the airport in the context of the Windmaster Corner Project.

5. STRATEGIC ASSETS

Objective: The Port will ensure that the pace of capital spending relates to the pace at which capital can be generated, through return on operations, return on investments, loans, grants, and taxes.

Strategies: The Port will look at return of operations, return on investments, loans, grants and taxes as alternate sources of capital. As sources of funds, they are all valuable and one is not necessarily better than another; rather, from a strategic standpoint, the presence of all five gives the Port diversity in funding sources.

Standards:

a. Solvency and consistency with cash flow objectives and standards.

b. Develop assets to meet economic development goals.

c. Target 2.5% return on new investments to meet a threshold of 2% annually on average. Increase targeted return on investments by .5% annually to reach 5% by 2008, and review annually at the October-November Planning Session. The Port, however, will consider investments that do not meet the standard if the overall long-term investment objective benefits the Port and community.

Action Items:

a. Annually at the October-November Planning Session, the Port will review the return on investments and study which assets can be privatized or turned over to a public entity at fair market value**,** consistent with its financial objectives.

b. The Port will review models that have successfully integrated public-private joint ventures to undertake capital expenditures.

c. The Port will identify asset mixes that will not utilize bridge revenues beyond present levels for non-bridge projects. The current assumption is that the existing bridge may be replaced by 2025. The Port recognizes that bridge revenues are finite and that the Port needs to identify a new profit center(s) to bring new revenue sources on line.

6. LAND MANAGEMENT

Objective: To develop, lease, and sell land in a way that is compatible with supporting the growth of the business and economic opportunities within the Port District.

Strategies:

a. All long-term facilities (and excluding liquidations) will be maintained in good condition and to the standard set by the Port.

b. Policies will be developed for the status of each Port property, whether it should be retained for ownership, leased or offered for sale. The disposition will be based upon the optimum income stream and return on investment that the property can provide to the Port as well as the attainment of the goals stated in the Port's mission statement.

c. The Commission will analyze its land inventories by its February-March Planning Session annually and establish goals for future land acquisitions.

d. The Port will continue coordination with local planning bodies to ensure that future zoning decisions will provide adequate inventories for industrial properties.

e. The Commission will annually review at its October-November Planning Session the Port's inventory of land and building space available for sale or lease to determine its sufficiency for future development purposes. The Commission will set goals for future inventory needs of this class of assets.

f. The Commission will annually review at its October-November Planning Session the prior year's asset sales and determine whether new capital additions will produce similar cash flows or future sale potential.

g. The Port will ensure that business relationships or partnerships with the private sector provide equal opportunities for participation and will avoid prolonged subsidies or arrangements that create distortions in the market unless required for public purposes.

Standard: The Port will pursue a goal of maintaining land inventory sufficient for ten years of inventory based upon its average annual sales or leased facility development for the prior five-year period.

Action Items:

a. Major property holdings and assets shall be identified with corresponding long term and short term goals, including projected requirements for existing tenants. All properties will be inspected at five-year intervals for maintenance requirements. This should be completed by February annually and strategies will reflect Port approved master plan and budget priorities.

b. Business Parks:

1) Staff will submit to Commission by the October-November Planning Session 2006 a potential site recommendation with demand analysis and funding sources for development and/or acquisition of 10-15 acres for future business park development.

2) Staff will work with City and County Planning staffs to ensure that Goal 9 recommendations in Periodic Review contain zoning elements for industrial and business parks.

3) Staff will identify available State and Federal funding sources for future business park development. Staff will submit for such project considerations on the annual OECDD Needs and Issues Inventory, and to Mid-Columbia Economic Development Department (MCEDD), and other agencies for future funding.

c. Staff will prepare for Commission approval a property management policy, including sales and leasing of land and facilities, maintenance and capital improvements annually in the February-March Planning Session.

d. Staff will continue to work with local businesses to assist in their long-term expansion needs.

C. ECONOMIC DEVELOPMENT

The Port of Hood River's economic development goal is to interact in the economy of Hood River by stimulating and working with the private sector, by providing public facilities, and by cooperating with the other agencies and institutions of government--State, County, Cities, and regional groups—to help achieve the public purposes under ORS Parts 280 and 777.

Objective: The overall objective for the Port is to support countywide economic goals to work toward a balanced economy, while maintaining the community's quality of life, both through capacity building and through support of jobs and job related skills.

a. Retain and expand existing businesses to enhance the area's traditional economic base, and seek value-added opportunities that foster growth in wages and employment.

b. Diversify and grow the economic base by attracting new businesses that are well suited to the local workforce and infrastructure, and are compatible with community values.

c. Support efforts to ensure access to high quality education and training opportunities for area residents and workers, and create opportunities for youth to remain in their communities.

Strategies: The Port will work cooperatively with the other economic development agencies in the area.

a. The Port's emphasis in tourism will be to expand the current season.

b. The Port will coordinate with agriculture and forestry and other interests to provide technical support for their development activities.

c. The Port will work to ensure a continuous inventory of land and lease space for small manufacturers starting to expand or relocate to the area. The Port will work to privatize, lease or retain its facilities consistent with its financial objectives and its mission statement.

d. Hood River recognizes the need for facilities that can provide both worker education and training, leading to jobs in the technology sector, and to encourage technology companies to become established in Hood River. Hood River needs to be able to assist in establishing technology companies in the community to meet the goal of reducing unemployment and increasing per capita incomes. Technology companies' emergence in Oregon's economy offers Hood River the opportunity profile to locate smaller companies that fit a profile consistent with its available land base and environment.

e. The Port will advocate for improved freight and transportation access for the region, including needed improvements at and adjacent to Exit 64 on Interstate 84, at Button Junction on State

Route 35, and needed improvements to facilitate transportation access and freight mobility in the unincorporated area located between the City of Hood River and Odell.

Standard: The Port of Hood River should be recognized as a leader in economic development within its district boundaries. The Port will act continuously with the City and County to participate in and assist in coordinating strategies to assist in employment and business growth.

Action Items:

a. The Port will prioritize from the following list and other emerging priorities and will budget for the projects included in the OECDD's annual Needs and Issues Inventory:

    1. Toll Plaza Improvement Project
    2. Waterfront Infrastructure-Riverfront Pedestrian Trail System
    3. Light Industrial Building
    4. Shovel-Ready Industrial Site - Acquisition and Development

b. Staff will work with the County Economic Development Committee annually to develop a new plan to establish strategies and priorities for economic development in Hood River County.

c. Staff will monitor new State Economic Development Commission policies annually.

d. Staff will participate in the annual MCEDD updates to the Comprehensive Economic Development Strategy (CEDS) for the Region.

1. <u>Business Recruitment/Retention and Marketing</u>

The objective is to actively market and recruit new business to the District, while simultaneously working with existing businesses to expand.

Strategies: The Port will work with other economic development entities such as the County Economic Development Committee, MCEDD, Columbia Gorge Economic Development Association (CGEDA), Mt. Hood Economic Alliance, Oregon Investment Board, and other ports and local businesses to integrate its efforts with other planning and recruitment strategies in the area.

a. The Port should give priority to working with companies that provide or retain jobs**,** including family wage jobs.

b. The Port staff will prepare an annual summary of its recruitment, retention and marketing plan to the Commission for budget consideration for the February-March Planning Session. The staff will summarize employment and estimated payrolls in its facilities as well as local and regional employment and wage trends as part of its annual summary.

Standard: The Port is to be viewed in a leadership role in coordinating recruitment efforts in the Port District area by the State and other economic development entities operating in Hood River County.

Action Items:

a. Develop for the February-March Planning Session a general marketing action plan for Port properties and facilities for inclusion in the annual budget.

b. In partnership with other county and state entities, classify industries by their growth characteristics and prioritize industries with respect to employment impacts.

c. In partnership, develop action plans and identify industries to be encouraged/discouraged.

2. Training and Education

Objective: The objective is to actively recruit partners among the educational and training resources of the community with the common objective to improve the skill level of the work force in the Port District to support businesses targeted for recruitment as well as for existing businesses – in essence, to "learn a living".

Strategies:

a. To coordinate with partners among the education and training resources of the community in order to improve the skill level of the work force in the area to support business recruitment efforts.

b. Work with MCEDD and the County Economic Development Committee to assess the existing workforce educational and skill level and needed training needs. Assist in identifying needed resources to address identified training needs.

c. Annually report to the Commission on use of training resources used in successful recruitments and identify problems or issues that arose.

Standard: Educational and training resources will be identified, and programs will be developed for targeted sectors, annually, and budgets will be established for targeted training programs.

Action Items:

a. Establish budgets based on identified training needs annually.

b. Continue to work with educational and training resources to meet needs as they result from successful recruitment/retention.

    1. Identify from existing businesses in the target sectors the required skills and likely training needs.
    2. Communicate likely training needs to training resources already identified.
    3. Determine the match or lack of match between needs and existing programs.

c. Staff will attend meetings of the Workforce Investment Act in the region to monitor job-training opportunities for small business in Hood River County.

D. COMMUNICATIONS AND PUBLIC RELATIONS

The Communications and Public Relations goal is to establish and maintain good working relationships with the public; to establish strong partnerships and good communications with other government agencies; and to increase community understanding and acceptance of the Port and its activities to advance the Port's goals and objectives.

Objective: The Port shall actively communicate with the public its mission, goals and objectives with respect to its efforts to acquire, manage, maintain and improve Port property and assets.

Strategies:

a. Promote public input on major issues.

b. Assure that meetings are open to the public with clear agendas published in advance in accordance with Oregon's Public Meeting Law.

c. Use sessions that exclude public participation only when necessary and assure that the purposes for executive sessions are well defined and announced.

d. Use press releases, web site, forums, newsletters, and other media tools to advise the public of both plans and results.

e. Be forthright and open in all interactions.

f. Involve more citizens through committee participation.

g. Regularly communicate Port activities and interests to the public.

h. Be visible in the community by developing a consistent positive image of the Port.

Standard: Public awareness and Port responsiveness.

Action Items: Preparation of an annual review and evaluation of the Community Relations Plan by the Community Relations Committee and presentation to the full Commission for consideration and action during the October-November planning session.

a. The Communications and Public Relations program shall be included in the annual budget.

b. As part of the annual review and evaluation, a survey may be conducted to measure the effectiveness of the Communications and Public Relations program.

c. The public relations program will consist of special articles on construction and improvement programs, production of quarterly newsletters, special assistance to Commissioners for public speaking, communication of Commission action and policies, sponsorship of events and informational forums, and production of fact sheets regarding important issues and projects, etc.

Objective: To use the Port's Community Relations Committee to identify long-term strategies to convey the Port's economic development goals and achievements to Port District constituents.

Strategies:

a. Create a higher level of understanding of the value of the Port District to the community.

b. Create communication systems and strategies that allow Port patrons to understand key programs and how those programs benefit the community.

c. Create opportunities for Port patrons and other interested individuals to provide timely feedback to staff and Commissioners.

Standard: Frequent, diverse communications with opportunity for feedback.

Action Items:

a. Create key messages in communications that are essential for the public to understand.

b. Develop tools to employ the communications strategies and deliver key messages.

c. Develop an annual report on the “State of the Port” for publication on July 1.

Port of Hood River Public Outreach Process

The Port of Hood River initiates community outreach programs when Port activities or projects benefit from public involvement or input. Each public outreach process is designed based on parameters of the project, stakeholders affected, and outcomes that may affect the community. Below is an example of a Public Outreach Process completed recently.

Port of Hood River Strategic Business Plan, 2013

In 2013, the Port of Hood River entered a public process for the update of its Strategic Business Plan (SBP) that will serve to guide Port goals, operations and practices over the next five years. The following outline summarizes the process, with examples on following pages.

1. **Press Releases** announcing public meetings and methods for public input for local press. (example on following page)

2. **Local Newspaper Ads** announcing public meetings and methods for public input: 2 col. X 9" ad ran in September and October. (examples on following pages)

3. **Port Website Link** to SBP page, outlining process, schedule, important dates, background resources. (example on following pages)

4. **Online Survey**, via Survey Monkey, linked on Port website

5. **Postcard Survey** , size 5" x 7", handed out by Commissioners and at meetings, for mail-in feedback to the Port Commission. (example on following pages)

6. **Print PortNews** newsletter article with clip-and-mail survey on SBP, and **Electronic PortNews** newsletter with link to online survey. (example on following pages)

7. **Special Public Meetings**: September 25 in Hood River and October 23 in Parkdale/Mt. Hood community.

8. **Public Testimony** accepted via website form, email, or letter.

Press Releases announcing public meetings and methods for public input for local press.

Port of
Hood River

Providing for the region's economic future.

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

For Immediate Release
September 6, 2013

Contact:
Michael McElwee,
Executive Director
Port of Hood River
(541) 386-1645

Port of Hood River begins Strategic Business Plan process

The Port of Hood River Commission has initiated its Strategic Business Plan process that will guide agency goals, decisions, operations and practices into the foreseeable future. Public involvement is encouraged as part of this process, and two special public meetings have been scheduled to foster public input.

The first Strategic Business Plan (SBP) special public meeting is scheduled for Wednesday, September 25 at 6:00 p.m., at the Port of Hood River conference room. A second SBP public meeting is scheduled for Wednesday, October 23 at 6:00 p.m., at the Mt. Hood Town Hall.

In addition to attending public meetings, there are numerous ways to provide input to the Port Commission regarding the SBP. The Port website, www.portofhoodriver.com, features a link with complete information about the SBP process as well as an open-ended survey to provide input about constituents' visions for the Port, as well as areas that need improvement. Port Commissioners and staff members will also be distributing postcard questionnaires to constituents and stakeholders that can be mailed to the Port office. A fall newsletter will cover the SBP process and include a questionnaire to return. And finally, the Port encourages letters (Port of Hood River, 1000 E. Port Marina Dr., Hood River, OR 97031); or emails (porthr@gorge.net) on the Strategic Business Plan or any other topic.

The Port of Hood River's major assets include the Hood River Interstate Bridge, the Ken Jernstedt Airfield, real estate at Waterfront Business Park, the Hood River Marina, and Port Marina Park. Other assets include waterfront recreation sites, waterfront trails, and buildings that remain of previous economic development projects.

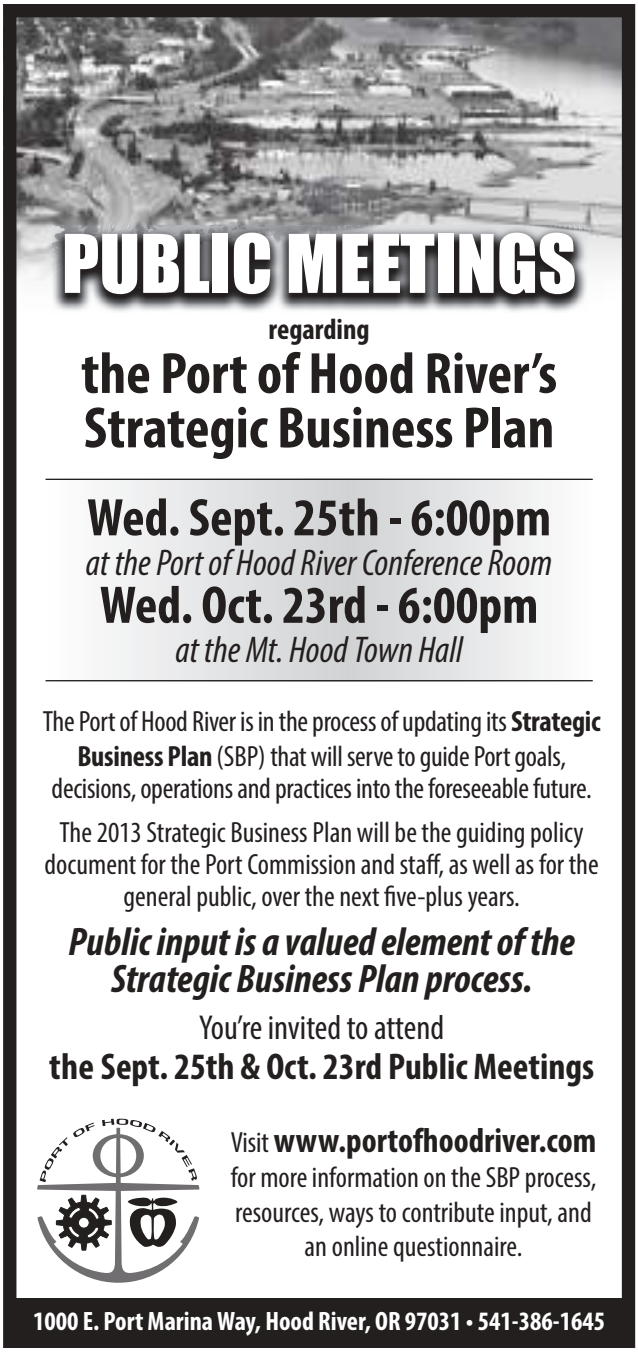
Over five years ago, the agency undertook a major waterfront development strategy that has resulted in significant growth at Waterfront Business Park. The Port also is charged with ensuring the viability of the Hood River Interstate Bridge, an aged, yet critical link across the Columbia River. Major airport improvements were recently completed, and the Port continues to improve and maintain its various assets, including important local recreation sites.

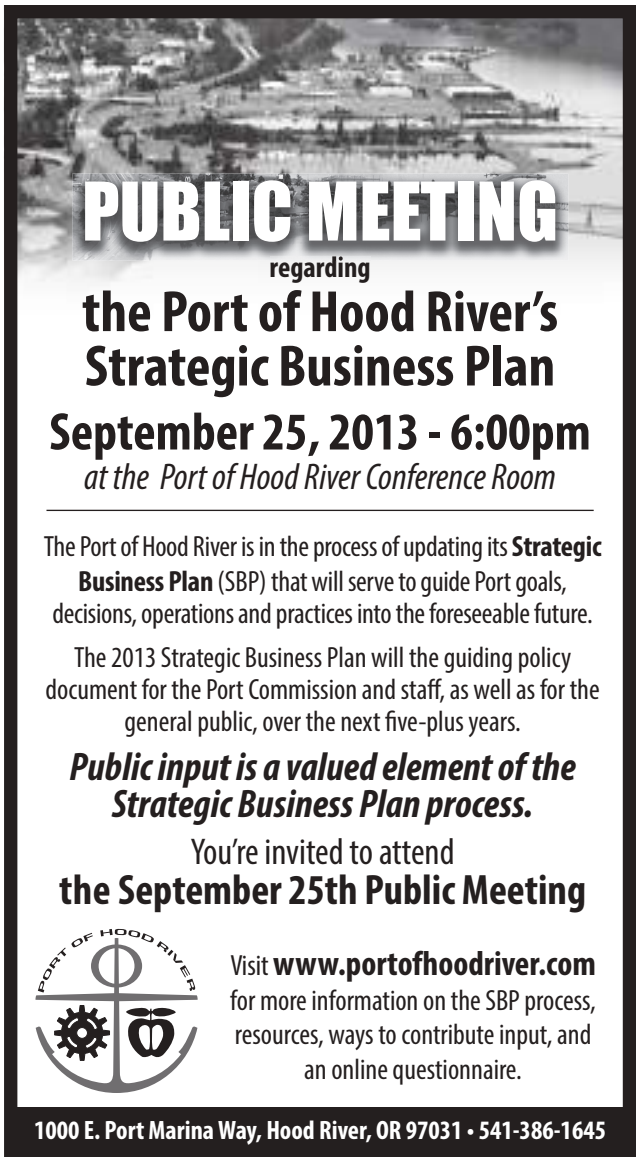
Several supporting studies and assessments have already been completed or are nearing conclusion to support the SBP planning effort, including assessments of Port facilities, assets, and infrastructure, economic and market conditions, and financial models.

The Port Commission will dedicate much of its work in November and December to the completion of its 2013 Strategic Business Plan, which will replace the 2006 Strategic Plan.

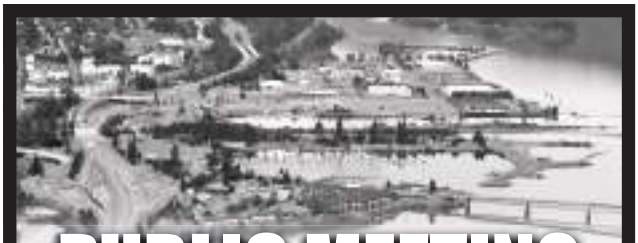
Questions regarding the Port's Strategic Business Plan or its process may be directed to the Port of Hood River office at 541-386-1645, or by emailing porthr@gorge.net.

Local Newspaper Ads announcing public meetings and methods for public input





Local Newspaper Ads announcing public meetings and methods for public input



PUBLIC MEETING

regarding

the Port of Hood River's Strategic Business Plan

Wed. Oct. 23rd - 6:00pm

at the Mt. Hood Town Hall

The Port of Hood River is in the process of updating its **Strategic Business Plan** (SBP) that will serve to guide Port goals, decisions, operations and practices into the foreseeable future.

The 2013 Strategic Business Plan will be the guiding policy document for the Port Commission and staff, as well as for the general public, over the next five-plus years.

Public input is a valued element of the Strategic Business Plan process.

You're invited to attend **the October 23rd Public Meeting** at the Mt Hood Town Hall.

Visit **www.portofhoodriver.com** for more information on the SBP process, resources, ways to contribute input, and an online questionnaire.

1000 E. Port Marina Way, Hood River, OR 97031 • 541-386-1645

Port Website Link to SBP page, outlining process, schedule, important dates, background resources.



Postcard Survey , size 5" x 7", handed out by Commissioners and at meetings, for mail-in feedback to the Port Commission.

Please submit your input on the Port of Hood River's Strategic Business Plan

The Port of Hood River is updating its Strategic Business Plan (SBP) that will serve to guide Port policies, operations and projects over the next several years. The Port Commission **seeks your input** before the SPB is completed in December.

Please fill out and return this short survey.

Name (optional) _____ Your Zip Code _____

Email Address _____

☐ add me to the Port's list for quarterly E-News _____ ☐ do not add me to the E-News list

1. What is your vision for the Port of Hood River in the next 5 years? _____

_____

_____

2. What is your vision for the Port of Hood River in the next 50 years? _____

_____

_____

3. What is the Port doing well now? _____

_____

_____

4. In what areas should the Port improve? _____

_____

_____

For more detail or to provide additional feedback, please visit **www.portofhoodriver.com**.

Questions regarding the SBP process may be directed to the Port office at **541-386-1645** or by **emailing porthr@gorge.net**.

Print Newsletter Article covering process and methods for public input, and outcome of Port Commission decision.

PORT NEWS

Fall 2013

Port focuses on Strategic Business Plan



Port Commissioners Rich McBride, Brian Shortt, Jon Davies, Fred Duckwall, and Hoby Streich listen as Executive Director Michael McElwee responds to an audience member at the first Strategic Business Plan public meeting on September 25th.

This past year the Port of Hood River has initiated a major update to its Strategic Business Plan, which will be the guiding document for the Port Commission and staff regarding policies, operations, and projects over the next five or more years.

Several assessments have been completed or are in the works to provide the Port Commission with concrete and contextual data on facilities, assets, and infrastructure, including the Port's Interstate Bridge, Ken Jernstedt Airfield, port-owned buildings and land, waterfront development and recreation sites. Local economic data and trends will be considered as part of the strategic planning process.

One public meeting regarding the Strategic Business Plan (SBP) process has already occurred to gain input from interested members of the community. Another public meeting is scheduled for October 23 at 6 p.m., at the Mt. Hood Town Hall.

"The Strategic Plan is intended to be a near-term playbook," Port Executive Director Michael McElwee advised attendees of the first public meeting. "But we also want to think about the long-term future because of our important role as stewards of property."

McElwee explained that one of the most important pieces of the SBP will be the Key Projects List, prioritized in order to not only focus the Port on its goals, but to qualify potential projects for State funding.

Some topics brought up by public attendees included: the possibility of bridge replacement in the future; a brainstorming of future uses for the Expo Center; considerations for the remainder of the waterfront land, including Lot 1; solutions to cover maintenance costs for recreation sites; policy questions on uses for the Sandbar; the importance of the local airport; and the strength of the Port and district relative to other ports in the state.

In addition to attending public meetings, there are other methods of providing input to the Port for its SBP.

They include:

- Filling out and mailing a survey on (page 3) or returning a postcard questionnaire obtained from a Port Commissioner or staff member
- Responding to an online survey posted on www.portofhoodriver.com
- Writing a letter or email to the Port
  - Mail letters to Port of Hood River, 1000 E. Marina Dr., Hood River, OR 97031
  - Send an email to porthr@gorge.net

Please see **SBP** *on page 3*

Regional Thinking

by Michael McElwee, Port Executive Director



Michael McElwee

The Port's Strategic Business Plan update is an opportunity to evaluate near term goals and priorities. It is also a time to think creatively about the future and identify both long-term objectives and the means and methods to reach them.

The activities of the Port of Hood River are primarily directed toward our specific district, an area that extends south to Parkdale and encompasses about half of Hood River County. However, there are two port districts in Hood River County that share a common mission. On October 8, in an informative meeting on wide-ranging topics, leadership from both ports met to discuss areas of mutual interest and concern.

Our commissioners heard about a number of exciting and innovative projects the Port of Cascade Locks is engaged in to advance job creation and economic development in that community. What also emerged was the first step toward a better understanding of common issues (including bridge maintenance, tolling, permitting challenges etc.) and the recognition that both ports have individual strengths and weaknesses that might be addressed by closer collaboration. For example, Hood River has a constrained and declining supply of large-site industrial lands while Cascade Locks has a growing inventory of shovel-ready property.

Please see **Regional** *on page 4*

Economic Impact study nears completion

A final draft of ECONorthwest's study, "Economic Impacts of the Port of Hood River," was presented to the Port Commission in September. The Economic Impacts Analysis (EIA) measures the extent to which Port activities "contribute" to the economic activity of the region.

The purpose of the study is to answer the fundamental question, "What things has the Port contributed to (currently and in the last 20 years) that have an economic impact directly or indirectly?"

By measuring economic activity as output, income, and jobs, the study describes the Port's economic connections in the supply chain linkages. Effects are described according to where in the chain of effects they were created: primary, secondary or multiplier effects. Primary effects result from direct impacts from the Port's operations (for example, from its waterfront, facilities, airport, and bridge). Secondary effects result from the use of Port assets by non-Port entities (for example, private business activity resulting from Port economic development initiatives). Multiplier effects come from Port employees and suppliers that in turn spend money they receive from the Port for other goods and services in the local economy. That "downstream" spending is estimated to add another 50 to 70% to the direct effects.

In analyzing data, ECONorthwest gathered information from 11 previous studies relevant to the Port and local economy. This information was supplemented with the collection of specific information about the Port, such as operating and financial data, traffic/revenue data from the bridge, parking pass sales at recreation sites, and Port tenant lease, employee and payroll records.



In addition to quantitative data, qualitative data was collected via interviews of local business managers, organizations and key users of Port facilities. ECONorthwest interviewed 10 representatives from businesses located on current or former Port properties.

The ECONorthwest study found that the Port and businesses that use its assets were directly responsible for about $200 million in annual output, which includes $37.5 million in wages and benefits for around 600 jobs, which translates to about 6% of jobs and about 16% of the output in Hood River County.

Please see **Economics** *on page 4*

Electronic Newsletter Article covering process and methods for public input, and outcome of Port Commission decision.

AIRPORT BRIDGE WATERFRONT

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Fall 2013 ARTICLES

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Port Focuses on Strategic Business Plan

This past year the Port of Hood River has initiated a major update to its Strategic Business Plan, which will be the guiding document for the Port Commission and staff regarding policies, operations, and projects over the next five or more years.



Port Commissioners Rich McBride, Brian Shortt, Jon Davies, Fred Duckwall, and Hoby Streich listen as Executive Director Michael McElwee responds to an audience member at the first Strategic Business Plan public meeting on September 25th.

Several assessments have been completed or are in the works to provide the Port Commission with concrete and contextual data on facilities, assets, and infrastructure, including the Port's Interstate Bridge, Ken Jernstedt Airfield, port-owned buildings and land, waterfront development and recreation sites. Local economic data and trends will be considered as part of the strategic planning process.

One public meeting regarding the Strategic Business Plan (SBP) process has already occurred to gain input from interested members of the community. Another public meeting is scheduled for October 23 at 6 p.m., at the Mt. Hood Town Hall.

"The Strategic Plan is intended to be a near-term playbook," Port Executive Director Michael McElwee advised attendees of the first public meeting. "But we also want to think about the long-term future because of our important role as stewards of property."

HISTORY HIGHLIGHTS - THE PORT OF HOOD RIVER

1933

The Port of Hood River was created and incorporated on July 28, 1933 as a result of the Bonneville Dam Project due to the expressed desire by the Oregon State Legislature and the United States Government to develop industrial lands in the Columbia River Basin. The first meeting was held August 12, 1933 with a Commission of five elected members. Five Commissioners, elected throughout the district for four-year terms, still guide the Port of Hood River today.

1940s

AIRPORT: First steps were taken by Hood River County to establish an airfield at the present site of Hood River Airport.

BRIDGE: The owners of the bridge, built in 1923 by the Oregon-Washington Bridge Co., approached cities, counties, and ports on both sides of the river regarding purchase of the bridge. All declined except the Port of Hood River.

1950s

George Bartsch - Port Manager

BRIDGE: The Port of Hood River purchased the interstate bridge for $800,000 in 1950. Toll for autos was $.75; truck toll varied (by weight) up to $5.00. The Port spent $725,000 in bridge improvements replacing timber trestle with two steel girder spans; auto toll was reduced to $.50 in 1954.

WATERFRONT DEVELOPMENT: Several significant property acquisitions took place in the 1950s along the waterfront to prepare for future fill and development of usable land in the area. The State of Oregon, U.S. Government, Corps of Engineers and Bonneville Power Administration all cooperated in the fill project. The property east of the bridge was filled and prepared for development.



The Port of Hood River purchased the Interstate Bridge for $800,000 in 1950.



In the 1950s The State of Oregon, U.S. Government, Corps of Engineers and Bonneville Power Administration all cooperated with the Port on property east of the bridge as it was filled in and prepared for development.

HISTORY HIGHLIGHTS - THE PORT OF HOOD RIVER

1960s

Burton Badley, Michael V. McLucas - Port Managers

BRIDGE: Bridge improvements in 1965 included replacing railing and curbs with steel posts, adding mercury vapor lights; and replacing the toll house with a sheet metal building. In 1967, United Telephone Company added a cable across the bridge valued at approximately $4 million.

WATERFRONT DEVELOPMENT: Eddie Mays Inn (now Hood River Inn) was constructed on the eastern fill area in 1964. Fill of the second waterfront site, located west of the Hood River, was completed in the 1960s. Both properties supported the development of many business uses, including industrial, commercial and recreational. The waterfront planning and development continues to be an ongoing project for the Port of Hood River as the area's community and economy changes and diversifies.



Eddie Mays Inn (now the Best Western Plus Hood River Inn) was constructed on the eastern fill area in 1964.

1970s

Dallas Dusenbery - Port Manager

AIRPORT: In 1976, Hood River County deeded the Hood River Airport to the Port of Hood River, which agreed to assume ownership and upgrade the facility. The Port purchased additional land in order to provide space for potential future expansion of the airport. In 1978, 24 T-hangars were constructed for small private plane rental.

BRIDGE: 1971 and 1972 bridge improvements included portal bracing; guardrail replacement; repainting; and replacing operations of the river navigation and aerial obstruction lights with photocell. In 1973, the estimated cost of replacing the bridge with an identical structure was $5,600,000. In 1976, renovation began for mechanical maintenance, sandblasting, cleaning and painting. In 1976, the estimated cost of replacing the bridge with an identical structure was $7,900,000. In 1977, ten spans were welded; new power and control cable supports were installed; and marine radio was installed. Mechanical traffic axle counters were installed in 1978, and additional improvements to the concrete supports and to the communication system were made.

ECONOMIC DEVELOPMENT: A 29-acre tract of land west of Odell was purchased by the Port of Hood River to develop a light industrial park-which will later be named John Weber Business Park (JWBP).



In 1976, Hood River County deeded the Hood River Airport to the Port of Hood River.

HISTORY HIGHLIGHTS - THE PORT OF HOOD RIVER

WATERFRONT DEVELOPMENT: The third fill project, in the Marina Park area, was completed in 1970 and the area's general improvements began. In 1972, the first permanent moorage floats were installed in the marina. The Port Office Building was completed in 1973. A visitor dock was installed in the marina in 1975. In 1977, Department of Motor Vehicles moved into the Port office complex with Oregon State Police. The Hood River County Museum was built in Port Marina Park on land provided by the Port of Hood River. The Waterfront Industrial Park gained diverse industrial development from businesses such as Luhr Jensen, Western Power Products, Hood River Distillers, and Jantzen. The first Port of Hood River waterfront plan was produced in 1975.



The third fill project, in the Marina Park area (right), was completed in 1970 and the area's general improvements began.

1980s

Jim O'Banion - Port Manager

BRIDGE: Pier cap repairs were begun; United Telephone Service replaced their cable underwater between the towers. In 1980, the estimated cost of replacing the bridge to meet 1980 design standards was $35,000,000. Deck grating and repainting projects were completed.

ECONOMIC DEVELOPMENT: Economic base generated on port-developed property in 1982: 19 businesses; $10 million valuation; $6,925,000 payroll; 710 jobs created; $172,000 property taxes generated. Port of Hood River purchased Wells Island in 1983.

Diamond Fruit Complex: The 21-acre cannery complex was purchased in 1984 for $800,000. Yost, Grube, Hall Architects of Portland developed a master plan and economic/market study of complex. In 1985, Waucoma Center and Graf Building began their rehabilitation and Wasco and Industrial Streets were reconstructed. The City of Hood River agreed to form an Urban Renewal District surrounding the Diamond Complex. The 50-year old cold storage plant was transformed into a modern telecommunications center, with the help of a $2.4 million bond issue. United Telephone Company of the Northwest began the process to purchase the building in 1986. In 1986, the Columbia Building renovation was completed and DaKine Hawaii moved in. Other businesses to take space shortly thereafter in the Columbia Building included Hood River Brewing Co., makers of Full Sail Ale, and Kerrits Activewear.



The Waucoma Center was transformed from a 50-year old cold storage plant was transformed into a modern telecommunications center.

HISTORY HIGHLIGHTS - THE PORT OF HOOD RIVER

From 1988 to 1990, reconstruction of Industrial and Columbia between 3rd and 7th linked downtown and the Diamond Complex to the Waucoma Center. The project included new water mains, sanitary and storm sewers, underground electrical, streetlights, curbs and sidewalks, and paved streets. A $521,000 grant/loan from the state along with additional funding from the Port ($307,000) and the City ($104,000) paid for these improvements. In 1989, the Port sold the property at 7th and Columbia and the Lodge at Hood River Condominiums were privately developed in that space.

WATERFRONT DEVELOPMENT: Marina swim beach opened in 1980. Hood River Waterfront Plan, Phase I, sets waterfront development in process in 1983. In 1985, a pedestrian bridge was built across the Hood River to link Marina Park with downtown. Marina Park restrooms were remodeled adding showers. Cruise ships began stopping at the commercial dock in 1989. Also in 1989, the Hood River Waterfront Plan was updated.

1990s

Jim O'Banion (Retired 1994),
Greg Baker - Executive Directors

AIRPORT: In 1995, airport improvements included a new north access road, paving and sealing the runways and taxiways, and adding a new parking area. An FAA grant of $397,000 helped fund the project. New fuel tanks were installed and 12 new T-hangar spaces and a helicopter hangar were constructed in 1997.

BRIDGE: Bridge study completed and recommendations are made for projects to extend the useful life of the bridge, with a 1994-estimated cost of $12-14 million. In 1994, the toll was increased by 25¢ to 75¢ and discount books were offered to frequent users. The increased revenue was placed in the Bridge Repair and Replacement Fund, to be spent solely on bridge repair and upgrades. Phase One Seismic Retrofit was completed in 1996 to strengthen the bridge. In 1997, the Washington approach was widened at a cost of $1.6 million. In 1998, the estimated cost of replacing the bridge was $175,000,000. The $2.1 million lift span upgrade project began in 1999.

ECONOMIC DEVELOPMENT: Diamond Fruit Growers' office building located at 3rd & Cascade was sold in 1990 by the Port–the first Diamond property to be sold after rehabilitation. Full Sail Brewing purchased the Diamond Fruit Cannery building and built a new facility in 1995. In 1996, the Diamond Complex's Graf Building was sold. The Port contracted a study of





The late 1980's and early 1990s saw a dramatic transformation of the Columbia/IndustrialWasco Street areas.



Full Sail Brewing purchased the Diamond Fruit Cannery building and built a new facility in 1995.

HISTORY HIGHLIGHTS - THE PORT OF HOOD RIVER

industrial land availability with the results showing that only 28 acres remained. Land at 5th and Cascade was transferred to the City of Hood River for the construction of a parking lot and a $350,000 grant was obtained for the project. Also in 1996, the Columbia Gorge Economic Development Association was formed as a coalition of all economic development agencies in the Gorge, including the Port of Hood River, with the mission of pooling resources to cooperatively market the bi-state Mid-Columbia region. In 1997, the Port partnered with Pacific Power to create a software incubator project at their Tucker Road facility. In 1998, fifteen years after the purchase of the Diamond Complex, the Port retains ownership of only two buildings. All others have been sold back to the private sector and are back on the tax rolls.

JOHN WEBER BUSINESS PARK: In 1990, Hogg & Davis and Wilbur Ellis establish businesses in Odell at the new John Weber Business Park. In 1993, the Port and Hogg & Davis donated land to the Odell Improvement Committee to create a two-acre day park at JWBP. In 1994, Power Design and Round Top Window Products were new tenants in the completed 20,000 square foot tenant building. In 1997, Hood River Supply purchased 2 ½ acres of property to expand their business. The Timber Incubator Building was completed with grant funds from U.S. Forest Service and Rural Economic and Community Development. Within two months, all spaces were leased in the 10,080 square foot building.

WATERFRONT DEVELOPMENT: In 1991, Wells Island was sold to the Trust for Public Land and then subsequently sold to the U.S. Forest Service. An additional dock was added to the Marina moorage. Construction of the Event Site began for a cost of $1 million, using $317,000 in lottery funding, and improving the cruise dock as well. The Hood River Waterfront Plan was updated in 1992. Beginning in 1993, Clark Door building began its transformation into the Hood River Expo Center exhibition hall and Visitors Center. 71 cruise ships stopped at the commercial dock in 1993. National trade shows began booking events into the Expo Center. A 150-foot extension was built on cruise dock allowing larger and multiple cruise ship dockings. A community Marina Planning Committee process began in 1994 to study ideas and concerns for the future development of commercially zoned areas of the Marina. In 1995, the Waterfront Advisory Committee was formed as part of an agreement between the Port and the City of Hood River to prepare a plan for the waterfront. Marina moorage was expanded in 1995 to accommodate longer boats and a new overflow dock was constructed.



The Hogg and Davis building takes shape at the John Weber Business Park in 1990.



The Event Site watersports launching area was opened in 1992.



Beginning in 1993, Clark Door building began its transformation into the Hood River Expo Center.

HISTORY HIGHLIGHTS - THE PORT OF HOOD RIVER

A dedicated swimming beach was constructed in the Marina Park area. After two years of citizen involvement, the Waterfront Masterplan developed by the Waterfront Advisory Committee went to the City Planning Commission and City Council in 1996. The first Gorge Games brought world-class windsurfing, kayaking, mountain biking competition to the waterfront in 1996. A public/private partnership agreement between the Port and D.M. Stevenson Ranch was entered into in 1997 for the development of Hood RiverFront Lodge on the waterfront, which included a new conference facility. New restrooms were constructed in the Marina parking area with funds from Fish & Wildlife and State Marine Board. In 1998, Port received $500,000 grant for street and utility improvements for the Second Street extension project.

A waterfront panel was appointed to study the development of a park on the waterfront in 1998. The old Jucho Building was demolished to make room for the new Hood RiverFront Lodge development in January of 1999. The Marina Landscape Committee commissioned a landscaping plan from Karen Mirande and $95,000 was approved to complete the first phase of work. The Visitors Center expansion was completed in 1999. In July of 1999, the Port Commission denied extension of the DM Stevenson Ranch agreement and put the waterfront development on hold.



In 1998, Port received $500,000 grant for street and utility improvements for the Second Street extension project.

2000-present

David Harlan - July 2000-2005;
Michael McElwee July 2006-present
Executive Directors

AIRPORT: Pat's Beauty Bar building on Tucker Road was purchased in 1999 and then demolished in 2000, as part of the Runway Protection Zone required by the FAA. By resolution, the Port Commission changed the airport name to Ken Jernstedt Airfield on June 19, 2001. The Airport Master Plan update was completed in 2003 that outlined projects for the next 20 years. As part of the Master Plan, a residence and orchard was purchased in 2005 and the house was moved in 2006, which increased clearance. A grass runway strip was added to the Airport in 2008 to improve landings for antique aircraft attracted by the collection of neighboring Western Antique Aeroplane and Automobile Museum. In 2012, the Port completed the Airport Runway Shift, as the first major project of the Airport Master Plan. This project required the vacation of a portion of Orchard Rd., and construction of road terminus.





In 2012, the Port completed the Airport Runway Shift, as the first major project of the Airport Master Plan.

HISTORY HIGHLIGHTS - THE PORT OF HOOD RIVER

BRIDGE: The mechanical and electrical lift span improvement was completed at a cost of $1.8 million in the year 2000. The estimated cost of replacing the bridge was estimated to be $300 million in 2000. In 2000, the redecking and renovation planning began. The utility line replacement project was accomplished in 2002. The actual redecking project - costing $7.5 million - was completed in November of 2004. In 2006 and 2007, the Toll Plaza and approaches were improved and electronic tolls implemented, costing approximately $4 million.

In 2011-12, the Hood River Interstate Bridge underwent the Lower Chord Rehabilitation Project, a major bridge painting project. Fracture critical joints were cleaned, primed and painted at a cost of $2.75 million. The toll bridge continues to be a major source of revenue for the Port, however the aging structure has undergone a long, expensive list of capital improvement projects over the past couple decades and will continue to require dedicated funds for improvements and maintenance to keep the structure sound over the next 20 to 30 years.

ECONOMIC DEVELOPMENT: The Columbia Building was sold in 2003 to Key Development Company. The Diamond Fruit Complex Big 7 Building was renovated to house Gorge Networks and the Columbia Gorge Community College Hood River Center, including the Integrated Technology Center. Classes opened to the public in the fall of 2004. At this time, Big 7 Building is the only Port-owned building that was part of the Diamond Fruit Complex renovation.

WATERFRONT DEVELOPMENT: Landscaping of the Marina Green area, including irrigation and drainage, was completed in the spring of 2000. The 17th annual Harvest Fest at the Expo Center, second annual Pear and Wine Festival, and the first annual Jazz on the Water Festival in Port Marina Park were held in 2000. The Army Corps of Engineers dredged the Boat Basin channel to allow bigger cruise ships to pass through the channel from the Columbia River in 2000 and 2002. In 2000, the Columbia Area Transit (CAT) District was given permission by the Port Commission to build a transit station next to the Expo Center; however, they reconsidered the site when the River Front development fell through. In March of 2000, the Port and the City agreed to continue their work together to reformulate their vision for the waterfront development plan. Leland Consulting Group was chosen by the Port/City Task Force to develop a new master plan, which included zoning and implementation guidelines. Kiteboarding





In 2011-12, the Hood River Interstate Bridge underwent the the Lower Chord Rehabilitation Project , a major bridge painting project.



The Hood River Chamber of Commerce Harvest Fest takes place in tents at the Event Site parking lot each fall.

HISTORY HIGHLIGHTS - THE PORT OF HOOD RIVER

came to the waterfront "Spit" in 2000. Construction of two new restrooms at the Event Site and the Marina Park Beach began in 2000 and were completed in the spring of 2001.

Because the Leland Plan was not economically feasible, the Port/City Task Force continued to work together on the waterfront zoning to complete the Waterfront Action Plan. In July of 2003, the Commission entered into negotiations with William Smith Properties to plan and develop the waterfront property. The 2nd Street Project engineering began in the fall of 2002. Work was completed on the Marina Park portion of the River Walk pedestrian access way in 2002 with the help of an Oregon State Parks grant. In 2005, the Commission pulled the mixed-use development rezoning and decided to develop the waterfront as a business park, with public amenities interspersed for recreation, bicycle/pedestrian riverfront trails, and water access. "Lot 6" was donated to the City of Hood River in January of 2006 for a waterfront park under terms of an intergovernmental agreement. The Park Development Committee began working on development plans in 2006. Maritime Services came to the waterfront boat basin in the spring of 2006 to refurbish yachts and build floating structures.

In May of 2006, the new 2nd Street extension was constructed as a new entry into the waterfront area in anticipation of the Waterfront Employment project design and development work. Other infrastructure improvements include the development of Anchor Way, funded in part by the US Dept. of Commerce's Economic Development Administration and the Oregon Economic and Community Development Dept.'s Immediate Opportunity Fund. Later, improvements to Portway Avenue occurred in 2012-13, including new sidewalks, street amenities and paving. In 2010, the Port acquired the Luhr Jensen Building and completed the Halyard Building, the first new building on the waterfront in 25 years. Since, four waterfront parcels have been sold to private developers for three new and one refurbished light industrial or commercial buildings. The Hood River Waterfront has changed significantly in the past five years.



"Lot 6" was donated to the City of Hood River in January of 2006 for a waterfront park.



Business development since 2010 has dramatically changed Portway Avenue.

HISTORY HIGHLIGHTS - THE PORT OF HOOD RIVER

In 2012, improvements were completed to the Marina Office Building housing the Hood River County Chamber of Commerce/Visitors Center.

Also the Port has initiated a number of Marina projects, adding 20 slips, improving its electrical system and hopes to replace boathouse docks.

WASCO BUSINESS PARK: The Port purchased over five acres of property on Wasco Street to develop a light industrial business park. Engineering and street work was completed in the 2003. The first building was completed in 2005 with Humanities Software being the first tenant. All other parcels were sold immediately and construction for new facilities for job creation and company growth began.

JOHN WEBER BUSINESS PARK: All vacant parcels were sold in 2005 and 2006 except for Lot 7, with new buildings constructed for local businesses.



The Wasco Business Park development began in 2003.

2013-2014 BUDGET



PORT OF HOOD RIVER

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BUDGET FY 2013-14

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Jeff Nichol, Chair
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Budget Committee Meeting – May 7, 2013
Budget Hearing – May 21, 2013
Budget Adoption – June 18, 2013

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To: **Port of Hood River Budget Committee**

From: **Michael McElwee, Budget Officer**

Date: **May 7, 2013**

Re: **Budget Message for Fiscal Year 2013-14**

The annual budget for the Port of Hood River is prepared by staff for review and approval by the Budget Committee and subsequent adoption by the Port Commission. This memorandum provides an overview of the proposed FY 2013-14 budget and other information in accordance with O.R.S. 294.

Overview

The Port operates on a fiscal year that begins July 1 and ends June 30. Through the annual budget, policy and project decisions of the Port Commission are planned and implemented. At all stages of budget preparation public input is sought and welcome.

Budget preparation follows these key steps as required by state statute:

- A Proposed Budget is prepared by the Port's designated Budget Officer based on discussions at the Commission's Spring Planning meeting and other factors.
- The Budget Committee discusses the Proposed Budget and makes changes that are approved by Budget Committee vote. After approval, the budget becomes the Approved Budget.
- The Approved Budget is the subject of a public hearing when the Commission obtains input from any interested party. This year the public hearing is expected to occur on May 21.
- The Commission considers any changes and adopts the Approved Budget becoming the Adopted Budget and taking effect on July 1, 2013.

The Port of Hood River is designated as a Special District within the State of Oregon in accordance with ORS 777 and other statutes. All budget activities of the Port are categorized within the following three funds:

- **General Fund:** This fund includes activities related to governmental activities. The revenue comes from property tax receipts. Since property taxes are insufficient to pay all governmental related expenditures, there is a transfer from the Revenue Fund for the difference.

- **Bridge Repair and Replacement Fund:** This special revenue fund segregates revenues and expenditures related to capital improvements associated with the Hood River Toll Bridge. Sources of revenues are grant monies, bond receipts, and dedicated revenue from both the 1994 and 2012 toll increases. These monies are transferred from the Revenue Fund. Expenditures for the fund are associated with capital improvements that extend the useful life of the bridge.

- **Revenue Fund:** Most of the Port's activities are business-type activities and are accounted for in the Revenue Fund. The major revenues are from bridge tolls and tenant leases. The revenues and expenditures are identified and allocated to asset centers.

Financial Policies
The key overall financial policies that underlie the proposed budget are described in the Port's Strategic Plan. These are summarized as follows:

1. Financial Management—the Port seeks to be financially self sufficient with a balance between sources of capital and cash flow.

2. Asset Management—The Port seeks to manage its assets with a holistic and integrated strategy intended to accomplish the public purposes described in ORS 280 and ORS 777.

Staff anticipates bringing substantive changes and clarifications to the Port's financial policies to the Commission for review and approval in FY 2013-14.

Budget Highlights
The following sections are highlights of the Proposed FY 2013-14 Budget organized by major areas of the Port's operations.

ASSET AREAS

Industrial/Commercial Properties

- The Port has invested significant capital in various projects in recent years to achieve strategic objectives. The Port must focus its capital expenditures on a limited number of priority projects and to build reserves for future capital projects.

- Overall occupancy rates remain high in Port buildings and there is limited space available for new tenants. However, the Port will not be in a position to build additional space in the near term but will seek ways to more effectively utilize its leased properties and maximize net lease revenues.

- In FY 2012-13 a comprehensive inspection of all Port buildings and paved areas was carried out. This analysis showed some significant capital projects would be needed to maintain the facilities in good condition. These needs are reflected in the budget and in our 10-year financial forecast model.

- The Expo Building will likely be substantially vacant by late FY 2013-14. This facility has represented an important revenue source over the past few years. The draft budget contains a significant commitment of funds for professional services as we anticipate a substantial renovation in FY 2014-15.

- The Port continues to pursue the acquisition of additional industrial lands to achieve economic development and employment goals. It is possible that the Port will be in a position to acquire a new industrial property in FY 2013-14. Funds are budgeted for this purpose.

- The budget makes a significant financial commitment to professional services for planning and pre-development work associated with Lot #1. This recognizes the importance of Lot #1 for accommodating new private investment on the waterfront.

Bridge/Transportation

- The Port has completed painting the lower chords of the Hood River Bridge. This was the most important of a series of capital projects that will be needed over the next 30 years. The Port will not be able to take on a project of this magnitude for some time. However, the budget anticipates investing in engineering for a series of modest but important capital projects in the next few years.

- We have been monitoring unexpected deterioration in the metal bridge deck that was installed in 2005. Port Staff is evaluating various welding techniques in an attempt to address the problem and the budget recognizes this effort in FY 2013-14. This represents an area of uncertainty and risk.

- The toll increase that was implemented in January 2012 has been in place for one full calendar year. Actual revenue has been slightly above projections and this is reflected in the budget.

- The budget assumes an overall increase in expenditures for maintenance, repairs and inspections consistent with the recommendations in the Long-term Financial Forecast Model completed in 2011.

Recreation/Marina

- The Marina Electrical Upgrade, a significant construction project that was initiated in FY 2012-13 remains to be completed. There is some risk and uncertainty associated with this project and the Port must remain focused on its successful completion in FY 2013-14.

- The budget includes funds for a higher level of year-around maintenance and repairs in the Marina. This addresses a long-standing deficiency and represents a commitment to slip tenants who have incurred a significant rate increase associated with the Electrical Upgrade project.

Airport

- In FY 2012-13 it is expected that the most significant construction project at the airport in many years— the runway shift— will be completed. The Port has committed the next two years of its FAA entitlement funds for this project. As a result, we will not be in a position to carry out any major capital projects until entitlement funds begin to accumulate again.

Administration

- For this proposed budget, staff contributions to health insurance costs remain at the same level as FY 2013 (10%). However, the $70/mo. subsidy for supplemental insurance is eliminated. This will have the effect of reducing the increase in health insurance costs.

- Overall personnel costs are budgeted to increase about 9.9% in FY 2013-14. This includes increases in medical insurance costs and PERS and the addition of a full-time limited term receptionist to handle increasing counter transactions and phone calls.

- The budget assumes the final push of a significant staff effort to update the Port's strategic plan. Associated with this will be a significant investment in an economic impact analysis.

Summary

The Proposed FY 2013-14 Budget reflects project priorities, staffing levels and capital and administration expenditures that staff believes are consistent with the Port's mission and Commission direction. The Budget Committee's review, modification and approval of a Proposed Budget followed by Commission adoption will be necessary before the budget can take effect July 1, 2013.

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FORM LB-31

PORT OF HOOD RIVER
GENERAL FUND
BUDGET FOR FISCAL YEAR 2013-14

	HISTORICAL DATA			RESOURCE & EXPENDITURE DESCRIPTION	BUDGET FY 2013-14		
	2 YRS PRIOR FY 2010-11	1YR PRIOR * FY 2011-12	ADOPTED BUDGET FY 2012-13		*PROPOSED	APPROVED	ADOPTED
1				**RESOURCE**			
2	$ 17,797	$ 20,798	$ 17,000	Cash on Hand	$ -	$ -	
3	87	85	100	Interest	100	100	100
4	17,884	20,883	17,100	**TOTAL CASH AVAILABLE**	100	100	100
5							
6	56,236	51,475	58,836	Tax Receipts for Current Year	56,517	56,517	
7	56,236	51,475	58,836	**TOTAL TAXES**	56,517	56,517	-
8							
9							
10	237,354	243,041	276,124	Transfers from Revenue Fund	230,514	279,064	335,581
11							
12	**$ 311,474**	**$ 315,399**	**$ 352,060**	**TOTAL RESOURCES**	**$ 287,131**	**$ 335,681**	**$ 335,681**
13				**EXPENDITURES**			
14				*****COMMISSION, OFFICE & PARK*****			
15				PERSONNEL SERVICES			
16	5,900	6,000	6,000	Commissioners	6,000	6,000	6,000
17	38,729	34,531	51,800	Administration Wages & Salaries	39,457	39,457	39,457
18	22,872	20,019	21,500	Taxes & Benefits	15,826	15,826	15,826
19	**$ 67,501**	**$ 60,550**	**$ 79,300**	**TOTAL PERSONNEL SERVICES**	**$ 61,283**	**$ 61,283**	**$ 61,283**
20				MATERIAL & SERVICES			
21	48,516	48,516	48,550	Office Lease	-	48,550	48,550
22	5,696	6,349	6,000	All Utilities	-	-	-
23	15,409	11,724	22,080	Maintenance, Supplies & Services	16,834	16,834	16,834
24	10,084	8,072	15,000	Travel and Meeting Expenses	15,000	15,000	15,000
25	9,818	12,817	13,305	Dues and Memberships	14,210	14,210	14,210
26	26,492	24,735	25,625	Insurance	25,625	25,625	25,625
27	59,993	82,528	101,700	Professional Svcs-Legal & Other	101,679	101,679	101,679
28	20,750	18,650	22,000	Professional Svcs-Audit/Accounting	28,000	28,000	28,000
29	23,676	20,890	15,500	Port Newsletter	20,000	20,000	20,000
30	2,742	3,142	3,000	Press Releases-Promotions	4,500	4,500	4,500
31	**$ 223,175**	**$ 237,422**	**$ 272,760**	**TOTAL MATERIAL & SERVICES**	**$ 225,848**	**$ 274,398**	**$ 274,398**
32				CAPITAL OUTLAY			
33				Capital Purchase			
34	-	-	-	**TOTAL CAPITAL OUTLAY**	-	-	-
35	**$ 290,676**	**$ 297,972**	**$ 352,060**	**TOTAL COMMISSION, OFFICE & PARK**	**$ 287,131**	**$ 335,681**	**$ 335,681**
36				***APPROPRIATIONS***			
37	**$ 67,501**	**$ 60,550**	**$ 79,300**	**PERSONNEL SERVICES**	**$ 61,283**	**$ 61,283**	**$ 61,283**
38	**223,175**	**237,422**	**272,760**	**MATERIALS & SERVICES**	**225,848**	**274,398**	**274,398**
39	-	-	-	**CAPITAL OUTLAY**	-	-	-
40	-	-	-	**TRANSFERS**	-	-	-
41	**$ 290,676**	**$ 297,972**	**$ 352,060**	**TOTAL APPROPRIATIONS**	**$ 287,131**	**$ 335,681**	**$ 335,681**
42							
43	**$ 20,798**	**$ 17,426**	**$ -**	**ENDING FUND BALANCE**	**$ -**	**$ -**	**$ -**

FORM LB 20

PORT OF HOOD RIVER
REVENUE FUND
BUDGET FOR FISCAL YEAR 2013-14

	HISTORICAL DATA		ADOPTED BUDGET	RESOURCE DESCRIPTION	BUDGET FY 2013-14		
	2YRS PRIOR FY 2010-11	1YR PRIOR FY 2011-12	THIS YEAR FY 2012-13		PROPOSED	APPROVED	ADOPTED
1				CASH ON HAND-UNRESTRICTED			
2	$ 2,465,890	$ 3,962,625	$ 1,417,645	AVAILABLE CASH ON HAND(CASH BASIS)	$ 1,800,000	$ 1,800,000	$ 1,800,000
3	20,842	21,476	24,000	INTEREST	24,000	24,000	24,000
4	*$ 2,486,732*	*$ 3,984,101*	*$ 1,441,645*	*TOTAL CASH AVAILABLE*	*$ 1,824,000*	*$ 1,824,000*	*$ 1,824,000*
5							
6				**TOLL BRIDGE**			
7	$ 2,637,883	$ 2,879,455	$ 3,301,000	BRIDGE TOLLS	$ 3,355,757	$ 3,355,757	$ 3,355,757
8	8,000	8,000	8,000	CABLE CROSSING LEASES	10,000	10,000	10,000
9				GRANTS			
10	11,704	16,641	5,000	OTHER	8,774	8,774	8,774
11	**$ 2,657,588**	**$ 2,904,096**	**$ 3,314,000**	**TOTAL TOLL BRIDGE**	**$ 3,374,531**	**$ 3,374,531**	**$ 3,374,531**
12		$2,904,096					
13				**INDUSTRIAL BUILDINGS**			
14				***Big 7 Building***			
15	260,015	273,305	281,000	LEASE INCOME	276,276	276,276	276,276
16	49,642	50,670	55,000	REIMBURSABLE UTILITIES	58,567	58,567	58,567
17	10,548	13,338	13,750	PROPERTY TAX	14,055	14,055	14,055
18							
19	**$ 320,206**	**$ 337,313**	**$ 349,750**	**TOTAL BIG 7 BUILDING**	**$ 348,898**	**$ 348,898**	**$ 348,898**
20				***Jensen Property***			
21				JENSEN LAND RENT			
22	229,420	295,554	312,600	LEASE INCOME	315,225	315,225	315,225
23	43,304	72,305	94,500	REIMBURSABLE UTILITIES	97,618	97,618	97,618
24		35,127	38,000	PROPERTY TAX	39,796	39,796	39,796
25							
26	**$ 272,724**	**$ 402,986**	**$ 445,100**	**TOTAL JENSEN PROPERTY**	**$ 452,639**	**$ 452,639**	**$ 452,639**
27				***Maritime Building***			
28	115,025	121,698	120,000	LEASE INCOME	66,194	66,194	66,194
29	16,963	30,149	33,000	REIMBURSABLE UTILITIES	27,753	27,753	27,753
30	8,648	10,986	11,500	PROPERTY TAX	12,162	12,162	12,162
31	**$ 140,636**	**$ 162,833**	**$ 164,500**	**TOTAL MARITIME BUILDING**	**$ 106,109**	**$ 106,109**	**$ 106,109**
32				***Halyard Building***			
33	-	44,416	100,189	LEASE INCOME	154,938	154,938	154,938
34	-	4,532	10,000	REIMBURSABLE UTILITIES	23,634	23,634	23,634
35	-	9,731	21,500	PROPERTY TAXES	14,452	14,452	14,452
36	-	-		LAND SALES			
37	-	-	6,193	NOTES RECEIVABLE	5,950	5,950	5,950
38	-	-		GRANTS			
39	-	3,121	2,628,000	OTHER FINANCING SOURCES			
40	**$ -**	**$ 61,800**	**$ 2,765,882**	**TOTAL HALYARD BUILDING**	**$ 198,974**	**$ 198,974**	**$ 198,974**
41				***Expo Center***			
42	875	300	-	SPECIAL EVENTS	-	-	-
43	158,474	162,777	80,405	LEASE INCOME	144,149	144,149	144,149
44	27,618	32,017	29,300	REIMBURSABLE UTILITIES	24,840	24,840	24,840
45	13,989	14,040	14,500	PROPERTY TAXES	15,008	15,008	15,008
46			-	OTHER FINANCING SOURCES	-	-	-

FORM LB 20

PORT OF HOOD RIVER
REVENUE FUND
BUDGET FOR FISCAL YEAR 2013-14

	HISTORICAL DATA		ADOPTED BUDGET	RESOURCE DESCRIPTION	BUDGET FY 2013-14			
	2YRS PRIOR FY 2010-11	1YR PRIOR FY 2011-12	THIS YEAR FY 2012-13		PROPOSED	APPROVED	ADOPTED	
47				LAND SALE				47
48	$ 200,957	$ 209,134	$ 124,205	TOTAL EXPO CENTER	$ 183,997	$ 183,997	$ 183,997	48
49				***Timber Incubator Property***				49
50	49,950	51,750	25,650	LEASE INCOME	25,650	25,650	25,650	50
51	1,836	1,836	2,000	REIMBURSABLE UTILITIES	2,122	2,122	2,122	51
52	3,992	4,193	4,500	PROPERTY TAXES	2,778	2,778	2,778	52
53				LAND SALES				53
54	$ 55,778	$ 57,779	$ 32,150	TOTAL TIMBER INCUBATOR PROPERTY	$ 30,550	$ 30,550	$ 30,550	54
55				***Wasco Street Business Park***				55
56	121,649	125,895	129,387	LEASE INCOME	124,393	124,393	124,393	56
57	22,327	24,836	26,000	REIMBURSABLE UTILITIES	24,575	24,575	24,575	57
58	22,671	22,226	23,000	PROPERTY TAXES	23,548	23,548	23,548	58
59	15,908	14,429	14,430	NOTES RECEIVABLE	14,430	14,430	14,430	59
60	$ 182,555	$ 187,386	$ 192,817	TOTAL WASCO STREET BUSINESS PARK	$ 186,946	$ 186,946	$ 186,946	60
61				***UTS Portsite and New Site***				61
62	33,265			LEASE INCOME				62
63	4,827			REIMBURSABLE UTILITIES				63
64	4,680			PROPERTY TAX				64
65	309,495	-		OTHER FINANCING SOURCES	1,500,000	1,500,000	1,500,000	65
66	$ 352,266	$ -	$ -	TOTAL UTS PORTSITE AND NEW SITE	$ 1,500,000	$ 1,500,000	$ 1,500,000	66
67	$ 1,525,122	$ 1,419,231	$ 4,074,404	**TOTAL INDUSTRIAL BUILDINGS**	$ 3,008,113	$ 3,008,113	$ 3,008,113	67
68								68
69				**COMMERCIAL BUILDINGS**				69
70				**State DMV Office Building**				70
71	40,147	40,752	38,123	LEASE INCOME	36,973	36,973	36,973	71
72	805	2,914	3,500	REIMBURSABLE UTILITIES	3,201	3,201	3,201	72
73	598	614	700	PROPERTY TAX	-	-	-	73
74	$ 41,550	$ 44,280	$ 42,323	TOTAL STATE DMV OFFICE BUILDING	$ 40,174	$ 40,174	$ 40,174	74
75				**Marina Office Building**				75
76	26,995	30,472	47,735	LEASE INCOME	48,896	48,896	48,896	76
77	8,400	-		LAND LEASE				77
78	7,321	6,597	8,000	REIMBURSABLE UTILITIES	3,567	3,567	3,567	78
79	5,030	7,046	11,000	PROPERTY TAX	11,968	11,968	11,968	79
80				TI CONTRIBUTION				80
81	$ 47,347	$ 44,115	$ 66,735	TOTAL MARINA OFFICE BUILDING	$ 64,431	$ 64,431	$ 64,431	81
82				**Port Office**				82
83	48,516	48,516	48,516	LEASE INCOME	-	-	-	83
84	5,696	6,149	7,500	REIMBURSABLE UTILITIES	2,891	2,891	2,891	84
85			2,000	PROPERTY TAX	-	-	-	85

FORM LB 20

PORT OF HOOD RIVER
REVENUE FUND
BUDGET FOR FISCAL YEAR 2013-14

	HISTORICAL DATA		ADOPTED BUDGET	RESOURCE DESCRIPTION	BUDGET FY 2013-14			
	2YRS PRIOR FY 2010-11	1YR PRIOR FY 2011-12	THIS YEAR FY 2012-13		PROPOSED	APPROVED	ADOPTED	
86	$ 54,212	$ 54,665	$ 58,016	TOTAL PORT OFFICE	$ 2,891	$ 2,891	$ 2,891	86
87	$ 143,108	$ 143,060	$ 167,073	**TOTAL COMMERCIAL BUILDINGS**	$ 107,496	$ 107,496	$ 107,496	87
88								88
89				**WATERFRONT INDUSTRIAL LAND**				89
90	1,200	3,300	1,200	LEASE INCOME	1,200	1,200	1,200	90
91		580,880	190,000	LAND SALE	150,000	150,000	150,000	91
92	1,900	1,573		OTHER INCOME				92
93	97,799	21,723		INCOME FROM GRANTS				93
94	2,674	-		PROPERTY TAXES				94
95		18,250		URA Repayment	74,478	74,478	74,478	95
96	$ 103,572	$ 625,726	$ 191,200	**TOTAL WATERFRONT INDUSTRIAL LAND**	$ 225,678	$ 225,678	$ 225,678	96
97								97
98				**WATERFRONT RECREATION**				98
99				***Event Site***				99
100	26,030	32,330	27,000	-EVENT SITE PERMITS	27,000	27,000	27,000	100
101	17,985	27,575	27,000	-EVENT SITE DAY PASSES	30,771	30,771	30,771	101
102	5,975	8,150	9,000	-EVENT SITE SPECIAL EVENTS	9,000	9,000	9,000	102
103				-GRANTS				103
104	950	1,025	2,000	-CONCESSIONS	2,050	2,050	2,050	104
105								105
106	$ 50,940	$ 69,080	$65,000	TOTAL WATERFRONT EVENT SITE	$68,821	$68,821	$68,821	106
107				***Hook/Spit**				107
108	175	816	500	CONCESSION/SPECIAL EVENTS	513	513	513	108
109	$ 175	$ 816	$ 500	TOTAL HOOK/SPIT	$ 513	$ 513	$ 513	109
110				***Marina Park***				110
111	5,100	5,400	5,400	SHOP BUILDING #3	5,843	5,843	5,843	111
112	600	600	600	UTILITES	1,803	1,803	1,803	112
113	1,677	1,119	1,200	TAXES	1,200	1,200	1,200	113
114		100		CONCESSIONS	500	500	500	114
115	20,000	20,000	25,000	SAILING SCHOOLS	32,463	32,463	32,463	115
116	2,791	2,558	2,500	SHOWERS	2,500	2,500	2,500	116
117	1,450	-	-	PARKING-SPIT	-	-	-	117
118	2,250	3,600	2,500	SPECIAL EVENTS	2,500	2,500	2,500	118
119			356,000	GRANT	320,000	320,000	320,000	119
120	$ 33,868	$ 33,377	$ 393,200	TOTAL MARINA PARK	$ 366,809	$ 366,809	$ 366,809	120

FORM LB 20

PORT OF HOOD RIVER
REVENUE FUND
BUDGET FOR FISCAL YEAR 2013-14

	HISTORICAL DATA		ADOPTED BUDGET	RESOURCE DESCRIPTION	BUDGET FY 2013-14			
	2YRS PRIOR FY 2010-11	1YR PRIOR FY 2011-12	THIS YEAR FY 2012-13		PROPOSED	APPROVED	ADOPTED	
121	$ 84,983	$ 103,273	$ 458,700	**TOTAL WATERFRONT RECREATION**	$ 436,143	$ 436,143	$ 436,143	121
122								122
123				****MARINA ****				123
124	146,614	148,374	153,000	MOORAGE SLIP LEASE INCOME	217,513	217,513	217,513	124
125	-	-	1,650	DINGHY DOCK	1,650	1,650	1,650	125
126	6,125	6,125	6,125	STATE MARINE BOARD	6,125	6,100	6,100	126
127	7,397	12,549	7,200	REIMBURSABLE UTILITIES	16,364	16,364	16,364	127
128	6,742	9,499	7,500	MISCELLANEOUS-Transient dock	4,947	4,947	4,947	128
129	3,010	2,665	1,975	CRUISE SHIPS	1,975	1,975	1,975	129
130	279,733	-	405,000	FLEX LEASE	740,000	740,000	740,000	130
131	3,000	-		GRANT	3,203	3,203	3,203	131
132	$ 452,821	$ 179,212	$ 582,450	**TOTAL MARINA**	$ 991,777	$ 991,752	$ 991,752	132
133								133
134				**AIRPORT**				134
135	89,235	92,066	95,000	T-HANGARS LEASES INCOME	94,045	94,045	94,045	135
136	28,431	29,285	30,169	HANGAR 1 LEASE INCOME	30,923	30,923	30,923	136
137	10,654	-	12,360	HANGAR LEASE INCOME	12,362	12,362	12,362	137
138	23,737	22,296	14,006	LAND LEASES	12,529	12,529	12,529	138
139	20,729	20,479	21,000	REIMBURSED UTILITIES	25,208	25,208	25,208	139
140	2,193	2,226	2,500	PROPERTY TAX	2,575	2,575	2,575	140
141	89,168	320,039	2,205,000	GRANT	-	-	-	141
142				LOANS				142
143		6,741		MISCELLANEOUS				143
144	$ 264,146	$ 493,133	$ 2,380,034	**TOTAL AIRPORT**	$ 177,642	$ 177,642	$ 177,642	144
145								145
146								146
147				**GENERAL**				147
148				ADMINISTRATION GRANTS				148
149				EMPLOYEE MEDICAL				149
150		70,880		MISCELLANEOUS				150
151	$ -	$ 70,880	$ -	**TOTAL GENERAL**	$ -	$ -	$ -	151
152								152
153	$ 7,718,072	$ 9,922,712	$ 12,609,507	**TOTAL RESOURCES**	$ 10,145,380	$ 10,145,355	$ 10,145,355	153
154								154
155								155
156	$ 7,718,072	$ 9,922,712	$ 12,609,507	**TOTAL RESOURCES**	$ 10,145,380	$ 10,145,355	$ 10,145,355	156

FORM LB 20

PORT OF HOOD RIVER
REVENUE FUND
BUDGET FOR FISCAL YEAR 2013-14

	HISTORICAL DATA			EXPENDITURES DESCRIPTION	BUDGET FY 2013-14		
	2YRS PRIOR FY 2010-11	1 YR PRIOR FY 2011-12	REVISED BUDGET FY 2012-13		PROPOSED	APPROVED	ADOPTED
1				**TOLL BRIDGE**			
2				PERSONNEL SERVICES			
3	294,613	295,062	367,500	WAGES & SALARIES	502,690	502,690	502,690
4	123,135	133,401	130,700	TAXES & BENEFITS	172,514	172,514	172,514
5	$ 417,748	$ 428,463	$ 498,200	TOTAL PERSONNEL SERVICES	$ 675,204	$ 675,204	$ 675,204
6				MATERIALS & SERVICES			
7	10,030	11,125	11,429	ALL UTILITIES	17,408	17,408	17,408
8	791	817		FIXED MAINTENANCE	10,000	10,000	10,000
9	190,726	203,347	220,000	INSURANCE	225,815	225,815	225,815
10	34,917	11,783	25,000	PROFESSIONAL SERVICES -Design & Engineering	50,000	50,000	50,000
11	1,598	12,258	10,000	PROFESSIONAL SERVICES -Legal	1,000	1,000	1,000
12	-	24,343	30,000	CREDIT CARD PROCESSING	28,000	28,000	28,000
13	59,565	118,303	75,000	MISCELLANEOUS REPAIRS & PURCHASES	59,636	59,636	59,636
14	$ 297,627	$ 381,976	$ 371,429	TOTAL MATERIALS & SERVICES	$ 391,859	$ 391,859	$ 391,859
15				CAPITAL OUTLAY			
16		1,240,105	7,400	CAPITAL PURCHASE	5,000	5,000	5,000
17	$ -	$ 1,240,105	$ 7,400	TOTAL CAPITAL OUTLAY	$ 5,000	$ 5,000	$ 5,000
18	$ 715,375	$ 2,050,544	$ 877,029	TOTAL TOLL BRIDGE	$ 1,072,063	$ 1,072,063	$ 1,072,063
19				**INDUSTRIAL BUILDINGS**			
20				***Big 7 Building***			
21				PERSONNEL SERVICES			
22	21,593	21,458	23,500	WAGES & SALARIES	26,122	26,122	26,122
23	11,223	12,181	10,100	TAXES & BENEFITS	10,575	10,575	10,575
24	$ 32,816	$ 33,639	$ 33,600	TOTAL PERSONNEL SERVICES	$ 36,697	$ 36,697	$ 36,697
25				MATERIALS & SERVICES			
26	60,557	63,680	71,188	ALL UTILITIES	67,955	67,955	67,955
27	10,834	12,140	13,631	FIXED MAINTENANCE	9,640	9,640	9,640
28	6,671	6,763	6,966	INSURANCE	8,288	8,288	8,288
29	20,544	24,409	25,150	PROPERTY TAX	25,953	25,953	25,953
30	3,650		-	PROFESSIONAL SERVICES-Design & Engineering	1,000	1,000	1,000
31			-	PROFESSIONAL SERVICES-Commission	-	-	-
32	442	-	1,000	PROFESSIONAL SERVICES-Legal	1,000	1,000	1,000
33	13,554	6,111	7,000	MISCELLANEOUS REPAIRS & PURCHASES	12,173	12,173	12,173
34	$ 116,451	$ 113,103	$ 124,933	TOTAL MATERIALS & SERVICES	$ 126,009	$ 126,009	$ 126,009
35				CAPITAL OUTLAY			
36	120,981	-	32,666	CAPITAL PURCHASES	58,000	48,000	48,000
37	$ 120,981	$ -	$ 32,666	TOTAL CAPITAL OUTLAY	$ 58,000	$ 48,000	$ 48,000
38	*$ 270,248*	*$ 146,742*	*$ 191,199*	*TOTAL BIG 7 BUILDING*	*$ 220,706*	*$ 210,706*	*$ 210,706*
39				***Jensen Property***			
40				PERSONNEL SERVICES			
41	43,963	35,371	37,000	WAGES & SALARIES	40,142	40,142	40,142
42	24,381	22,588	16,125	TAXES & BENEFITS	16,293	16,293	16,293
43	$ 68,344	$ 57,959	$ 53,125	TOTAL PERSONNEL SERVICES	$ 56,435	$ 56,435	$ 56,435
44				MATERIALS & SERVICES			
45	75,010	98,250	106,000	ALL UTILITIES	108,465	108,465	108,465
46	1,001	986	1,200	FIXED MAINTENANCE	993	993	993
47	2,841	2,920	3,000	INSURANCE	3,917	3,917	3,917
48	29,491	36,656	39,000	PROPERTY TAX	39,796	39,796	39,796
49	5,583	675		PROFESSIONAL SERVICES-Design & Engineering	5,000	5,000	5,000
50	1,326	1,492	1,000	PROFESSIONAL SERVICES-Legal	1,000	1,000	1,000
51	4,133	4,910	16,000	MISCELLANEOUS REPAIRS & PURCHASES	17,340	17,340	17,340
52	$ 119,385	$ 145,889	$ 165,200	TOTAL MATERIAL & SERVICES	$ 176,511	$ 176,511	$ 176,511

FORM LB 20

PORT OF HOOD RIVER
REVENUE FUND
BUDGET FOR FISCAL YEAR 2013-14

	HISTORICAL DATA			EXPENDITURES DESCRIPTION	BUDGET FY 2013-14			
	2YRS PRIOR FY 2010-11	1 YR PRIOR FY 2011-12	REVISED BUDGET FY 2012-13		PROPOSED	APPROVED	ADOPTED	
53				CAPITAL OUTLAY				53
54	204,379	12,353	10,000	CAPITAL PURCHASES	105,550	105,550	105,550	54
55	$ 204,379	$ 12,353	$ 10,000	TOTAL CAPITAL OUTLAY	$ 105,550	$ 105,550	$ 105,550	55
56				DEBT SERVICE				56
57	144,936	144,942	145,000	PRINCIPAL & INTEREST	145,000	145,000	145,000	57
58	$ 144,936	$ 144,942	$ 145,000	TOTAL DEBT SERVICE	$ 145,000	$ 145,000	$ 145,000	58
59	*$ 537,044*	*$ 361,143*	*$ 373,325*	*TOTAL JENSEN PROPERTY*	*$ 483,496*	*$ 483,496*	*$ 483,496*	59
60				***Maritime Building***				60
61				PERSONNEL SERVICES				61
62	17,248	16,978	17,800	WAGES & SALARIES	20,297	20,297	20,297	62
63	9,064	9,702	7,700	TAXES & BENEFITS	8,019	8,019	8,019	63
64	$ 26,312	$ 26,680	$ 25,500	TOTAL PERSONNEL SERVICES	$ 28,316	$ 28,316	$ 28,316	64
65				MATERIALS & SERVICES				65
66	32,936	42,975	47,000	ALL UTILITIES	37,003	37,003	37,003	66
67	1,051	1,150	1,500	FIXED MAINTENANCE	1,269	1,269	1,269	67
68	3,000	3,041	-	INSURANCE	3,635	3,635	3,635	68
69	9,518	10,986	11,500	PROPERTY TAX	12,162	12,162	12,162	69
70	170	-	45,000	PROFESSIONAL SERVICES-Design & Engineering	10,000	10,000	10,000	70
71	323	-	2,500	PROFESSIONAL SERVICES-Legal	3,000	3,000	3,000	71
72	12,415	3,642	5,000	MISCELLANEOUS REPAIRS & PURCHASES	31,364	31,364	31,364	72
73	$ 59,412	$ 61,794	$ 112,500	TOTAL MATERIALS & SERVICES	$ 98,433	$ 98,433	$ 98,433	73
74				CAPITAL OUTLAY				74
75	44,681	225	39,000	CAPITAL PURCHASES	55,000	45,000	45,000	75
76	$ 44,681	$ 225	$ 39,000	TOTAL CAPITAL OUTLAY	$ 55,000	$ 45,000	$ 45,000	76
77	*$ 130,405*	*$ 88,699*	*$ 177,000*	*TOTAL MARITIME BUILDING*	*$ 181,749*	*$ 171,749*	*$ 171,749*	77
78				***Halyard Building***				78
79				PERSONNEL SERVICES				79
80	23,193	32,572	39,450	WAGES & SALARIES	36,534	36,534	36,534	80
81	12,683	19,588	17,000	TAXES & BENEFITS	14,642	14,642	14,642	81
82	$ 35,875	$ 52,160	$ 56,450	TOTAL PERSONNEL SERVICES	$ 51,176	$ 51,176	$ 51,176	82
83				MATERIALS & SERVICES				83
84	14,647	19,798	35,000	ALL UTILITIES	47,269	47,269	47,269	84
85	1,997	2,015	2,500	FIXED MAINTENANCE	2,240	2,240	2,240	85
86	2,987	2,985	3,100	INSURANCE	3,833	3,833	3,833	86
87		9,439	20,500	PROPERTY TAX	14,452	14,452	14,452	87
88	14,806	16,321	15,000	PROFESSIONAL SERVICES-Commission	-	-	-	88
89	131	3,240	10,000	PROFESSIONAL SERVICES-Design & Engineering	5,595	5,595	5,595	89
90	4,862	5,328	10,000	PROFESSIONAL SERVICES-Legal	3,000	3,000	3,000	90
91	2,059	9,948	5,000	MISCELLANEOUS REPAIRS & PURCHASES	27,228	27,228	27,228	91
92	$ 41,489	$ 69,074	$ 101,100	TOTAL MATERIALS & SERVICES	$ 103,617	$ 103,617	$ 103,617	92
93				CAPITAL OUTLAY				93
94	417,088	426,824	380,000	CAPITAL PURCHASES	175,000	175,000	175,000	94
95	$ 417,088	$ 426,824	$ 380,000	TOTAL CAPITAL OUTLAY	$ 175,000	$ 175,000	$ 175,000	95
96	*$ 494,452*	*$ 548,058*	*$ 537,550*	*TOTAL HALYARD BUILDING*	*$ 329,793*	*$ 329,793*	*$ 329,793*	96
97				***Expo Center***				97
98				PERSONNEL SERVICES				98
99	17,807	16,239	39,000	WAGES & SALARIES	23,518	23,518	23,518	99
100	10,378	10,459	16,500	TAXES & BENEFITS	9,458	9,458	9,458	100
101	$ 28,185	$ 26,698	$ 55,500	TOTAL PERSONNEL SERVICES	$ 32,976	$ 32,976	$ 32,976	101
102				MATERIALS & SERVICES				102
103	38,996	43,509	25,000	ALL UTILITIES	43,706	43,706	43,706	103
104	1,113	499	350	FIXED MAINTENANCE	3,064	3,064	3,064	104

FORM LB 20

PORT OF HOOD RIVER
REVENUE FUND
BUDGET FOR FISCAL YEAR 2013-14

	HISTORICAL DATA			EXPENDITURES DESCRIPTION	BUDGET FY 2013-14			
	2YRS PRIOR FY 2010-11	1 YR PRIOR FY 2011-12	REVISED BUDGET FY 2012-13		PROPOSED	APPROVED	ADOPTED	
105	5,680	5,734	-	INSURANCE	6,837	6,837	6,837	105
106	34,782	34,646	35,750	PROPERTY TAX	36,978	36,978	36,978	106
107	16,734	18,227	39,000	PROFESSIONAL SERVICES-Design & Engineering				107
108	1,572	21,553	10,000	PROFESSIONAL SERVICES-Legal	1,000	1,000	1,000	108
109	6,278	5,730	5,500	MISCELLANEOUS REPAIRS & PURCHASES	4,066	4,066	4,066	109
110	$ 105,155	$ 129,898	$ 115,600	TOTAL MATERIALS & SERVICES	$ 95,651	$ 95,651	$ 95,651	110
111				CAPITAL OUTLAY				111
112			2,349,988	CAPITAL PURCHASES	50,000	50,000	50,000	112
113	$ -	$ -	$ 2,349,988	TOTAL CAPITAL OUTLAY	$ 50,000	$ 50,000	$ 50,000	113
114	*$ 133,340*	*$ 156,586*	*$ 2,571,088*	*TOTAL EXPO CENTER*	*$ 178,627*	*$ 178,627*	*$ 178,627*	114
115				***Timber Incubator Property***				115
116				PERSONNEL SERVICES				116
117	12,240	15,956	20,250	WAGES & SALARIES	19,079	19,079	19,079	117
118	7,474	10,289	8,820	TAXES & BENEFITS	7,640	7,640	7,640	118
119	$ 19,714	$ 26,245	$ 29,070	TOTAL PERSONNEL SERVICES	$ 26,719	$ 26,719	$ 26,719	119
120				MATERIALS & SERVICES				120
121	4,734	5,259	6,500	ALL UTILITIES	6,063	6,063	6,063	121
122	1,609	1,156	1,100	FIXED MAINTENANCE	1,893	1,893	1,893	122
123	751	761	785	INSURANCE	897	897	897	123
124	7,463	4,193	4,318	PROPERTY TAX	7,937	7,937	7,937	124
125			5,000	PROFESSIONAL SERVICES-Design & Engineering	1,000	1,000	1,000	125
126	34	1,585	1,500	PROFESSIONAL SERVICES-Legal	1,000	1,000	1,000	126
127	514	1,689	2,000	MISCELLANEOUS REPAIRS & PURCHASES	1,487	1,487	1,487	127
128	$ 15,105	$ 14,643	$ 21,203	TOTAL MATERIALS & SERVICES	$ 20,277	$ 20,277	$ 20,277	128
129				CAPITAL OUTLAY				129
130			-	CAPITAL PURCHASES	10,000	-	-	130
131	$ -	$ -	$ -	TOTAL CAPITAL OUTLAY	$ 10,000	$ -	$ -	131
132	*$ 34,819*	*$ 40,888*	*$ 50,273*	*TOTAL TIMBER INCUBATOR PROPERTY*	*$ 56,996*	*$ 46,996*	*$ 46,996*	132
133				***Wasco Street Business Park***				133
134				PERSONNEL SERVICES				134
135	21,235	19,761	30,800	WAGES & SALARIES	32,679	32,679	32,679	135
136	12,574	12,720	13,500	TAXES & BENEFITS	13,270	13,270	13,270	136
137	$ 33,809	$ 32,481	$ 44,300	TOTAL PERSONNEL SERVICES	$ 45,949	$ 45,949	$ 45,949	137
138				MATERIALS & SERVICES				138
139	30,548	34,094	35,500	ALL UTILITIES	32,766	32,766	32,766	139
140	2,472	3,353	3,800	FIXED MAINTENANCE	458	458	458	140
141	2,510	2,544	2,620	INSURANCE	2,961	2,961	2,961	141
142	22,463	22,226	23,000	PROPERTY TAX	23,548	23,548	23,548	142
143		-		PROFESSIONAL SERVICES-Design & Engineering				143
144	51	18		PROFESSIONAL SERVICES-Legal	1,000	1,000	1,000	144
145	1,616	1,305	1,500	MISCELLANEOUS REPAIRS & PURCHASES	8,902	8,902	8,902	145
146	$ 59,659	$ 63,540	$ 66,420	TOTAL MATERIALS & SERVICES	$ 69,635	$ 69,635	$ 69,635	146
147				CAPITAL OUTLAY				147
148				CAPITAL PURCHASES	5,000	-	-	148
149	$ -	$ -	$ -	TOTAL CAPITAL OUTLAY	$ 5,000	$ -	$ -	149
150	*$ 93,468*	*$ 96,021*	*$ 110,720*	*TOTAL WASCO STREET BUSINESS PARK*	*$ 120,584*	*$ 115,584*	*$ 115,584*	150
151				***UTS Portsite or New Building***				151
152				PERSONNEL SERVICES				152
153	7,095			WAGES & SALARIES				153
154	4,096			TAXES & BENEFITS				154
155	$ 11,191	$ -	$ -	TOTAL PERSONNEL SERVICES	$ -	$ -	$ -	155

FORM LB 20

PORT OF HOOD RIVER
REVENUE FUND
BUDGET FOR FISCAL YEAR 2013-14

	HISTORICAL DATA				EXPENDITURES DESCRIPTION	BUDGET FY 2013-14			
	2YRS PRIOR FY 2010-11	1 YR PRIOR FY 2011-12	REVISED BUDGET FY 2012-13			PROPOSED	APPROVED	ADOPTED	
156				156	MATERIALS & SERVICES				156
157	16,577			157	ALL UTILITIES				157
158	1,821			158	FIXED MAINTENANCE				158
159	2,760			159	INSURANCE				159
160	10,429			160	PROPERTY TAX				160
161				161	PROFESSIONAL SERVICES-Design & Engineering	50,000	50,000	50,000	161
162	267			162	PROFESSIONAL SERVICES-Legal	5,000	5,000	5,000	162
163	1,499			163	MISCELLANEOUS REPAIRS & PURCHASES				163
164	$ 33,353	$ -	$ -	164	TOTAL MATERIALS & SERVICES	$ 55,000	$ 55,000	$ 55,000	164
165				165	CAPITAL OUTLAY				165
166	-	-	-	166	CAPITAL PURCHASES	1,500,000	1,500,000	1,500,000	166
167	$ -	$ -	$ -	167	TOTAL CAPITAL OUTLAY	$ 1,500,000	$ 1,500,000	$ 1,500,000	167
168	-	-	-	168	PRINCIPAL & INTEREST	70,000	70,000	70,000	168
169	$ -	$ -	$ -	169	TOTAL DEBT SERVICE	$ 70,000	$ 70,000	$ 70,000	169
170	*$ 44,544*	*$ -*	*$ -*	170	*TOTAL UTS PORTSITE OR NEW BUILDING*	*$ 1,625,000*	*$ 1,625,000*	*$ 1,625,000*	170
171	**$ 1,738,319**	**$ 1,438,148**	**$ 3,961,155**	171	**TOTAL INDUSTRIAL BUILDINGS**	**$ 3,196,951**	**$ 3,161,951**	**$ 3,161,951**	171
172				172	**COMMERCIAL BUILDINGS**				172
173				173	******State DMV Office Building******				173
174				174	PERSONNEL SERVICES				174
175	9,579	15,620	14,750	175	WAGES	13,371	13,371	13,371	175
176	5,328	9,331	6,250	176	BENEFITS	5,264	5,264	5,264	176
177	$ 14,907	$ 24,951	$ 21,000	177	TOTAL PERSONNEL SERVICES	$ 18,635	$ 18,635	$ 18,635	177
178				178	MATERIALS & SERVICES				178
179	4,554	5,774	5,200	179	ALL UTILITIES	4,573	4,573	4,573	179
180	7,028	7,808	8,500	180	FIXED MAINTENANCE	5,378	5,378	5,378	180
181	464	447	500	181	INSURANCE	551	551	551	181
182	598	-	700	182	PROPERTY TAX	-	-	-	182
183				183	PROFESSIONAL SERVICES-Design & Engineering				183
184	646	190		184	PROFESSIONAL SERVICES-Legal	100	100	100	184
185	1,527	3,005	5,000	185	MISCELLANEOUS REPAIRS & PURCHASES	9,644	9,644	9,644	185
186	$ 14,818	$ 17,224	$ 19,900	186	TOTAL MATERIALS & SERVICES	$ 20,246	$ 20,246	$ 20,246	186
187				187	CAPITAL OUTLAY				187
188	11,758	-	-	188	CAPITAL PURCHASES	4,000	-	-	188
189	$ 11,758	$ -	$ -	189	TOTAL CAPITAL OUTLAY	$ 4,000	$ -	$ -	189
190	*$ 41,483*	*$ 42,175*	*$ 40,900*	190	*TOTAL STATE DMV OFFICE BUILDING*	*$ 42,881*	*$ 38,881*	*$ 38,881*	190
191				191	******Marina Office Building******				191
192				192	PERSONNEL SERVICES				192
193	16,092	18,649	21,000	193	WAGES	21,697	21,697	21,697	193
194	8,911	10,727	9,025	194	BENEFITS	8,748	8,748	8,748	194
195	$ 25,003	$ 29,376	$ 30,025	195	TOTAL PERSONNEL SERVICES	$ 30,445	$ 30,445	$ 30,445	195
196				196	MATERIALS & SERVICES				196
197	10,601	10,937	12,500	197	ALL UTILITIES	9,000	9,000	9,000	197
198	99	7	-	198	FIXED MAINTENANCE	-	-	-	198
199	1,164	1,055	1,125	199	INSURANCE	1,312	1,312	1,312	199
200	5,030	9,992	11,000	200	PROPERTY TAX	11,968	11,968	11,968	200
201	11,761	31	-	201	PROFESSIONAL SERVICES-Design & Engineering	-	-	-	201
202	102	2,037	1,500	202	PROFESSIONAL SERVICES-Legal	100	100	100	202
203	2,833	8,253	-	203	MISCELLANEOUS REPAIRS & PURCHASES	2,912	2,912	2,912	203
204	$ 31,590	$ 32,352	$ 26,125	204	TOTAL MATERIALS & SERVICES	$ 25,292	$ 25,292	$ 25,292	204
205				205	CAPITAL OUTLAY				205

FORM LB 20

PORT OF HOOD RIVER
REVENUE FUND
BUDGET FOR FISCAL YEAR 2013-14

	HISTORICAL DATA			EXPENDITURES DESCRIPTION	BUDGET FY 2013-14			
	2YRS PRIOR FY 2010-11	1 YR PRIOR FY 2011-12	REVISED BUDGET FY 2012-13		PROPOSED	APPROVED	ADOPTED	
206	1,500	436,033	4,000	CAPITAL PURCHASES	50,000	50,000	50,000	206
207	$ 1,500	$ 436,033	$ 4,000	TOTAL CAPITAL OUTLAY	$ 50,000	$ 50,000	$ 50,000	207
208	*$ 58,093*	*$ 497,761*	*$ 60,159*	*TOTAL MARINA OFFICE BUILDING*	*$ 105,737*	*$ 105,737*	*$ 105,737*	208
209				***Port Office***				209
210				PERSONNEL SERVICES				210
211	9,998	10,322	17,550	WAGES	11,474	11,474	11,474	211
212	5,510	11,748	6,550	BENEFITS	4,578	4,578	4,578	212
213	$ 15,508	$ 22,070	$ 24,100	TOTAL PERSONNEL SERVICES	$ 16,052	$ 16,052	$ 16,052	213
214				MATERIALS & SERVICE				214
215	9,084	9,379	8,500	ALL UTILITIES	10,016	10,016	10,016	215
216	28	316	-	FIXED MAINTENANCE	915	915	915	216
217	1,005	-	1,150	INSURANCE	1,150	1,150	1,150	217
218		-	2,000	PROPERTY TAX	2,000	2,000	2,000	218
219		455		PROFESSIONAL SERVICES-Design & Engineering	-	-	-	219
220		1,602		PROFESSIONAL SERVICES-Legal	500	500	500	220
221	138	2,094	2,000	MISCELLANEOUS REPAIRS & PURCHASES	2,568	2,568	2,568	221
222	$ 10,255	$ 13,846	$ 13,650	TOTAL MATERIALS & SERVICES	$ 17,149	$ 17,149	$ 17,149	222
223				CAPITAL OUTLAY				223
224	2,448	7,273	114,000	CAPITAL PURCHASES	5,000	5,000	5,000	224
225	$ 2,448	$ 7,273	$ 114,000	TOTAL CAPITAL OUTLAY	$ 5,000	$ 5,000	$ 5,000	225
226	*$ 28,211*	*$ 43,189*	*$ 151,750*	*TOTAL PORT OFFICE*	*$ 38,201*	*$ 38,201*	*$ 38,201*	226
227	**$127,788**	**$583,125**	**$252,800**	**TOTAL COMMERCIAL BUILDINGS**	**$186,819**	**$182,819**	**$182,819**	227
228				**WATERFRONT INDUSTRIAL LAND**				228
229				PERSONNEL SERVICES				229
230	47,713	43,909	57,500	WAGES	29,730	29,730	29,730	230
231	23,870	25,212	23,600	BENEFITS	11,794	11,794	11,794	231
232	$ 71,583	$ 69,121	$ 81,100	TOTAL PERSONNEL SERVICES	$ 41,524	$ 41,524	$ 41,524	232
233				MATERIALS & SERVICES				233
234				NICHOLS BASIN				234
235	35	183		FIXED MAINTENANCE				235
236	44,450	47,025	90,000	PROFESSIONAL SERVICES-Design & Engineering	130,000	130,000	130,000	236
237		4,902	30,300	PROFESSIONAL SERVICES-Misc	8,000	8,000	8,000	237
238	6,067	30,428	35,000	PROFESSIONAL SERVICES-Legal	10,000	10,000	10,000	238
239	2,593	-		NICHOLS BASIN-taxes				239
240	4,239	4,841	2,000	ALL UTILITIES	4,946	4,946	4,946	240
241	6,839	1,969	2,000	MISCELLANEOUS REPAIRS & PURCHASES	12,787	12,787	12,787	241
242	$ 64,222	$ 89,348	$ 159,300	TOTAL MATERIAL & SERVICES	$ 165,733	$ 165,733	$ 165,733	242
243				CAPITAL OUTLAY				243
244	39,494	174,897	522,000	CAPITAL PURCHASE	185,527	185,527	185,527	244
245	$ 39,494	$ 174,897	$ 522,000	TOTAL CAPITAL OUTLAY	$ 185,527	$ 185,527	$ 185,527	245
246				DEBT				246
247		-		DEBT SERVICE				247
248			$ -	TOTAL DEBT	$ -	$ -	$ -	248
249	**$ 175,299**	**$ 333,366**	**$ 762,400**	**TOTAL WATERFRONT INDUSTRIAL LAND**	**$ 392,784**	**$ 392,784**	**$ 392,784**	249
250				**WATERFRONT RECREATION**				250
251				***Event Site ***				251
252	49,891	53,187	92,500	PERSONNEL SERVICES				252
253	23,619	26,221	23,400	WAGES	95,297	95,297	95,297	253
254	$ 73,509	$ 79,408	$ 115,900	BENEFITS	22,233	22,233	22,233	254
255				TOTAL PERSONNEL SERVICES	$ 117,530	$ 117,530	$ 117,530	255
256	7,859	8,797	9,000	MATERIALS & SERVICES				256
				ALL UTILITIES	12,402	12,402	12,402	

FORM LB 20

PORT OF HOOD RIVER
REVENUE FUND
BUDGET FOR FISCAL YEAR 2013-14

HISTORICAL DATA			EXPENDITURES DESCRIPTION	BUDGET FY 2013-14		
2YRS PRIOR FY 2010-11	1 YR PRIOR FY 2011-12	REVISED BUDGET FY 2012-13		PROPOSED	APPROVED	ADOPTED
140	-		FIXED MAINTENANCE			
447	453	475	INSURANCE	492	492	492
250	626	2,000	PROFESSIONAL SERVICES-Design & Engineering	-	-	-
1,003	126	1,500	PROFESSIONAL SERVICES-Legal	1,000	1,000	1,000
21,079	7,071	8,000	MISCELLANEOUS REPAIRS & PURCHASES	6,210	6,210	6,210
$ 30,779	$ 17,073	$ 20,975	TOTAL MATERIALS & SERVICES	$ 20,104	$ 20,104	$ 20,104
			CAPITAL OUTLAY			
70,546	-	-	CAPITAL PURCHASES	165,000	35,000	35,000
$ 70,546	$ -	$ -	TOTAL CAPITAL OUTLAY	$ 165,000	$ 35,000	$ 35,000
$ 174,834	*$ 98,481*	*$ 136,875*	*TOTAL WATERFRONT EVENT SITE*	*$ 302,634*	*$ 172,634*	*$ 172,634*
			Hook/Spit*			
			PERSONNEL SERVICES			
27,593	22,492	26,715	WAGES & SALARIES	30,458	30,458	30,458
14,132	16,143	9,950	TAXES & BENEFITS	10,825	10,825	10,825
$ 41,725	$ 38,636	$ 36,665	TOTAL PERSONNEL SERVICES	$ 41,283	$ 41,283	$ 41,283
			MATERIALS & SERVICES			
	1,152		PROFESSIONAL SERVICES-Design & Engineering-WRDA			
			PROFESSIONAL SERVICES-Legal	500	500	500
12,004	12,808	15,000	MISCELLANEOUS REPAIRS & PURCHASES	14,084	14,084	14,084
$ 12,004	$ 13,960	$ 15,000	TOTAL MATERIAL & SERVICES	$ 14,584	$ 14,584	$ 14,584
			CAPITAL OUTLAY			
		-	CAPITAL PURCHASES	105,000	105,000	105,000
		$ -	TOTAL CAPITAL OUTLAY	$ 105,000	$ 105,000	$ 105,000
$ 53,729	*$ 52,596*	*$ 51,665*	*TOTAL HOOK/SPIT*	*$ 160,867*	*$ 160,867*	*$ 160,867*
			Marina Park*			
			PERSONNEL SERVICES			
119,166	122,957	151,500	WAGES & SALARIES	149,077	149,077	149,077
63,968	71,086	56,850	TAXES & BENEFITS	56,026	56,026	56,026
$ 183,134	$ 194,043	$ 208,350	TOTAL PERSONNEL SERVICES	$ 205,103	$ 205,103	$ 205,103
			MATERIALS & SERVICES			
19,797	21,043	20,000	ALL UTILITIES	25,733	25,733	25,733
5,721	5,343	6,000	FIXED MAINTENANCE	7,089	7,089	7,089
501	507	575	INSURANCE	659	659	659
1,677	1,108		PROPERTY TAX	1,182	1,182	1,182
			PROFESSIONAL SERVICES-Design & Engineering			
1,268	394	5,000	PROFESSIONAL SERVICES-Legal	3,000	3,000	3,000
7,683	15,636	20,000	MISCELLANEOUS REPAIRS & PURCHASES	7,850	7,850	7,850
$ 36,146	$ 44,031	$ 51,575	TOTAL MATERIALS & SERVICE	$ 45,513	$ 45,513	$ 45,513
			CAPITAL OUTLAY			
		20,000	CAPITAL PURCHASES	400,000	439,000	439,000
$ -	$ -	$ 20,000	TOTAL CAPITAL OUTLAY	$ 400,000	$ 439,000	$ 439,000
$ 219,280	*$ 238,074*	*$ 279,925*	*TOTAL MARINA PARK*	*$ 650,616*	*$ 689,616*	*$ 689,616*
$ 447,843	**$ 387,151**	**$ 468,465**	**TOTAL WATERFRONT RECREATION MARINA**	**$ 1,114,117**	**$ 1,023,117**	**$ 1,023,117**
			PERSONNEL SERVICES			
41,992	42,470	57,500	WAGES & SALARIES	100,450	100,450	100,450
24,230	26,742	23,250	TAXES & BENEFITS	39,074	39,074	39,074
$ 66,222	$ 69,212	$ 80,750	TOTAL PERSONNEL SERVICES	$ 139,524	$ 139,524	$ 139,524
			MATERIALS & SERVICES			
22,123	22,071	21,638	ALL UTILITIES	24,468	24,468	24,468
1,169	1,100	1,500	FIXED MAINTENANCE	2,102	2,102	2,102
1,354	1,845	1,901	INSURANCE	5,201	5,201	5,201

FORM LB 20

PORT OF HOOD RIVER
REVENUE FUND
BUDGET FOR FISCAL YEAR 2013-14

HISTORICAL DATA			EXPENDITURES DESCRIPTION	BUDGET FY 2013-14		
2YRS PRIOR FY 2010-11	1 YR PRIOR FY 2011-12	REVISED BUDGET FY 2012-13		PROPOSED	APPROVED	ADOPTED
	-	1,160	PROPERTY TAX	-	-	-
150	151	27,000	PROFESSIONAL SERVICES-Design & Engineering	10,000	10,000	10,000
51	988	1,500	PROFESSIONAL SERVICES-Legal	1,000	1,000	1,000
8,318	24,383	30,000	MISCELLANEOUS REPAIRS & PURCHASES	23,406	23,406	23,406
$ 33,165	$ 50,538	$ 84,697	TOTAL MATERIALS & SERVICE	$ 66,177	$ 66,177	$ 66,177
			CAPITAL OUTLAY			
28,748	138,687	470,000	CAPITAL PURCHASES	570,000	570,000	570,000
$ 28,748	$ 138,687	$ 470,000	TOTAL CAPITAL OUTLAY	$ 570,000	$ 570,000	$ 570,000
			DEBT			
17,403	24,843	26,000	PRINCIPAL & INTEREST	114,979	114,979	114,979
$ 17,403	$ 24,843	$ 26,000	TOTAL DEBT	$ 114,979	$ 114,979	$ 114,979
$ 145,538	*$ 283,280*	*$ 661,447*	*TOTAL MARINA*	*$ 890,680*	*$ 890,680*	*$ 890,680*
$ 145,538	**$ 283,280**	**$ 661,447**	**TOTAL MARINA**	**$ 890,680**	**$ 890,680**	**$ 890,680**
			AIRPORT			
			PERSONNEL SERVICES			
46,778	42,238	58,200	WAGES & SALARIES	50,113	50,113	50,113
26,311	25,949	24,050	TAXES & BENEFITS	20,372	20,372	20,372
$ 73,089	$ 68,187	$ 82,250	TOTAL PERSONNEL SERVICES	$ 70,485	$ 70,485	$ 70,485
			MATERIALS & SERVICES			
33,636	34,134	35,500	ALL UTILITIES	37,624	37,624	37,624
23,585	23,557	16,000	FIXED MAINTENANCE	17,630	17,630	17,630
7,352	7,355	7,575	INSURANCE	8,145	8,145	8,145
3,508	3,842	4,000	PROPERTY TAX	4,087	4,087	4,087
2,861	1,334	15,000	PROFESSIONAL SERVICES-Design & Engineering	2,000	2,000	2,000
35,198	7,010		PROFESSIONAL SERVICES-Legal	15,000	15,000	15,000
9,581	8,164	15,000	MISCELLANEOUS REPAIRS & PURCHASES	10,350	10,350	10,350
$ 115,721	$ 85,396	$ 93,075	TOTAL MATERIALS & SERVICES	$ 94,836	$ 94,836	$ 94,836
			CAPITAL OUTLAY			
94,785	433,294	2,597,646	CAPITAL PURCHASES	-	-	-
$ 94,785	$ 433,294	$ 2,597,646	TOTAL CAPITAL OUTLAY	$ -	$ -	$ -
$ 283,595	**$ 586,877**	**$ 2,772,971**	**TOTAL AIRPORT**	**$ 165,321**	**$ 165,321**	**$ 165,321**
			ADMINISTRATION			
			PERSONNEL SERVICES			
			WAGES & SALARIES			
-	-	12,000	TAXES & BENEFITS	12,000	12,000	12,000
$ -	$ -	$ 12,000	TOTAL PERSONNEL SERVICES	$ 12,000	$ 12,000	$ 12,000
			MATERIALS & SERVICES			
59,006	30,975	42,041	UNALLOCATED PURCHASES	43,145	43,145	43,145
8,075	170		NSF CHECKS-BAD DEBT	200	200	200
(361)	4,513	3,500	INSURANCE	4,700	4,700	4,700
1,954	1,222	5,000	PROFESSIONAL SERVICES-Legal	5,000	5,000	5,000
18,147			PROFESSIONAL SERVICES-State Lobbying	5,000	5,000	5,000
		14,000	PROFESSIONAL SERVICES-Building Inspections & signage	10,000	10,000	10,000
			PROFESSIONAL SERVICES-Land Acquistion	4,000	4,000	4,000
6,633	9,390	7,000	TRAVEL & MEETING	8,000	8,000	8,000
$ 93,455	$ 46,270	$ 71,541	TOTAL MATERIALS & SERVICES	$ 80,045	$ 80,045	$ 80,045
			CAPITAL OUTLAY			
2,188	2,270	5,000	CAPITAL PURCHASES	50,175	50,175	50,175
$ 2,188	$ 2,270	$ 5,000	TOTAL CAPITAL OUTLAY	$ 50,175	$ 50,175	$ 50,175
$ 95,643	**$ 48,540**	**$ 88,541**	**TOTAL ADMINISTRATION**	**$ 142,220**	**$ 142,220**	**$ 142,220**
			MAINTENANCE			
			PERSONNEL SERVICES			

FORM LB 20

PORT OF HOOD RIVER
REVENUE FUND
BUDGET FOR FISCAL YEAR 2013-14

	HISTORICAL DATA				EXPENDITURES DESCRIPTION	BUDGET FY 2013-14			
	2YRS PRIOR FY 2010-11	1 YR PRIOR FY 2011-12	REVISED BUDGET FY 2012-13			PROPOSED	APPROVED	ADOPTED	
362					WAGES & SALARIES				362
363	817				TAXES & BENEFITS				363
364	$ 817	$ -	$ -		TOTAL PERSONNEL SERVICES	$ -	$ -	$ -	364
365					MATERIALS & SERVICES				365
366					PROFESSIONAL SERVICES	-	-	-	366
367	3,479	3,455	3,200		INSURANCE	4,000	4,000	4,000	367
368	31,914	30,708	28,000		UNALLOCATED PURCHASES	30,000	30,000	30,000	368
369	26,262	25,974	39,000		MACHINERY MAINTENANCE	37,896	37,896	37,896	369
370	$ 61,655	$ 60,137	$ 70,200		TOTAL MATERIALS & SERVICES	$ 71,896	$ 71,896	$ 71,896	370
371					CAPITAL OUTLAY				371
372	1,343	4,400	35,000		CAPITAL PURCHASES	40,000	40,000	40,000	372
373	$ 1,343	$ 4,400	$ 35,000		TOTAL CAPITAL OUTLAY	$ 40,000	$ 40,000	$ 40,000	373
374	$ 63,815	$ 64,537	$ 105,200		**TOTAL MAINTENANCE**	$ 111,896	$ 111,896	$ 111,896	374
375									375
376	$ 3,793,214	$ 5,775,569	$ 9,950,008		**TOTAL OPERATIONS EXPENDITURES**	$ 7,272,851	$ 7,142,851	$ 7,142,851	376
377									377
378	237,354	243,041	276,124		TRANSFER-GENERAL FUND	230,514	279,064	335,581	378
379	1,121,402	1,875,158	1,734,000		TRANSFER-BRIDGE REPLACEMENT FUND	1,300,000	1,371,557	1,371,557	379
380	-	-	-		CONTINGENCY - OPERATING	-	500,000	500,000	380
381									381
382	**$ 5,151,970**	**$ 7,893,768**	**$ 11,960,132**		**TOTAL EXPENDITURES**	**$ 8,803,365**	**$ 9,293,472**	**$ 9,349,989**	382
383									383
384	**$ 2,566,102**	**$ 2,028,944**	**$ 649,375**		**ENDING FUND BALANCE**	**$ 1,342,015**	**$ 851,883**	**$ 795,366**	384
385									385
386									386
387					**APPROPRIATIONS**				387
388	**$ 1,239,491**	**$ 1,279,329**	**$ 1,487,885**		**PERSONNEL SERVICES**	**$ 1,646,053**	**$ 1,646,053**	**$ 1,646,053**	388
389	**$ 1,351,446**	**$ 1,450,094**	**$ 1,704,423**		**MATERIALS & SERVICES**	**$ 1,758,567**	**$ 1,758,567**	**$ 1,758,567**	389
390	**$ 1,039,939**	**$ 2,876,361**	**$ 6,586,700**		**CAPITAL OUTLAY**	**$ 3,538,252**	**$ 3,408,252**	**$ 3,408,252**	390
391	**$ 162,339**	**$ 169,785**	**$ 171,000**		**DEBT SERVICES**	**$ 329,979**	**$ 329,979**	**$ 329,979**	391
392	**$ 1,358,756**	**$ 2,118,199**	**$ 2,010,124**		**TRANSFERS**	**$ 1,530,514**	**$ 1,650,621**	**$ 1,707,138**	392
393	**$ -**	**$ -**	**$ -**		**CONTINGENCIES**	**$ -**	**$ 500,000**	**$ 500,000**	393
394	**$ 2,566,102**	**$ 2,028,944**	**$ 649,375**		**UNRESERVED FUND BALANCE**	**$ 1,342,015**	**$ 851,883**	**$ 795,366**	394
395									395
396	**$ 7,718,072**	**$ 9,922,712**	**$ 12,609,507**		**TOTAL APPROPRIATIONS**	**$ 10,145,380**	**$ 10,145,355**	**$ 10,145,355**	396

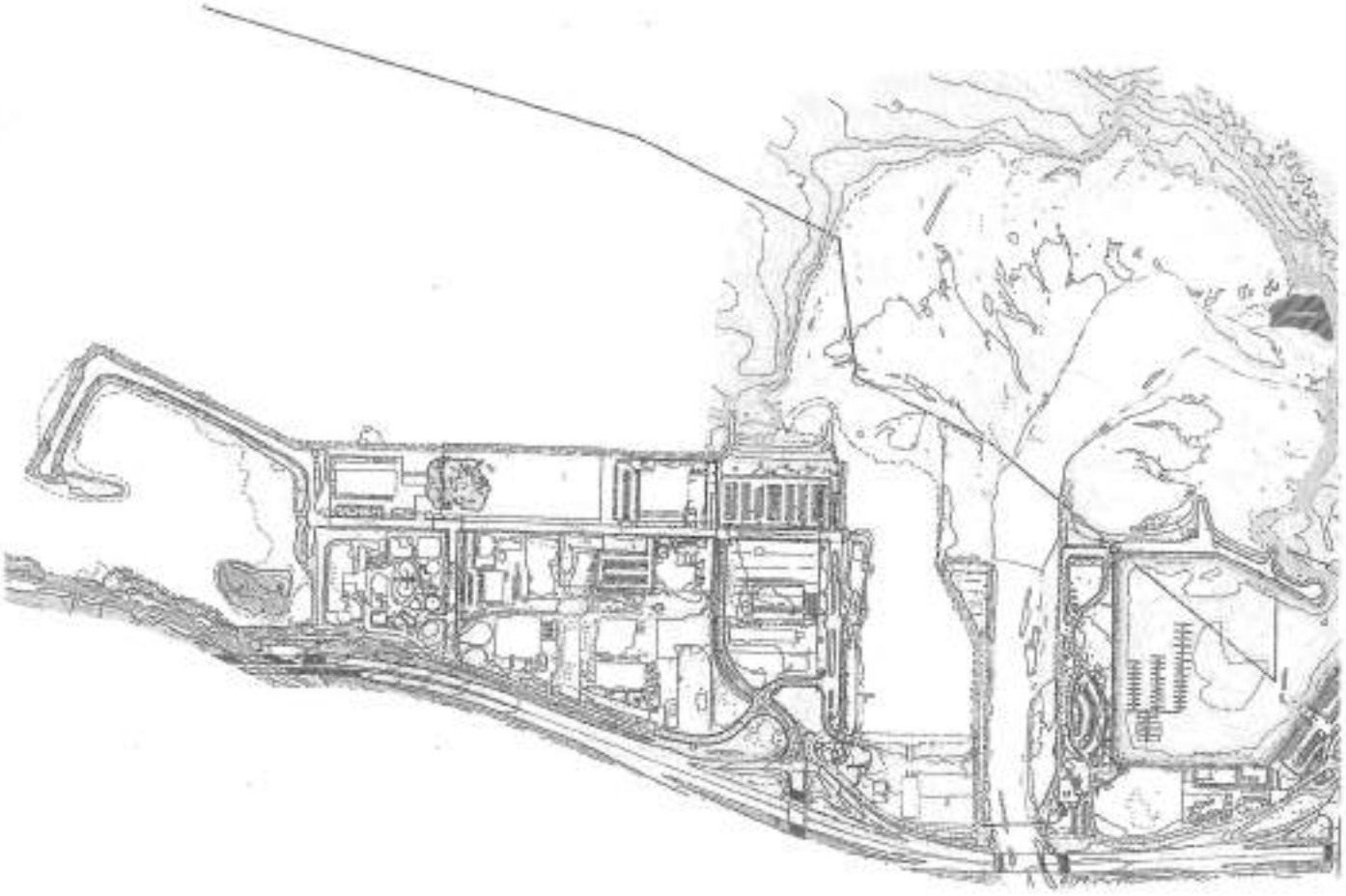
FORM LB-31

PORT OF HOOD RIVER
BRIDGE REPAIR AND REPLACEMENT FUND
BUDGET FOR FISCAL YEAR 2013-14

HISTORICAL DATA			RESOURCE & EXPENDITURE DESCRIPTION	BUDGET FY 2013-14		
2YRS PRIOR FY 2010-11	1ST PRECEDING FY 2011-12	REVISED BUDGET FY 2012-13		PROPOSED	APPROVED	ADOPTED
			RESOURCE			
$ 755,198	$ 1,079,017	$ 894,541	BEGINNING FUND BALANCE	$ 939,941	$ 939,941	$ 939,941
3,962	3,628	4,000	INTEREST INCOME	4,000	4,000	4,000
			BOND PROCEEDS			
			GRANT			
			OTHER INCOME			
759,160	1,082,645	898,541	TOTAL CASH AVAILABLE	943,941	943,941	943,941
1,121,402	1,875,158	1,734,000	TRANSFER FROM REVENUE FUND	1,300,000	1,371,557	1,371,557
$ 1,880,562	**$ 2,957,803**	**$ 2,632,541**	**TOTAL RESOURCES**	**$ 2,243,941**	**$ 2,315,498**	**$ 2,315,498**
			EXPENDITURES			
			PERSONNEL SERVICES			
8,535	20,088	8,750	WAGES	8,750	8,750	8,750
4,333	12,189	3,500	BENEFITS	3,500	3,500	3,500
$ 12,868	$ 32,277	$ 12,250	TOTAL PERSONNEL SERVICES	$ 12,250	$ 12,250	$ 12,250
			MATERIAL & SERVICES			
			MAINTENANCE	18,161	18,161	18,161
64,873	700	-	PROFESSIONAL SERVICES	-	-	-
			FLAGGING			
	477	1,000	MISCELLANEOUS	1,500	1,500	1,500
$ 64,873	$ 1,177	$ 1,000	TOTAL MATERIAL & SERVICES	$ 19,661	$ 19,661	$ 19,661
			CAPITAL OUTLAY			
16,265	1,275,720	934,000	CAPITAL PURCHASE	225,000	195,000	195,000
$ 16,265	$ 1,275,720	$ 934,000	TOTAL CAPITAL OUTLAY	$ 225,000	$ 195,000	$ 195,000
			DEBT			
707,539	708,688	704,000	DEBT SERVICE	704,000	704,000	704,000
$ 707,539	$ 708,688	$ 704,000	TOTAL DEBT	$ 704,000	$ 704,000	$ 704,000
$ 801,545	**$ 2,017,862**	**$ 1,651,250**	**TOTAL OPERATIONS EXPENDITURES**	**$ 960,911**	**$ 930,911**	**$ 930,911**
$ -	**$ -**	**$ -**	**TRANSFERS-REVENUE FUND**	**$ -**	**$ -**	**$ -**
$ -	**$ -**	**$ -**	**CONTINGENCY**	**$ -**	**$ 500,000**	**$ 500,000**
$ 801,545	**$ 2,017,862**	**$ 1,651,250**	**TOTAL EXPENDITURES**	**$ 960,911**	**$ 1,430,911**	**$ 1,430,911**
$ 1,079,017	**$ 939,941**	**$ 981,291**	**ENDING FUND BALANCE**	**$ 1,283,030**	**$ 884,587**	**$ 884,587**
			APPROPRIATIONS			
$ 12,868	**$ 32,277**	**$ 12,250**	**PERSONNEL SERVICES**	**$ 12,250**	**$ 12,250**	**$ 12,250**
$ 64,873	**$ 1,177**	**$ 1,000**	**MATERIALS & SERVICES**	**$ 19,661**	**$ 19,661**	**$ 19,661**
$ 16,265	**$ 1,275,720**	**$ 934,000**	**CAPITAL OUTLAY**	**$ 225,000**	**$ 195,000**	**$ 195,000**
$ 707,539	**$ 708,688**	**$ 704,000**	**DEBT SERVICES**	**$ 704,000**	**$ 704,000**	**$ 704,000**
$ -	**$ -**	**$ -**	**TRANSFERS**	**$ -**	**$ -**	**$ -**
$ -	**$ -**	**$ -**	**CONTINGENCIES**	**$ -**	**$ 500,000**	**$ 500,000**
$ 379,017	**$ 239,941**	**$ 281,291**	**UNRESERVED FUND BALANCE**	**$ 581,030**	**$ 182,587**	**$ 182,587**
$ 700,000	**$ 700,000**	**$ 700,000**	**RESERVED FUND BALANCE**	**$ 702,000**	**$ 702,000**	**$ 702,000**

Hood River Waterfront Development Strategy

September 2007



GROUP MACKENZIE

GROUP MACKENZIE

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APPENDIX

1. 2006 Covered Employment and Wages Summary Report – Hood River County

GROUP MACKENZIE
Since 1960

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I. INTRODUCTION

The Hood River Waterfront, adjacent to I-84 and on the Columbia River, is a unique public resource, both for economic development and for recreational use. The Port of Hood River, owner of a significant portion of the of the approximately 65-acre site, seeks to pursue appropriate development that creates jobs and new investment, while meeting public policy objectives. The Port also seeks to balance economic, recreational, development and public access, using a sustainable approach. This Waterfront Development Strategy is intended to:

- Define community objectives
- Identify an overall concept that provides the framework for future waterfront development
- Describe specific actions to guide the Port's investments, marketing and business development over the coming 5-10 years



II. DEVELOPMENT CONCEPT

A. PUBLIC OBJECTIVES

Because of its unique characteristics and developable areas, the Hood River Waterfront can accommodate an unusually diverse mix of uses and activities. To be successful, these uses will need to work together to achieve community objectives. The area currently includes private businesses; world-class recreation sites; innovative, homegrown companies; parks/open space; and vacant land for new development. Any development strategy for the waterfront needs to support this diversity of uses in a way that meets the aspirations of the City of Hood River and constituents of the larger Port District.

- Business Development
- Job Retention and Creation
- Support Quality Recreation
- Protect Riverine Habitat
- Ensure Quality Development
- Utilize Collaborative Process

Following are key public policy objectives:

1) Support Business Development

- Preserve current industrial uses
- Offer sites for local businesses
- Provide for a mix of employment types and uses
- Promote new private investment

The waterfront area is the current home of Hood River Distillers and other firms. Providing opportunities for these firms to prosper and grow is critically important. In a 2006 study, E.D. Hovee and Company identified a significant need for suitable sites to meet the expansion needs of firms currently in Hood River and the surrounding area. This objective supports both the existing investments and the market demand for employment land, and realizes that private investment will drive new development and proved a variety of desired uses.

2) Promote Job Retention and Creation

- Target quality jobs
- Enhance job opportunities for local residents
- Maintain minimum job density

The Port of Hood River Commission has expressed a focus on new employment growth for the waterfront area. This objective supports that focus and identifies that job quality is an important criteria of new employment. A quality job can be defined by the wages and benefits paid to employees. It is recommended that the Port adopt

a guideline requiring firms that locate in the waterfront area to pay at, or above, the county average for their industry. For example, the average wage paid for all manufacturing jobs in Hood River County in 2006 was $32,710. Appendix 1 has a table of 2006 average wages for Hood River County employment, broken down by the potential industries for the waterfront properties. This information can be used as a guide and would need to be updated on an annual basis. In addition to wages, benefits provided to employees, such as medical coverage, are also elements of job quality and should be considered by the Port as part of the evaluation.

To ensure efficient use of limited land resources for job creation, a job density guideline should be considered. The recommended guideline is a minimum of 1 employee per every 1,000 square feet of building. For reference purposes, an office use averages approximately 1 employee per 350 square feet; a distribution/warehouse use averages approximately 1 employee per 2000 square feet.

3) Support High Quality Recreation

- Sustain existing recreational activities on the water
- Maintain and enhance waterfront recreation sites
- Improve pedestrian access to the river and downtown

The Columbia Gorge is a world-class center for windsurfing and kite boarding. The waterfront property provides an access point to the Columbia River for recreation and also is an outdoor space for families and others to enjoy the river. The Event Site, Hook, Spit and the future city park provide significant public space and water access that should be preserved. Public access, via a path along the water, and connections to the water and downtown, via a Public Access Way (PAW), are also important elements of future development.

4) Protect Riverine Habitat

- Provide for appropriate and adequate landscape plantings along the water's edge
- Protect areas of existing bio-habitat
- Insure upland development that does not degrade habitat conditions in the Columbia River

The Columbia River and adjacent shoreline have important habitat values. Habitat protection should be considered with any waterfront development. The character of the waterfront edge can be a transition between the natural environment and upland development. The boundaries of areas of commercial development

can provide design features that enhance compatibility with adjacent recreation areas.

5) Ensure Quality Development

- Promote sustainable development
- Promote placed-based planning principals
- Encourage quality design and construction
- Make strategic infrastructure investments

The waterfront area is a limited and very visible resource for the Port and the community. Ensuring that the development that occurs is of high quality is critically important. Development of the waterfront should support a vision of green development. Sustainable development is not a specific action; rather, it is an approach to development of the area. It includes infrastructure, building design and operation, and can even extend into the types of firms and the relationships between firms located in the waterfront area.

The uses in the waterfront area need to be compatible with one another and support, rather than detract from, other private and public investments. To ensure quality, the Port can seek adherence to certain design principles that promote quality, sustainable development.

The Port, with its infrastructure investments, should also contribute to the overall quality of development and stimulate private investment that meets the public objectives.

6) Utilize a Collaborative Process

- Build consensus for the development concept and strategies
- Respond to market opportunities, while also retaining longer-term potential
- Work with City to ensure appropriate land use regulations that support public objectives

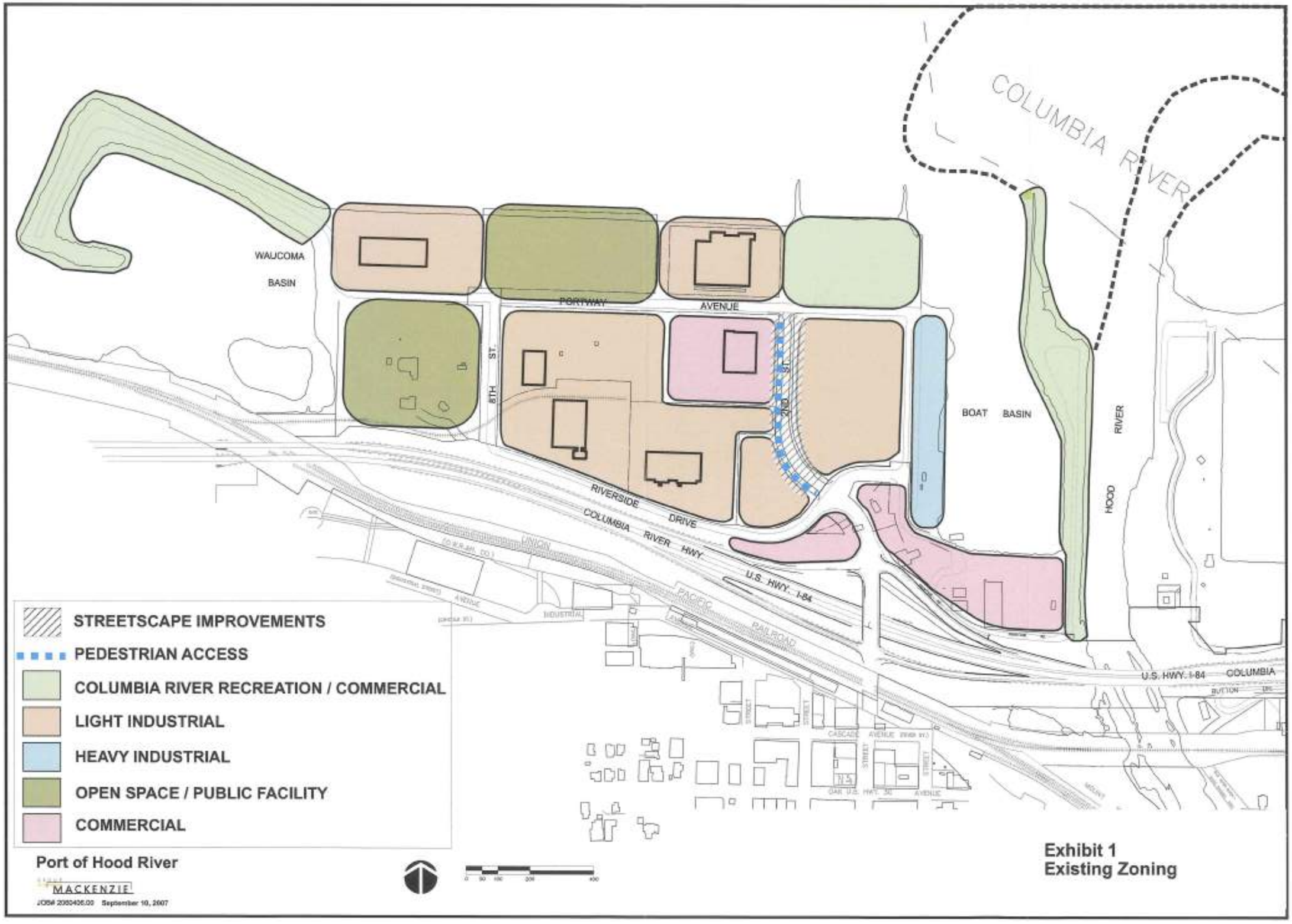
The waterfront area is a public resource. It is important that the process to determine the development strategy be collaborative, responsive to opportunities and supported by public policy.

B. DEVELOPMENT CONCEPT

Existing Land Uses/Zoning

The waterfront area is a unique combination of existing industrial users, public open space, municipal treatment facilities, underutilized properties and vacant land. The area is primarily zoned for light industrial uses, but also has some existing sites that are, or have recently been rezoned for, commercial zoning. The land adjacent to the Columbia River is a challenging combination of public use and existing industrial buildings. Most recently, the Nichols Boat Basin has become cut off from the river by sediment from the 2006 storms.

The area has the advantages of its proximity to the river and the recreational and public amenity that this provides. There is direct access from I-84 and to downtown Hood River. Access to the river is available and improvements have been made (or are planned) to ensure this access is preserved. There are undeveloped and underdeveloped sites that provide tremendous opportunity for new development. Exhibit 1 reflects the current land uses and zoning in the waterfront area.


COLUMBIA RIVER
WAUCOMA
BASIN
PORTWAY
AVENUE
6TH ST.
2ND ST.
BOAT BASIN
RIVER
HOOD
RIVERSIDE DRIVE
COLUMBIA RIVER HWY.
U.S. HWY. I-84
UNION PACIFIC RAILROAD
INDUSTRIAL
CASCADE AVENUE
OAK ST.
STREET
STREET
STREET
U.S. HWY. I-84
COLUMBIA
BUTTON
STREETSCAPE IMPROVEMENTS
PEDESTRIAN ACCESS
COLUMBIA RIVER RECREATION / COMMERCIAL
LIGHT INDUSTRIAL
HEAVY INDUSTRIAL
OPEN SPACE / PUBLIC FACILITY
COMMERCIAL
Port of Hood River
MACKENZIE
JOB# 2050426.00 September 10, 2007
0 50 100 200 400
Exhibit 1
Existing Zoning

Development Focus Areas

The purpose of the development concept and the strategies that support its implementation is to provide a focus for short- and medium-term Port activities. This strategy will allow the Port to concentrate actions on the most immediate opportunities that will result in the achievement of the public policy objectives.

Group Mackenzie worked with Port staff, the Commission, and current and potential property owners over several months to articulate a development concept for the waterfront area. This development concept was informed by:

- Previous direction and market studies by the Commission
- Public policy objectives identified above
- The existing development pattern in the waterfront area
- Immediate development opportunities emerging on both Port and private property at the industrial core of the waterfront
- The history of debate and discussion over the past 20 years about appropriate uses and the potential of the waterfront

The characteristics of the desired development concept began to emerge through this analysis. The key planning issues that were identified were land uses, the physical character of the area and access, both vehicular and pedestrian. The existing development pattern also had a major influence on the concept.

Exhibit 2 graphically represents the results of this discussion and analysis. The graphic identifies four subareas within the waterfront area that can be the focus of Port actions. Each of these areas is envisioned to respond differently to the planning issues of land use, character and access.

Area A

The area north of Portway Avenue, along the Columbia River, is now and is expected to continue to be a mix of developed sites and public open space. Building improvements and pedestrian enhancements are expected to occur. Access for trucks, autos and pedestrians will all be necessary.

Area B

This area, along with Area C, makes up the central employment area. Area B, with its frontages along Portway and 2nd Street, is envisioned as developing with a higher-level of design standards. Both Portway Avenue and 2nd Street are seen as being pedestrian-oriented streets, with landscape improvements to support

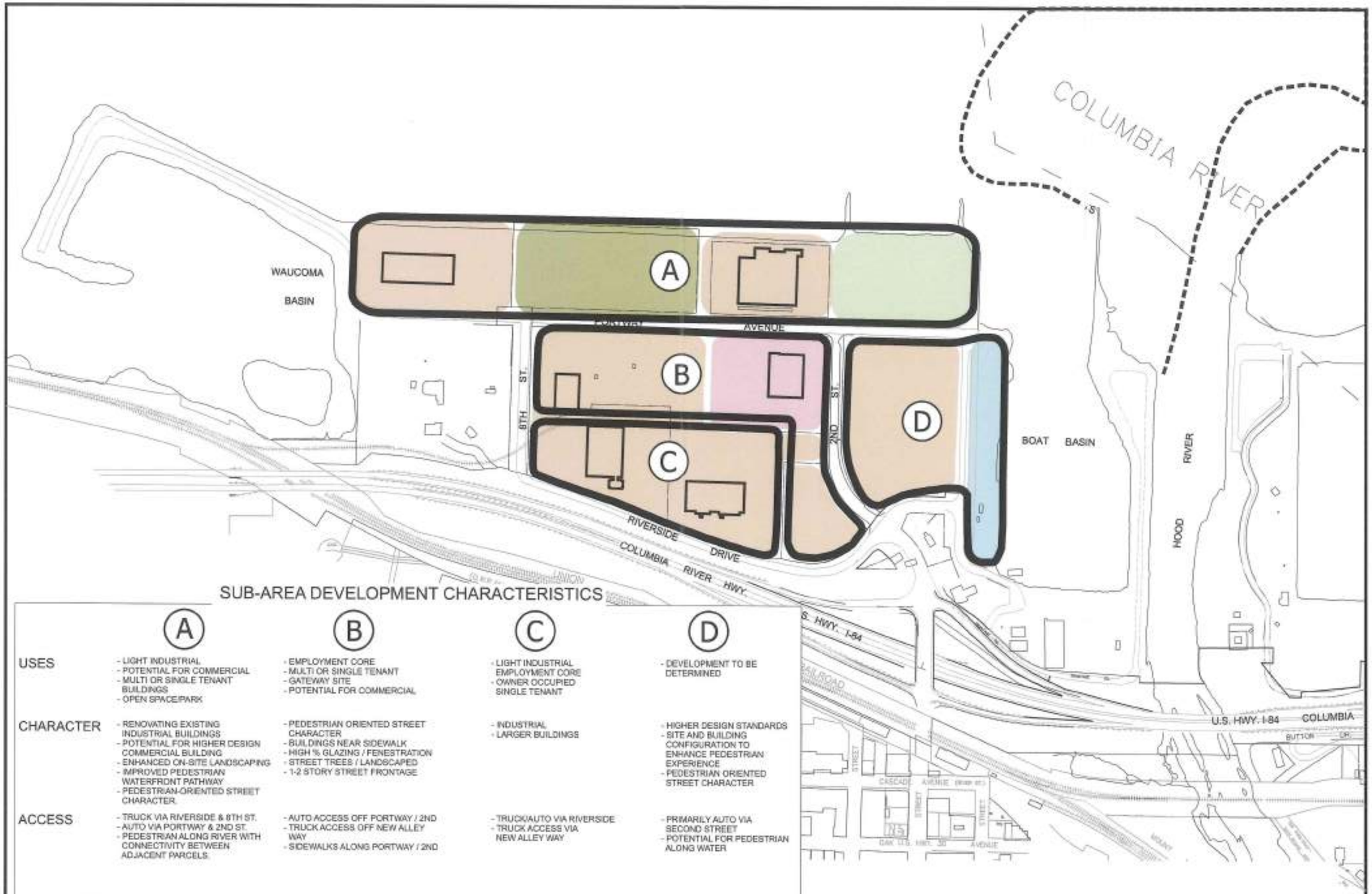
pedestrian use. Multi-story buildings are a possibility in this area. The site at the corner of 2nd Street and Riverside Drive is an important gateway to the entire waterfront area. The frontage streets provide auto and pedestrian access, with truck access being to the backs of the buildings, via a new truck access alley.

Area C

Existing industrial firms are located in this subarea. Their major access is via Riverside Drive, potentially supplemented by the new truck access alley.

Area D

This is a development opportunity area. The area requires more study to determine its highest and best use. The site will be impacted by the resolution of the current uncertainties surrounding the Nichols Boat Basin. Because of its prominent location along 2nd Street and the boat basin, the site has the potential to be a pedestrian-oriented, higher design development.



SUB-AREA DEVELOPMENT CHARACTERISTICS

	A	B	C	D
USES	- LIGHT INDUSTRIAL - POTENTIAL FOR COMMERCIAL - MULTI OR SINGLE TENANT BUILDINGS - OPEN SPACE/PARK	- EMPLOYMENT CORE - MULTI OR SINGLE TENANT - GATEWAY SITE - POTENTIAL FOR COMMERCIAL	- LIGHT INDUSTRIAL EMPLOYMENT CORE - OWNER OCCUPIED SINGLE TENANT	- DEVELOPMENT TO BE DETERMINED
CHARACTER	- RENOVATING EXISTING INDUSTRIAL BUILDINGS - POTENTIAL FOR HIGHER DESIGN COMMERCIAL BUILDING - ENHANCED ON-SITE LANDSCAPING - IMPROVED PEDESTRIAN WATERFRONT PATHWAY - PEDESTRIAN-ORIENTED STREET CHARACTER.	- PEDESTRIAN ORIENTED STREET CHARACTER - BUILDINGS NEAR SIDEWALK - HIGH % GLAZING / FENESTRATION - STREET TREES / LANDSCAPED - 1-2 STORY STREET FRONTAGE	- INDUSTRIAL - LARGER BUILDINGS	- HIGHER DESIGN STANDARDS - SITE AND BUILDING CONFIGURATION TO ENHANCE PEDESTRIAN EXPERIENCE - PEDESTRIAN ORIENTED STREET CHARACTER
ACCESS	- TRUCK VIA RIVERSIDE & 8TH ST. - AUTO VIA PORTWAY & 2ND ST. - PEDESTRIAN ALONG RIVER WITH CONNECTIVITY BETWEEN ADJACENT PARCELS.	- AUTO ACCESS OFF PORTWAY / 2ND - TRUCK ACCESS OFF NEW ALLEY WAY - SIDEWALKS ALONG PORTWAY / 2ND	- TRUCK/AUTO VIA RIVERSIDE - TRUCK ACCESS VIA NEW ALLEY WAY	- PRIMARILY AUTO VIA SECOND STREET - POTENTIAL FOR PEDESTRIAN ALONG WATER

Port of Hood River

MACKENZIE

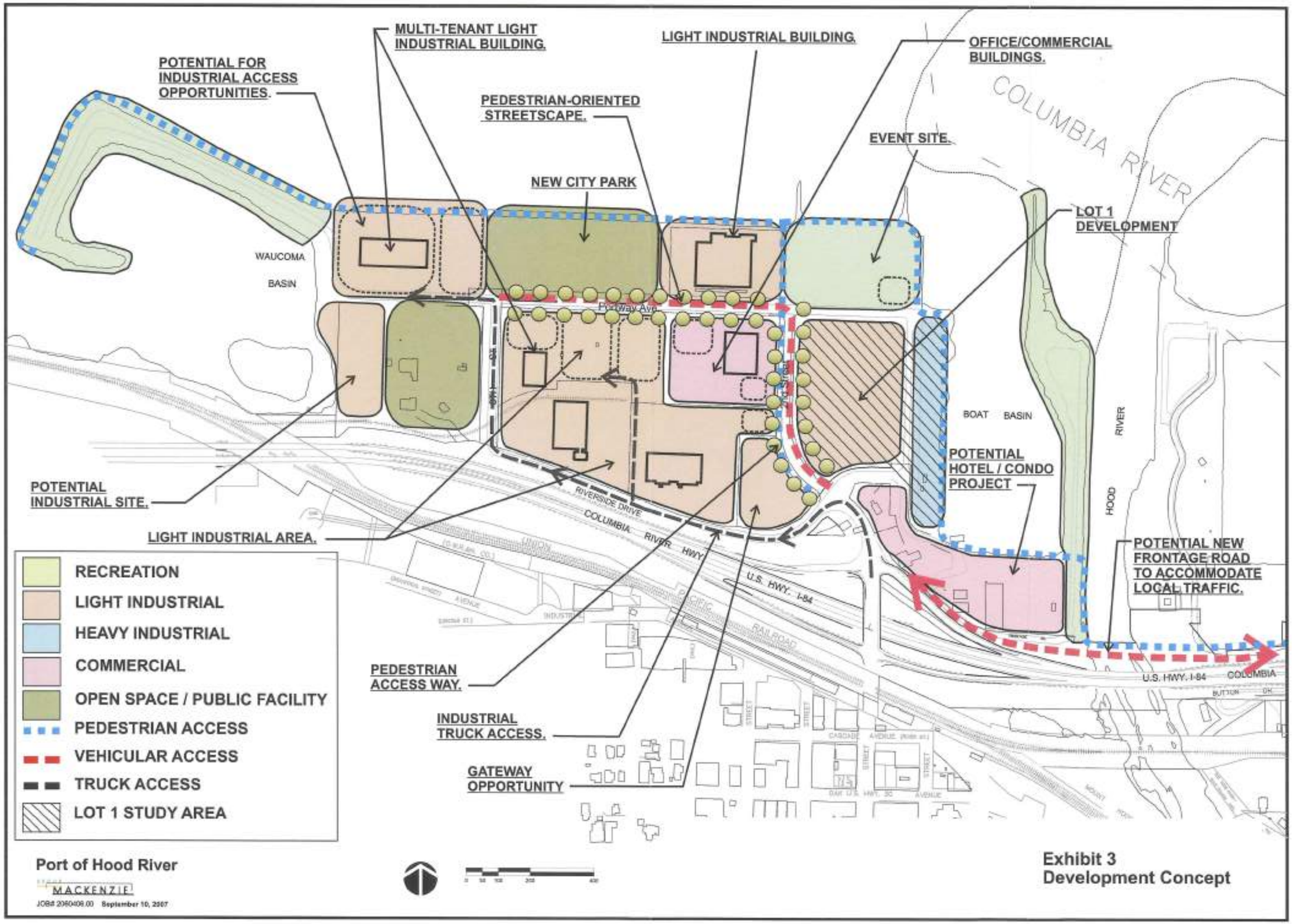
JOB# 2090406.00 September 10, 2007

Exhibit 2
Development Focus Areas

Development Concept

The Development Concept for the waterfront area is presented in Exhibit 3. The concept builds upon the existing uses and the subarea analysis. Key elements of the Development Concept include:

- Public access along the waterfront
- A transition of intensity of uses from the Columbia River south to the I-84 freeway
- Industrial uses and public uses at their existing locations, north of Portway Avenue
- The Western Power Building site offers potentially the only opportunity for industrial river access
- A commercial development focal point is possible at the Event Site
- The Central Area, south of Portway Avenue and west of 2nd Street, is a mix of new light industrial and employment uses, existing industrial users and new commercial uses
- Parcelization occurs south of Portway and west of 2nd to create development sites for new users
- A gateway site opportunity exists at 2nd Street and Riverside Drive
- 2nd Street and Portway Avenue have an auto and pedestrian orientation
- Riverside Drive, 8th Street and a new access alley have a truck orientation
- Lot 1, the site east of 2nd Street, is a future development opportunity
- The site at the south end of the Nichols Boat Basin is a potential hotel/condo project
- Potential exists for new vehicle access across the Hood River
- The site west of the waste treatment facility has the potential for a new industrial site


MULTI-TENANT LIGHT INDUSTRIAL BUILDING.
LIGHT INDUSTRIAL BUILDING.
OFFICE/COMMERCIAL BUILDINGS.
POTENTIAL FOR INDUSTRIAL ACCESS OPPORTUNITIES.
PEDESTRIAN-ORIENTED STREETSCAPE.
EVENT SITE.
NEW CITY PARK
COLUMBIA RIVER
LOT 1 DEVELOPMENT
WAUCOMA
BASIN
Portway Ave
BOAT BASIN
RIVER
POTENTIAL HOTEL / CONDO PROJECT
POTENTIAL INDUSTRIAL SITE.
LIGHT INDUSTRIAL AREA.
RIVERSIDE DRIVE
COLUMBIA RIVER HWY
U.S. HWY. I-84
HOOD
POTENTIAL NEW FRONTAGE ROAD TO ACCOMMODATE LOCAL TRAFFIC.
PEDESTRIAN ACCESS WAY.
INDUSTRIAL TRUCK ACCESS.
GATEWAY OPPORTUNITY
RECREATION
LIGHT INDUSTRIAL
HEAVY INDUSTRIAL
COMMERCIAL
OPEN SPACE / PUBLIC FACILITY
PEDESTRIAN ACCESS
VEHICULAR ACCESS
TRUCK ACCESS
LOT 1 STUDY AREA
Port of Hood River
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Exhibit 3
Development Concept

III. DEVELOPMENT STRATEGY

A. MARKET CONTEXT

The Development Strategy serves as the implementation tool for the Development Concept. The Strategy responds to the Public Objectives articulated in section II-A. The market context for the strategy is provided by the July 2006 "Port of Hood River Waterfront Industrial Market Assessment" prepared by E. D. Hovee and Company. Hovee's work identified industrial market opportunities and key decision choices and made preliminary recommendations for the development of the waterfront. The following table identifies how this Development Strategy responds to the market report.

Hovee Recommendations	Development Strategy
Priority for employment intensive businesses	Zoning remains primarily for light industrial users; zoning modifications are recommended to support expanded employment-oriented uses
Focus on industrial and business uses	Central Area is reserved primarily for industrial users
Provide parcels for support recreation, retail, and office uses	Parcels are maintained for recreation adjacent to the water; office uses that support industrial are allowed and it is recommended that zoning code be modified to allow certain types of additional office uses; limited retail opportunities sites are created
Encourage rapid build-out to meet business needs	Initial implementation phase focuses on Central Area and immediate opportunities
Reserve priority sites for later development	Lot 1 is held for study and future development; Jensen waterfront parcel to be studied for future acquisition and redevelopment
Interior parcels for sale or lease	Interior parcels, south of Portway Avenue could either be for sale or lease; sale of any parcels would need to meet adopted Port policy, which states: ▪ A development concept has been proposed by the potential purchaser that is clearly identified and described; ▪ The proposed development appears realistic and feasible; ▪ The proposed developed is compatible with other uses on the waterfront including recreations and industry; ▪ Significant public objectives can be achieved by the proposed development which may include business retention, job creation, employment density, quality design, and sustainable design; ▪ The proposed project, sales price and financing plan are consistent with the Port's Strategic Plan and demonstrated a reasonable return consistent with the public policy objectives being achieved.
Waterfront parcels only for lease	Waterfront parcels only for lease
Prepare concept plan, supported by development criteria	Development Plan has supporting implementation strategies and development guidelines have been identified
Conduct a simplified initial RFP process, followed by open process for unsolicited offers	Demand is driving negotiated deals for end-users; DDA process is being used to ensure meeting public and Port goals; key development parcels will be studied and may be offered via RFP process in future
Prioritize sites available for sale	Central area sites are priority for sale to end-users
Other sites open to end-user & developers	Lot 1 and other periphery sites will be held for future disposition

B. DEVELOPMENT GUIDELINES

As the Port pursues implementation of the Development Strategy the following guidelines are recommended.

- Focus on firms that support public objectives
- Give priority to firms that meet wage/benefit and employment density goals
- Seek firms with immediate interest and need for expansion space
- Consider disposition of interior parcels for sale or lease
- Maintain waterfront parcels for lease only
- Use Disposition and Development Agreements to meet Port economic development and business goals
- Hold certain parcels for future development
- Consider a Port-developed commercial condominium to accommodate the needs of smaller businesses

C. IMPLEMENTATION WORK PLAN

The Implementation Work Plan breaks down the Development Concept (Exhibit 3) into two time frames: 1 – 2 Year Implementation Strategy (Exhibit 4) and 3 – 5 Year Implementation Strategy (Exhibit 5). Projects in the 1 – 2 year time frame are ones that are necessary in order to initiate development and set the development direction for future years. Projects in the 3 – 5 time frame are ones that are necessary to move forward or complete the Development Concept.

1–2 YEAR IMPLEMENTATION WORK PLAN

The strategies in this time frame include a reference number; specific action items; a category for each action item; and estimated duration. Estimated costs are provided for the Infrastructure/ Improvements Action Items (I-1 through I-5).

Action Items are divided into three types: planning, infrastructure/ improvements and studies. Each of the Action Items is in one of three categories. The categories are defined as follows:

- A: Must be completed as condition of development
- B: Contingent on an A item occurring, and must occur prior to development
- C: Independent development activity, not conditioned on either A or B

What follows is a brief synopsis of the 1 – 2 year Implementation Work Plan. Site specific impacts of the work plan can be found in Exhibit 4. Table 1 then provides greater detail of the work plan.

Planning Action Items

P-1 Create Subdivision for the Waterfront Area — Category A

The ability to create lots for either sale or lease is the major issue related to development in the waterfront area. While there are lots identified for tax purposes, the entire area is still currently a single legal tax lot. This action item identifies the steps necessary to complete a subdivision in the City of Hood River. This will allow lots to be legally transferred to firms. A subdivision strategy will include the creation of multiple lots, necessitating only lot line adjustments to meet specific company needs. During this process, a minimum of five new lots will be created south of Portway Avenue and two new lots west of 2nd Street. It is estimated that this process will require approximately one year. To meet immediate opportunities, it may be necessary to slightly modify this approach to create a transferable lot to a specific user in a shorter period of time, if possible.

P-2 Make Zoning Adjustments to Support Overall Development Strategy — Category B

The current Light Industrial (LI) zoning in the waterfront area may not meet the needs of potential tenants or achieve identified public policy objectives. In addition to "hard" manufactured products, the new economy is moving towards the production of "soft" or knowledge-based products. These types of companies are ones that meet the community's employment objectives and could be a good fit in the waterfront area. These companies require a higher percentage of office than is currently allowed in the LI zone. There are three options to meet this market need:

- outright use – amend the current LI zone to allow a greater percentage of office, which would require a text amendment to the current LI zone;
- conditional use – allow additional office square footage as a conditional use, which would also require a text amendment (these would apply city-wide);
- waterfront subarea – create of a subarea within the LI zone, which would allow for a greater proportion of office use, solely in the waterfront area.

Discussions with the City would determine which of these options to pursue.

This action item also includes a rezone of a portion of the Expo Center site to LI as part of the partition strategy along the south side of Portway Avenue.

P-3 Follow Design Principles to Ensure Quality Development — Category B

Design guidelines or principles are a tool the Port can use to ensure that future development is of a standard that meets the public objective of "ensuring quality development."

Infrastructure/Improvements Action Items

I-1 Portway Avenue — Category A

For development to occur along Portway Avenue, street improvements are required to meet city standards. Slca Consulting has prepared a report, dated May 18, 2007, which details the requirements and costs of the project.

I-2 Riverside Drive — Category A

The Development Strategy calls out that Riverside Drive should be the primary truck access street for the waterfront area. This street will likely require improvements to meet an expanded level of truck traffic.

I-3 Central Truck Alley — Category A

The Development Strategy identifies a new truck alley that will serve the industrial parcels in the central waterfront area. This new alley would be on a dedicated right-of-way that goes north from Riverside Drive. The alley would provide truck access to parcels that front on Riverside and on Portway Avenue, reducing their need to access loading areas from either Portway or 2nd Street.

I-4 Riverside/2nd Street Intersection — Category B

Improvements to the intersection island may be necessary to allow trucks improved turning access to Riverside Drive. This will support truck access to Riverside, and the industrial Alley, and reduce truck traffic on adjacent streets.

I-5 Western Power Building Landscape Upgrades — Category C

The Port should consider construction of landscape improvements around the building and a top-of-bank waterfront pathway.

Study Action Items

All of these action items require further analysis by the Port. Each could have long-term impact on the development of the waterfront area, and it is recommended that in the 1-2 year strategy each of them be carefully evaluated in the near term.

S-1 Industrial Site – Category C

Hood River Juice Company has tentative plans to build a new processing facility on land surrounding the Jantzen Building. This action item calls for the Port and HRJ to continue to collaborate on development of the parcel, which may include land sales, dedications, design and other related issues.

S-2 Hood River Distillers – Category C

Hood River Distillers has expressed plans to continue to expand current operations on the site in the waterfront area. The Port should collaborate with the company to assist in meeting their expansion needs.

S-3 Gateway Site at 2nd Street and Riverside – Category C

The parcel on the west side of 2nd, north of Riverside, is a key gateway site to the waterfront area. Development on this parcel will be important to set the tone and design for development throughout the area. The Port should continue to explore opportunities with unique public, private or non-profit users to ensure that the gateway potential for the site is realized. The Port currently owns a portion of the development parcel and should consider potential acquisition in order to control the entire development site. It also may be necessary to seek a zone change from its current LI designation to attain the desired uses.

S-4 East/West Frontage Road – Category C

The Port is studying the feasibility of a new vehicular bridge across the Hood River, north of the freeway. This access would connect the Port's two waterfront parcels and may reduce the traffic on the freeway. If feasible, this project would create access improvements and impact development potential at the south end of the Nichols Boat Basin.

S-5 I-84 Interchange – Category C

ODOT is currently engaged in an Interchange Management Plan for the three Hood River I-84 interchanges. The Port should work closely with ODOT to ensure that future development in the waterfront area is supported by changes or improvements to the interchanges.

S-6 Boat Basin – Category C

The Nichols Boat Basin was heavily impacted by the November 2007 runoff that created significant new sedimentation at the mouth of the Hood River. The result is that direct access from the

boat basin to the Columbia River has been, at least temporarily, eliminated. The basin, in its previous condition, supported industrial development on the surrounding land. That has been significantly reduced, if not eliminated. It is necessary to study the current condition of the basin, its impact and viability on future development.

S-7 Lot 1 – Category C

This parcel, east of 2nd Street to the boat basin, is a prime development parcel. Its location at the gateway to the waterfront area and its adjacency to 2nd Street, the water and the Event Site make it a key parcel in the Port's portfolio. In the 1 – 2 year time frame, it is recommended that the site be studied for future development to include identifying the highest and best uses for the land. After completing a market study, a development strategy for this specific parcel should be completed.

S-8 Western Power Building – Category C

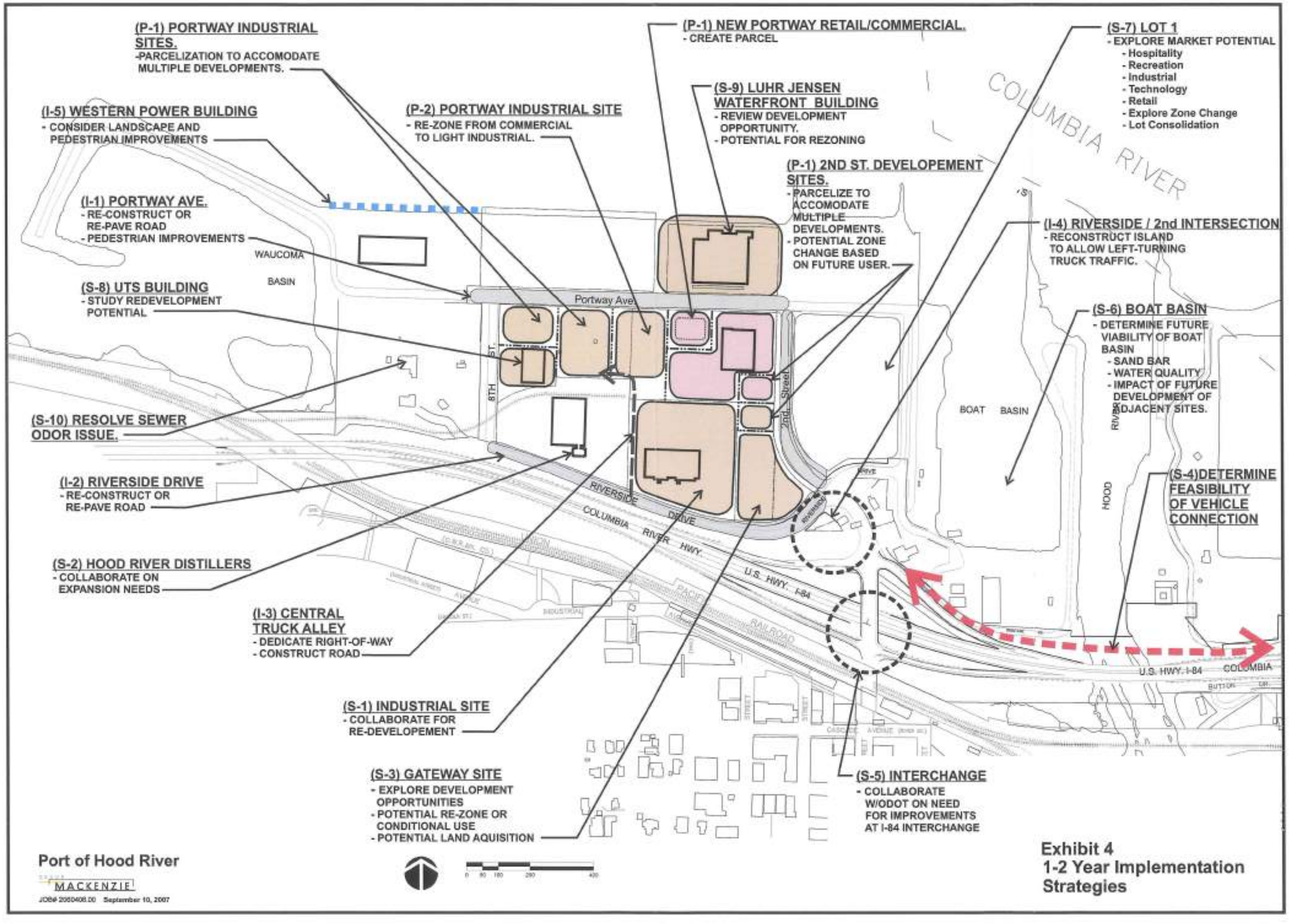
This parcel, at 8th and Portway Avenue, currently has the Port-owned UTS Building on it. The parcel presents a redevelopment opportunity, either for a multi-tenant or user building, which would be in addition to the existing building, or as a replacement to the existing building. The Port should study the redevelopment potential of the building and site.

S-9 Luhr Jensen Waterfront Building – Category C

This building is on a prime waterfront site, between the Event Site and the new city waterfront park. The building has a long-term ground lease; however, the site affords a valuable redevelopment opportunity. The key question will be whether re-zoning of this site is warranted and desirable as there are significant trade-offs between its industrial employment potential and alternative commercial uses that are more compatible with its waterfront location.

S-10 Sewage Treatment Facility – Category C

Odor from the treatment facility is an issue that will affect future development in the waterfront area. The city-owned facility is currently identifying measures that could be taken to reduce the impact of the odor. The Port should work with the city to resolve these issues.



Port of Hood River

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JOB# 2060408.00 September 10, 2007

Exhibit 4
1-2 Year Implementation Strategies

Implementation Work Plan
1 - 2 Year Implementation Strategies

Table 1

Reference Number	Action Item	Category*	Estimated Duration	Estimated Cost
Planning				
P-1	**Create Subdivision for the Waterfront Area**	A	8 - 12 months	
	Complete survey			
	Prepare preliminary subdivision plan that includes creation of lots on south side of Portway			
	Reduce Expo site lot size by moving west property line			
	Create three new LI lots west of Expo Center			
	Create new parcel for retail/commercial user from remaining Expo Site parking			
	Preliminary subdivision plan approval by the city			
	Prepare final plat			
	Final plat approval by the city/recorded by county			
	Lot line adjustments as necessary to accommodate future specific users			
P-2	**Make Zoning Adjustments to Support Overall Development Strategy**	B	12 - 16 months	
	Modify LI code to allow for office-oriented users			
	Alternative 1: Outright use			
	Text amendment to code			
	Alternative 2: Conditional use			
	Text amendment to code			
	Alternative 3: Create waterfront subarea			
	Map and code change			
	Modify Zoning Map to Support Development along Portway Avenue			
	Re-zone western portion of Expo Center site from commercial to light industrial			
	Relocate existing commercial zone to another location within waterfront area			
P-3	**Follow Design Principles to Ensure Quality Development**	B	6 - 8 months	
Infrastructure/Improvements				
I-1	**Portway Avenue (N. 2nd St. to N. 8th St.)**	A	10 - 14 months	$300,000 - $400,000
	Design and obtain permits			
	Repave road, pedestrian improvements			
I-2	**Riverside Drive**	A	16 - 14 months	$700,000 - $900,000
	Design and obtain permits			
	Reconstruct road			
I-3	**Central Truck Alley**	A	8 - 12 months	$400,000 - $500,000
	Dedicate additional right-of-way			
	Design and obtain permits			
	Construct road			
I-4	**Riverside/2nd Street Intersection**	B	8 - 12 months	$100,000 - $130,000
	Design and obtain permits			
	Reconstruct island to allow left-turning truck traffic			
I-5	**Western Power Building Landscape Upgrades**	C	3 - 6 months	$140,000 - $170,000
	Consider top of bank pathway improvements, as an element of future pedestrian-way along riverfront			

* A. Must be completed as condition of development
B. Contingent on an A item occurring, and must occur prior to development
C. Independent development activity, not conditioned on either A or B

Implementation Work Plan
1 - 2 Year Implementation Strategies

Table 1

Reference Number	Action Item	Category*	Estimated Duration	Estimated Cost
Studies				
S-1	**Industrial Site**	C	---	
	Collaborate for redevelopment			
S-2	**Hood River Distillers**			
	Collaborate for redevelopment			
S-3	**Gateway Site at 2nd Street and Riverside**	C	8-12 months	
	Explore development opportunities			
	Conduct discussions with possible users			
	Investigate potential re-zone or conditional use			
S-4	**East/West Vehicle Connector**	C	2 years	
	Determine feasibility of vehicle connection across Hood River			
S-5	**I-84 Interchange**	C	2 years	
	Collaborate with ODOT study			
S-6	**Boat Basin**	C	2 years	
	Determine future viability, including:			
	Sand bar			
	Water quality			
	Impact of future development of adjacent sites			
S-7	**Lot 1**	C	2 years	
	Explore market potential:			
	Hospitality			
	Recreation			
	Industrial			
	Technology			
	Retail			
	Identify development strategy			
	Explore Zone Change			
	Explore Lot Consolidation			
S-8	**UTS Building**	C	4-6 months	
	Study redevelopment potential			
S-9	**Luhr Jensen Waterfront Building**	C	4-6 months	
	Investigate potential redevelopment			
	Consider acquisition by Port			
S-10	**Sewage Treatment Facility**	C	16-24 months	
	Resolve sewer odor issue			

* A. Must be completed as condition of development
B. Contingent on an A item occurring, and must occur prior to development
C. Independent development activity, not conditioned on either A or B

3 – 5 YEAR IMPLEMENTATION STRATEGIES

Projects in the 1 – 2 year time frame are ones that are necessary in order to initiate development and set the development direction for future years. Projects in the 3 – 5 time frame are ones that are necessary to move forward, or complete, the Development Plan. Many of these action items are dependent on actions occurring in the 1 – 2 year time frame. These are noted. Action Items in this work plan are divided into two types: Site Development or Infrastructure Development.

A brief synopsis of the 3 – 5 Year Implementation Work Plan follows. Site specific impacts of the work plan can be found in Exhibit 5. The full 3 – 5 Year Implementation Work Plan can be found in Table 2, following Exhibit 5.

Site Development Action Items

SD-1 Portway Industrial Area

Following creation of legal lots (Item P-1 in the 1 – 2 Year Strategy), the Port is able to market these parcels for sale or lease and enter into Disposition and Development Agreements with desirable companies.

SD-2 New Portway Retail/Commercial Site

This lot was created as part of Action Item P-1 in the 1 – 2 Year Strategy. The Port can now develop this parcel for commercial/retail use and seek tenants or, alternatively, market the site to developers or users who will develop such a use.

SD-3 Luhr Jensen Waterfront Building

This building is on a prime waterfront site, between the Event Center and the new city waterfront park. In Action Item S-9, the site and building were studied for redevelopment potential. Implementation of this redevelopment plan can occur in this 3 – 5 year time frame. If necessary, zone change would occur.

SD-4 Lot 1

This parcel, east of 2nd Street to the Nichols Boat Basin, is a prime development parcel. In the 1 – 2 year time frame, the site was studied in Action Item S-8 for future development to include identifying the highest and best uses for the land and preparing a development strategy. Implementation of the development strategy would occur in this 3 – 5 year time frame.

SD-5 Potential Hotel/Condo Project

Naito Properties is determining the feasibility of a hotel/condo project on Nichols Boat Basin. The Port should continue to collaborate with the developer on this project.

SD-6 2nd Street Development Sites

Legal lots were created in Action Item P-1 in the 1 – 2 Year Strategy. Following this action, the Port is able to market these parcels for sale and enter into Disposition and Development Agreements with desirable companies. Zone changes may be required based on specific user needs.

SD-7 Gateway Site at 2nd Street and Riverside Drive

The parcel on the west side of 2nd, north of Riverside, is a key gateway site to the waterfront area. The development strategy developed in partnership with a potential user of the site should be implemented in the 3 – 5 year time frame.

SD-8 UTS Building Site

This parcel, at 8th Street and Portway Avenue, currently has the Port owned UTS Building on it. The redevelopment potential of the site was studied in Action Item S-8 in the 1-2 Year Strategy. If deemed feasible, the Port should implement the findings.

SD-9 Potential Industrial Site

This site may have development potential as an industrial site. The Port would need to acquire excess land from the treatment facility in order to have an appropriate sized development site. Access issues also need to be addressed. The Port should investigate the potential of the site for industrial development and consider moving forward on offering the site, if deemed feasible.

SD-10 Western Power Building – Category C

The site, being adjacent to the river and on Portway Avenue, affords a potential long-term redevelopment opportunity for the Port that meets public policy objectives. The site may offer an opportunity for direct water access for an industrial user. The site could be redeveloped for a single user or a new multi-tenant building that meets higher design standards than the current building. The parcel also could be subdivided for two uses.

Infrastructure Development Action Items

ID-1 Waterfront Pedestrian Access

Pedestrian access along the waterfront is a key public amenity. As parcels are developed, sections of the accessway should be completed.

ID-2 Event Site

The Event Site affords public access and use to the water. In order to take full advantage of the site, the Port should improve the pedestrian accessway and investigate the development of a structure or small commercial use that can serve as a focal point for expanded public access, views and activity on the site at the Cruise Ship Dock.

ID-3 Boat Basin

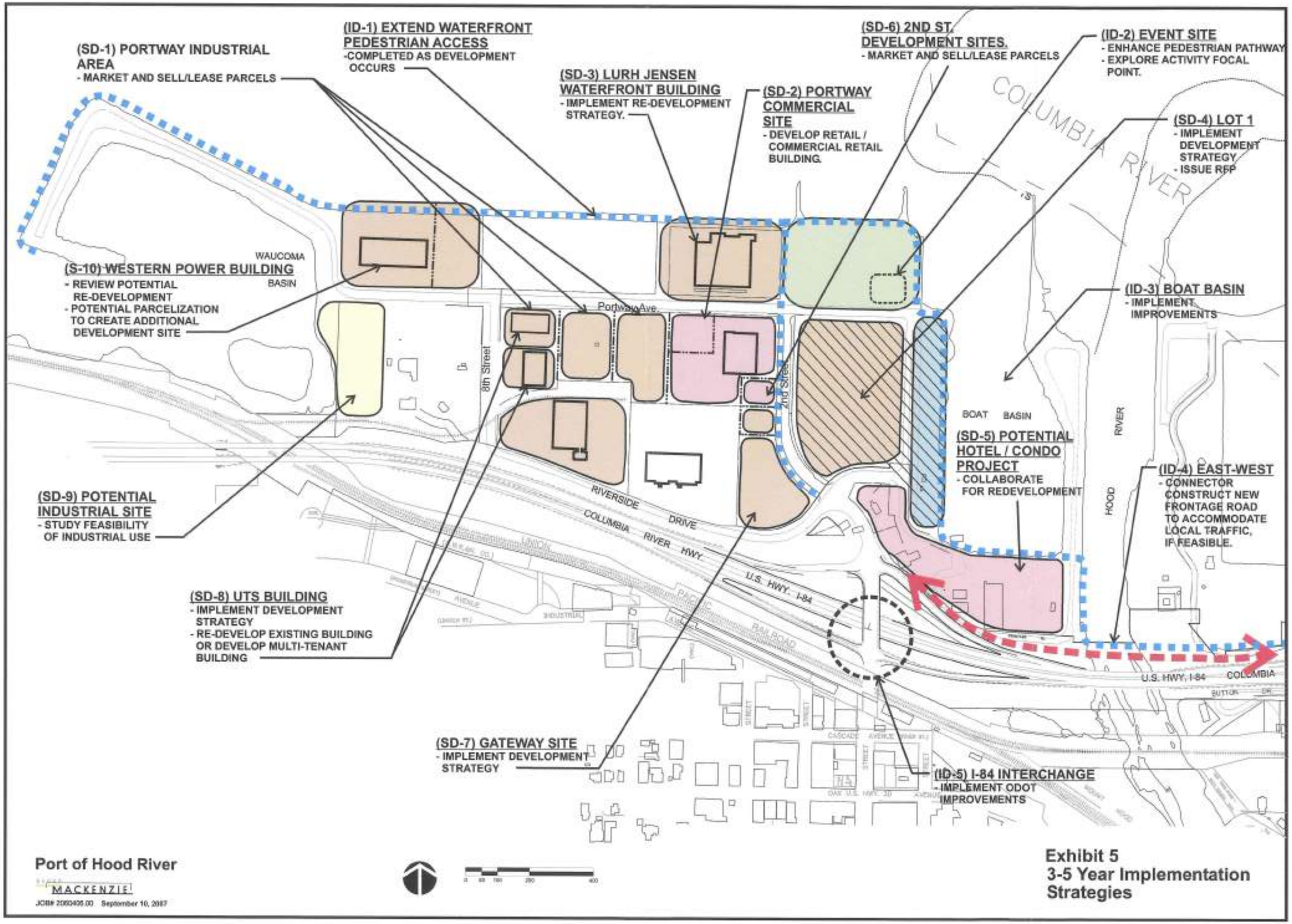
The impacts to the Nichols Boat Basin from the 2007 winter storm runoff were studied in Action Item S-6 in the 1 – 2 Year strategy. Implementation of the study findings would be done during this time frame.

ID-4 East/West Vehicle Connector

The feasibility study for a new vehicular bridge across the Hood River to improve connectivity in the waterfront area was done in Action Item S-4 in the 1 – 2 Year strategy. If deemed feasible, construction of improvements could be initiated during this time frame.

ID-5 I-84 Interchange

Collaboration with ODOT on interchange improvements would continue in this time frame.


(SD-1) PORTWAY INDUSTRIAL AREA
- MARKET AND SELL/LEASE PARCELS
(ID-1) EXTEND WATERFRONT PEDESTRIAN ACCESS
-COMPLETED AS DEVELOPMENT OCCURS
(SD-3) LURH JENSEN WATERFRONT BUILDING
- IMPLEMENT RE-DEVELOPMENT STRATEGY.
(SD-2) PORTWAY COMMERCIAL SITE
- DEVELOP RETAIL / COMMERCIAL RETAIL BUILDING.
(SD-6) 2ND ST. DEVELOPMENT SITES.
- MARKET AND SELL/LEASE PARCELS
(ID-2) EVENT SITE
- ENHANCE PEDESTRIAN PATHWAY
- EXPLORE ACTIVITY FOCAL POINT.
(SD-4) LOT 1
- IMPLEMENT DEVELOPMENT STRATEGY
- ISSUE RFP
(S-10) WESTERN POWER BUILDING
- REVIEW POTENTIAL RE-DEVELOPMENT
- POTENTIAL PARCELIZATION TO CREATE ADDITIONAL DEVELOPMENT SITE
WAUCOMA BASIN
(ID-3) BOAT BASIN
- IMPLEMENT IMPROVEMENTS
Portway Ave.
8th Street
2nd Street
BOAT BASIN
(SD-5) POTENTIAL HOTEL / CONDO PROJECT
- COLLABORATE FOR REDEVELOPMENT
(ID-4) EAST-WEST
- CONNECTOR CONSTRUCT NEW FRONTAGE ROAD TO ACCOMMODATE LOCAL TRAFFIC, IF FEASIBLE.
(SD-9) POTENTIAL INDUSTRIAL SITE
- STUDY FEASIBILITY OF INDUSTRIAL USE
(SD-8) UTS BUILDING
- IMPLEMENT DEVELOPMENT STRATEGY
- RE-DEVELOP EXISTING BUILDING OR DEVELOP MULTI-TENANT BUILDING
(SD-7) GATEWAY SITE
- IMPLEMENT DEVELOPMENT STRATEGY
(ID-5) I-84 INTERCHANGE
- IMPLEMENT ODOT IMPROVEMENTS
RIVERSIDE DRIVE
COLUMBIA RIVER HWY
U.S. HWY. I-84
U.S. HWY. I-84
COLUMBIA
HOOD
RIVER
COLUMBIA RIVER
Port of Hood River
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Exhibit 5
3-5 Year Implementation Strategies

Implementation Work Plan
3 - 5 Year Implementation Strategies

Table 2

Reference #	Action Item	1-2 Year Predecessor
Site Development		
SD-1	**Portway Industrial Area**	P-1
	Market parcels for sale or lease	
	Enter into DDAs with users	
SD-2	**New Portway Retail/Commercial Site**	P-1
	Port may develop commercial building	
	Market to developers or users	
	Enter into lease agreements	
SD-3	**Luhr Jensen Waterfront Building**	S-9
	Implement redevelopment of site	
SD-4	**Lot 1**	S-8
	Implement development strategy	
	Issue RFP for site	
SD-5	**Potential Hotel/Condo Project**	N/A
	Collaborate for redevelopment	
SD-6	**2nd Street Development Sites**	P-1
	Market parcels for sale or lease	
	Enter into DDAs with users	
SD-7	**Gateway Site at Second and Riverside**	S-3
	Implement development strategy	
SD-8	**UTS Building Site**	S-8
	Redevelop existing building and/or	
	Develop multi-tenant building at Portway	
SD-9	**Potential Industrial Site**	N/A
	Investigate site for possible industrial use	
SD-10	**Western Power Building**	N/A
	Investigate potential redevelopment *Potential subdivision for multiple users*	

Implementation Work Plan
3 - 5 Year Implementation Strategies

Table 2

Reference #	Action Item	1-2 Year Predecessor
Infrastructure Development		
ID-1	**Waterfront Pedestrian Access**	N/A
	Extend pedestrian access adjacent to waterfront as site development occurs	
ID-2	**Event Site**	N/A
	Improve pedestrian access	
	Investigate development of commercial focal point	
ID-3	**Boat Basin**	S-6
	Implement boat basin improvements	
ID-4	**East/West Vehicle Connector**	S-4
	Construct new frontage road to accommodate local traffic, if feasible	
ID-5	**I-84 Interchange**	S-5
	Collaborate with ODOT on improvements	

IV. CENTRAL AREA BUILD-OUT SCENARIO

The Development Strategy for the Port's waterfront property builds upon the Development Concept and then identifies an Implementation Work Plan based on achieving public objectives and the Port's policy goals. Much of the focus of the Development Strategy is on the Central Area, defined as the area between Portway Avenue and Riverside Drive and 2nd Street and 8th Street. This area provides the most immediate opportunities for new employment development within the 5-year time frame of the Work Plans.

Exhibit 6 provides a conceptual diagram of a build-out plan that reflects the Development Strategy for the Central Area. This diagram is meant only to be representative of a build-out scenario. The actual development that occurs will be refined to reflect technical, legal and aesthetic considerations.



Port of Hood River

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Exhibit 6
Central Area Build-Out Scenario

V. CONCLUSION

The waterfront area provides a unique development opportunity for the Port of Hood River to meet public objectives and its own policy goals. The ability to plan and implement a sustainable development strategy that integrates employment, recreation, open space and support amenities is an attainable goal. This Development Strategy sets the framework for creating a place that provides the greater Hood River community with an outstanding location for work and play.

Appendix
OLMIS Covered Employment and Wages
Summary Report - Hood River County - 2006

NAICS	Industry	Average Pay
	Manufacturing	**$32,710**
311	Food manufacturing	$25,847
312	Beverage and tobacco product manufacturing	$41,608
321	Wood product manufacturing	$30,672
323	Printing and related support activities	$18,322
332	Fabricated metal product manufacturing	$27,250
335	Electrical equipment and appliance mfg.	$27,682
339	Miscellaneous manufacturing	$37,339
	Trade, Transportation. & Utilities	**$24,500**
	Wholesale	**$27,473**
423	Merchant wholesalers, durable goods	$37,500
424	Merchant wholesalers, nondurable goods	$24,117
425	Electronic markets and agents and broker	$64,735
	Transportation, Warehousing & Utilties	$38,407
221	Utilities	$62,323
484	Truck transportation	$27,195
	Information	**$47,251**
511	Publishing industries, except Internet	$30,473
	Financial Activities	**$29,315**
	Finance & Insurance	**$35,662**
522	Credit intermediation and related activities	$32,887
523	Securities, commodity contracts, investm	$76,671
524	Insurance carriers and related activitie	$26,222
	Real Estate Rental & Leasing	**$21,986**
531	Real estate	$22,302
	Professional & Business Services	**$36,004**
	Professional, Scientific & Technical Svcs	$41,629
	Management of Companies	(c)
	Admin. & Support, Waste Mgmt & Remediation Svcs	(c)
	Education & Health Services	**$26,905**
	Education	$18,553
	Health & Social Assistance	$27,369
621	Ambulatory health care services	$33,036
624	Social assistance	$13,519
	Leisure & Hospitality	**$13,696**
	Total Federal Government	**$51,200**
	Total State Government	**$29,226**
	Total Local Government	**$35,005**

Source: Oregon Employment Department

Hood River Waterfront
Site Assessment
December 17, 2013

1. Purpose

The Port manages a number of prominent recreation sites on the Hood River Waterfront. Such sites attract visitors from around the world and provide river access year-around to local residents. The demands placed on the Port's recreational sites are growing. New sports are emerging. More than ever, summer recreationists and locals expect the Port's recreational sites will be well managed and accommodate a higher intensity and greater variety of uses. As a result, the Port must update its assessment of the condition of its waterfront sites and determine if it can accommodate the new and growing demands placed on it. This report is intended to provide that assessment. It includes a brief evaluation of the current uses and future opportunity presented by the Port's recreational assets on the Hood River Waterfront and describes the role each site plays in meeting recreational needs and the Port's larger economic development goals. It is intended to serve as the basis for decisions about future capital expenditures, policies, use regulations, and coordination with upland development.

2. Background

History: During the mid-fifties the Port of Hood River made several significant property acquisitions along the waterfront and began planning for waterfront development. Between 1959 and 1971 the Port developed over 200 acres of waterfront. In the seventies and early eighties the Marina Park and Basin was created and became the focal point for windsurfing and boating. In the late 1980s the Event Site was developed to relieve the crowding from the Marina. The Nichols Basin dock served up to 200 cruise ship stops annually until access was cut off in 2006 by a winter storm. In the 2000's the emergence and popularity of kiteboarding has created the need for additional access points along the waterfront.

Current Role: Public amenity benefits, quality of life, and recruiting inducement

The Port's Management Principles:

- Continuous Pathway and Scenic Area Connector
- Public Access
- Compatibility with Upland Development
- Environmental Sensitivity & Opportunities
- Design Aesthetic

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3. Site Assessment

The Port of Hood River Waterfront has been created over time with amenities that attract businesses and should be managed in the future to continue to support economic development, recreational activity, and quality of life.

This section summarizes the key characteristics of each Port recreational venue. A description of the physical layout, character, current uses and opportunities and constraints is included to provide a specific understanding of each site. Future uses, capital projects and policy actions are identified to help guide the Commission assess the sites in regards to future decision-making.

A. East Waterfront

1. Boat Launch
2. Marina
3. Marina Park
4. Marina Beach/Breakwater
5. Pedestrian Bridge
6. Hood River

B. West Waterfront

1. Spit
2. Sandbar
3. Nichols Basin
4. Event Site
5. Jensen to Maritime Waterfront Trail
6. Hook

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Port of Hood River – East Waterfront

Boat Launch

"Public Boating Launch and Facilities"



Objective: *The two lane boat launch will continue to provide free public access to the river for day-use launching of small craft and overnight use for a nominal fee. The boat launch is to be managed to provide safe and functional river access for small craft (8'-28') hand-launch, power and sail. It is expected that the Port's costs will exceed revenues in this area.*

Description:

- Two lane boat ramp
- 150 feet of transient tie-up
- Pump out, oil spill emergency response, and fuel dock
- (2) Restrooms
- Parking lot with (55) trailer and (28) vehicle parking spaces
- State Marine Board provides funding annually for assistance with upkeep

Current Uses:

- Power boats, jet skis, and fishing boats
- Transient dock day and overnight use for sail boats and power boats

Projects Completed:

- 2012 - installed transition plate on boarding float

Future Projects:

	Project	Estimated Cost	Potential Funding	Target
1	Extend launch ramp paving	$25,000	OSMB/POHR	2015
2	Renovate restroom	$50,000	OSMB/POHR	2016
3	Repave parking lot	$150,000	OSMB/POHR	2017
4	Replace transient dock	$400,000	OSMB/POHR	TBD

Future Tasks:

- Increase fuel sales
- Provide special event hosting
- Review revenue potential for fee requirement and provide annual statistics

Prior Actions or Study: 2009 Oregon State Marine Board Replacement Concepts

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Marina

"Center of Private Boating in the Gorge"



Objective: *The Marina serves as a focus of year-around activity on the waterfront. It is a scenic amenity for all waterfront users, meets the recreational needs of some residents and provides an economic development advantage for the Port. The Port will manage the Marina to meet maintenance standards and slip rates that are equal to similar public marinas and to insure a positive cash flow to the Port.*

Description:

- 156 slips and 11 boat houses
- 65% sailboats; 35% powerboats
- Boat lengths 18-51 feet
- 50+ individuals on moorage waiting list at any given time
- (110) parking spaces on the west side
- In 2013 South Basin Dock accommodates (2) seaplanes, (6) small boats, (10) jet skis, and (1) canoe

Current Uses:

- The Hood River Yacht Club currently has 100 members and holds racing series from April through September
- The Gorge Junior Sailing summer program operates from the South Basin Dock
- The Overflow Dock is located at the north end of the Marina Basin and is used for oversized vessels greater than 70 feet
- Utilities provided are electric and water

Projects Completed:

- 2013 electrical upgrade; improve safety, increase functionality, and provide fair allocation of power costs
- 2013 upgrade at South Basin Dock; utilize for small craft not requiring a year-round slip and enhance use for Gorge Junior Sailing

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Future Projects:

	Project	Estimated Cost	Potential Funding	Target
1	Replace boathouse docks	$200,000	POHR/tenants	2013/14
2	Long-term master plan	$50,000	POHR	2014/15
3	Replace perimeter fencing	$50,000	POHR	2016
4	South Basin Dock expansion	$250,000	POHR/Loan	2017
5	New sailboat/dinghy dock	$175,000	POHR/Loan	TBD
6	Restroom Renovation	$75,000	POHR	TBD
7	HRYC Renovation	$50,000	POHR/HRYC	TBD
8	Expand A and B docks	$300,000	POHR/Loan	TBD
9	Hoist/gangway by HRYC	$75,000	POHR/HRYC	TBD
10	Mooring buoys for winter	$5,000	POHR	TBD
11	Habitat Restoration	$500,000	POHR/Loan	TBD

Future Tasks:

- Marketing for Overflow Dock in cruise publications to obtain 60% annual occupancy

Prior Actions or Study:

- 2007 Marina Basin Planning Study
- 2012 Waterfront Recreation Action Plan (WRAP)

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Marina Park

"Open Green Space and Scenic Amenity"



Objective: *Marina Park provides a scenic amenity and view corridor, a multi-use playing field for youth sports and venue for special events. The Port should pursue avenues for increased financial sustainability of the Marina Park, as costs continue to exceed revenues in this area.*

Description:

- Encompasses Marina Green, picnic shelter and park area west of Marina Basin
- Largest expanse of open green space on Port property
- (2) Restrooms and showers are open to the public from April through October. Moorage tenants have access year-round.

Current Uses:

- Community recreation
- Picnic shelter is reserved for events from spring through fall
- Events (i.e. Columbia Gorge Marathon)
- Three sheds are used by windsurfing/kiting schools on the grass west of the Marina, with the park area and benches enjoyed by the public

Future Projects:

	Project	Estimated Cost	Potential Funding	Target
1	Relocate electrical facility	$40,000	PP&L/POHR	2015
2	Improve gravel parking area	$25,000	POHR	2016
3	Add lighting	$150,000	Federal/POHR	2017-20

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Marina Beach/Breakwater

"Family Focused Multi-Purpose"



Objective: *Marina Beach serves as a swim site for kids and families to access the river. It is an alternative site for kite access to relieve crowding at the Event Site. The Breakwater is heavily used by fisherman, dog walkers and as a scenic resting spot. The Port's focus is on safety and attractiveness in this area. It is expected that the Port's costs will exceed revenues.*

Description:

- Created in 1996 to provide a safe swim area free of watersports
- Includes a grass area and (28) paved parking spaces
- (2) Restrooms located east of beach area and accessible from April to October
- Breakwater jetty east of restrooms partially owned by the Port and the Department of State Lands

Current Uses:

- Provides beach, swimming and river access for the public
- Kite access permissible at the Marina Beach year-round
- Breakwater area used by fishermen; SUP, Jet Ski, and windsurfing access on the north side
- Cruise ship off-loading
- USGS river gauge located on the south side of breakwater

Future Projects:

	Project	Estimated Cost	Potential Funding	Target
1	Handicap fishing platforms	$40,000	POHR/ODPR	2016
2	Restore beach area	$50,000	POHR	TBD
3	Upgrade Overflow Dock	$150,000	POHR	TBD

Prior Actions and Studies:

- 2012 Waterfront Recreation Action Plan (WRAP)

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Pedestrian Bridge

"Scenic Landmark/Key Connection"



Objective: *The Pedestrian Bridge serves to create a continuous pathway connecting the Marina Park to a future waterfront trail along the Nichols Basin. It should continue to be maintained as a safe means for pedestrian and bicycle transport.*

Description:

- Built in 1985 by the Port of Hood River to link the Marina area with downtown

Current Uses:

- Connection point between the east and west waterfront used by pedestrians and bicyclists
- Location for banners advertising local events

Future Projects:

	Project	Estimated Cost	Potential Funding	Target
1	Bike/Pedestrian Path Connections	$439,000	ODOT/Federal	2014
2	Improve access to river	$5,000	POHR	TBD

Prior Actions and Studies:

- 2012 ODOT Project Prospectus

Hood River

"Public Access for Fishing & Boating"

Objective: *The Hood River north of the pedestrian bridge acts as a site for fishermen and take-out spot for kayaks running the river.*

Description:

- Flows under the Pedestrian Bridge and is flanked by the Marina Park shore to the east and the Spit access road to the west

Current Uses:

- Fishermen access the river from both the east and west shores. Kayakers take-out boats along the west shore

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Port of Hood River – West Waterfront

Spit

"Limited Improvement Public Water Access"



Objective: *The Spit primarily serves as an access point for kiteboarders and a dog walking locale. Its unimproved nature, advanced launch and long walk to the sandbar makes it a less desirable launch than the Event Site for kiteboarding. Potential improvements to area should take level of recreational use under consideration.*

Description:

- Owned by the Port of Hood River in area adjacent to parking lot
- DSL owns land further north into the Columbia River
- Access road and parking area require annual resurfacing

Current Uses:

- Kiteboarders and dog walkers
- Access to sandbar for emergency vehicles

Projects Completed:

- 2012 – changing station installed as Eagle Scout project
- 2013 – path widened for improved kiteboard access
- 2013 – gravel installed in first two parking bays

Future Projects:

	Project	Estimated Cost	Potential Funding	Target
1	PAW connection	$50,000	Naito/POHR	2015/16
2	Improve habitat on east shore of the Nichols Basin	$50,000	POHR/grants	TBD
3	Improve pump/dry area; seating	$20,000	POHR	TBD
4	Pave parking area	$75,000	POHR	TBD
5	Expand access road width	$275,000	POHR	TBD

Prior Actions and Studies:

- *2009 Ad Hoc Committee created to develop potential improvement projects. This included increasing parking, road improvements, restrooms, dinghy dock, shower, lawn, and kite pumping station. Projects (other than road improvements) could not be accomplished due to financial, environmental, or regulatory reasons*
- 2009 Summersett Civil Engineering Improvement Estimates
- 2012 Waterfront Recreation Action Plan (WRAP)

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Sandbar

"World Class Kiteboarding"



Objective: *The Sandbar has become a premier spot for general kiteboarding and kite instruction and serves as the preferred site for kite launching and landing. It is primarily under the jurisdiction of DSL. The Port's major concerns are safety and insuring general public use. The Port does not allow motorized access to the Sandbar without special permission. Use is governed by an MOU with DSL, the Port, the Columbia Gorge Kiteboarding Association, and the Columbia Gorge Windsurfing Association.*

Description:

- Outflow of rock and san created by a 2006 winter storm
- Owned by Department of State Lands
- Fluctuates with water level

Current Uses:

- Kiteboarders and dog walkers

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Nichols Basin "Light Watercraft Center"



Objective: *The Nichols Basin was constructed in the 1970s as a light industrial lagoon to accommodate ship building. As a result of the 2006 debris flow the Nichols Basin is increasingly used for non-motorized recreational activity. The Port sees the Nichols Basin as a scenic amenity and will promote its use for public access and non-motorized boating.*

Description:

- Protected lagoon for non-motorized recreational activity
- 2006 debris flow blocked commercial access from Columbia River
- Access at northern end known as "Slackwater Beach"

Current Uses:

- SUP, kayakers, windsurfers, small boats, swimmers, dog owners, remote control airplanes
- Kayak concessionaire with transient business license in summer and storage in winter
- Jet ski access for kiteboarding schools

Projects Completed:

- 2013 – path widened from Event Site to parking area to improve access
- USACE required to maintain access from basin to federal waterway

Future Projects:

	Project	Estimated Cost	Potential Funding	Target
1	Waterfront path	$350,000	ODPR/grants	2016
2	Public launch area	$250,000	POHR/grants	2016
3	SUP/kayak concession area	$250,000	POHR	2018
4	Habitat restoration	$500,000	POHR	TBD
5	Access dredging	$1,000,000	Federal/POHR	TBD

Prior Actions and Studies:

- 2009 Nichols Basin Background Information and Restoration Potential – Tetra Tech, Inc
- 2019 Nichols Basin Study – Surround Architecture
- 2010 Nichols Basin Planning Committee
- 2012 Lot 1 Planning Schematic Design Concept – Group Mackenzie
- 2012 Public Use Legal Memo – Jaques, Sharp, Sherrerd, FitzSimons, & Ostrye
- 2012 Cable Park Review

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Event Site

"Waterfront Recreation and Event Hub"



Objective: *The Event Site was constructed in 1992 to relieve the crowding at the Marina and provide a world-class watersport competition site. The Event Site is the epicenter for recreation along the waterfront for kiteboarding, windsurfing, SUP, and spectators and should be maintained to support the intensity of use. With the increasing popularity of kiteboarding, safety concerns must continue as a priority at the Event Site.*

Description:

- Grass area divided use for windsurfing and kiteboarding
- (2) Restrooms
- Upper and lower cruise ship dock
- (188) vehicle parking spaces; (20) over-length

Current Uses:

- Windsurfing, kiteboarding, SUP, sunbathers, beach use
- Major focal point for spectators
- (5) school concessions, (2) food vendors, (1) photographer
- In 2012 (5500) daily passes and (700) annual passes sold

Projects Completed:

- 2013 – concrete paving at upper cruise ship dock and sidewalk to lower cruise ship dock access; additional speed bump; signage and boundary area per high-water planning; added electrical capacity at lower cruise ship dock
- 2013 – reconfiguration of school concessions and food vendors

Future Projects:

	Project	Estimated Cost	Potential Funding	Target
1	Landscape upgrades	$30,000	POHR	2014
2	Restrooms/changing facility/outdoor shower	$150,000	POHR	2016
3	Reseal parking lot	$80,000	POHR	2017
4	Beach restoration/dredging	$50,000	POHR	TBD
5	Increase launch area west of Event Site	$250,000	POHR	TBD

Prior Actions and Studies:

- 2012 Waterfront Recreation Plan (WRAP)
- 2013 High-water Planning

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Jensen to Maritime Waterfront Trail "Ped/Bike Through-Way"



Objective: *The waterfront from the Jensen Building to the Maritime Building currently provides a recreational pedestrian and bicycle trail that allows public access along the length of the waterfront. Access to water is limited from Port property. An improved access point may be initiated in this area to relieve crowding at the Event Site.*

Description:

- Continuous paved waterfront path
- Riprap sloped areas leading to water
- Gravel parking area for waterfront users

Current Uses:

- Jensen Building area: Limited and steep access to water
- Maritime Building area: Limited access at "Dirt Beach"

Future Projects:

	Project	Estimated Cost	Potential Funding	Target
1	Pave gravel lot	$75,000	POHR	TBD
2	Provide access to water from west jetty	$50,000	POHR	TBD
3	Mixed-use launch at Dirt Beach	$50,000	POHR	TBD

Prior Actions and Studies:

- 2012 Waterfront Recreation Plan (WRAP)

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Hook

"Primitive Multi-Use"



Objective: *The Hook was constructed in the late 1970s as part of a future fill project. It is a teaching area for windsurfers, accommodates fishermen, dog walkers, bird watchers and joggers and serves as the culmination point of the Waterfront Trail. The Hook is not a highly developed site although over time, with the right financial support, the Port may carry out improvement projects.*

Description:

- Area comprises 10 acres – land and water
- 12 separate water access points

Current Uses:

- (2) windsurfing schools; CGWA Gorge Groms program
- Interior windsurfing launches for beginners; exterior launches for advanced beginners
- SUP, fishermen, dog walkers, bird watchers, joggers

Future Projects:

	Project	Estimated Cost	Potential Funding	Target
1	Waterfront trail extension	$100,000	City of HR/POHR	2014/15
2	New gravel road	$200,000	City of HR	2014/15
3	West end launch site	$125,000	Multiple	2014/15
4	Habitat restoration	$20,000	POHR	TBD
5	Concession area improvements	$75,000	POHR	TBD

Prior Actions and Studies:

- 2008 Plan for Improvements at the Hook
- 2008 The Hook Improvements Project – Thiel Landscape Architecture
- 2012 Waterfront Recreation Action Plan (WRAP)
- 2013 CGWA Design Concept – West Exterior Launch in coordination with City of Hood River outfall project

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III. PORT DESCRIPTION

D. Key Facilities Summary

The following includes a brief description of the Port's major assets.

1. Hood River Interstate Bridge



Hood River- White Salmon Interstate Bridge

The Hood River Interstate Bridge was built in 1924, and purchased by the Port of Hood River in 1950. Although deficient by modern standards, the bridge is an essential link spanning the Columbia River connecting Hood River to Bingen, Washington that must serve the region into the foreseeable future. The structure is defined as a steel truss composite bridge resting on concrete piers with an open steel grate deck. The center span is raised to allow for passage of maritime traffic. The overall bridge length is 4,418 feet (.8 mile), with two narrow lanes each approximately 9' 4-3/4" wide.

In 2011 the Port developed a Long-term Operations Plan for the bridge, with projected costs for improvements, maintenance, and resources necessary to keep the bridge safe and operational for the next 30 years. Bridge operations, maintenance and capital improvements are funded primarily through tolling. On January 1, 2012, cash tolls were increased from 75¢ to $1 for passenger vehicles. Frequent users pay discounted rates through the electronic tolling system, BreezeBy.

2. Ken Jernstedt Airfield



Ken Jernstedt Airfield

The Port acquired the 120-acre Ken Jernstedt Airfield ("Airport") from Hood River County in 1976, and has managed it continuously since that time. The Airport is a visual approach Basic Utility, Stage II Airport, serving 95% of the single-engine and small twin-engine airplanes, with approximately 105 aircraft based at the facility, and handling about 14,000 operations annually. The entire Airport property includes a 1,353 s.f. FBO office, 4,338 s.f. Maintenance Hangar and 36 T-hangar spaces, all of which are leased. The airfield is uniquely characterized by an Alternate Grass Landing Area located adjacent to the main runway. This parallel runway primarily serves antique aircraft that access the adjacent Western Antique Aeroplane and Automobile Museum. An updated Airport Master Plan was adopted in 2009 that outlines the facilities future projects. The first major project under the new plan was a 550' runway shift that was completed in 2013.

III. PORT DESCRIPTION

D. Key Facilities Summary (cont.)

3. Hood River Waterfront

The Hood River waterfront has been a resource to foster economic development since the area was filled by the Port in the 1960s and '70s. Overall, the waterfront is comprised of approximately 105 acres of land, most owned by the Port, and some in private ownership currently, around 50 acres are developed and, with light industrial or commercial properties, a little over 10 acres remain vacant/undeveloped. In addition, approximately 45 acres have been dedicated to parks, recreation sites, trails, and other open space that create a premier environment for world-class recreation. In recent years, major progress has been fostered by the 2007 Waterfront Development Strategy (Appendix D). Such improvements included development of two new roads and streetscape amenities, an upgrade to the City's wastewater treatment plant, and development of close to 275,000 square feet of industrial and commercial space. Since 2009, four new industrial and commercial buildings have been constructed by the private sector on land conveyed by the Port under terms defined in separate Disposition Agreements.



Halyard Building



Jensen Building



Maritime Building



Expo Center

a. Waterfront Industrial Property

The Port currently owns and manages four industrial buildings on the Waterfront:

Halyard Building is a 21,148 s.f. flex-space building completed in 2010 for light industrial users in a prime location near Waterfront Park. The Halyard is LEED-certified silver in environmental design. It currently houses a craft brewing company, food product manufacturer, and a carbon fiber parts manufacturer.

Jensen Building is a 71,857 s.f. building originally built for a fishing lure manufacturer and was acquired by the Port in 2010. It is a classic light industrial building that houses a mix of light manufacturing, food processing, warehouse and office uses.

Maritime Building is 38,806 s.f. built in 1975. It provides basic industrial space suitable for warehousing, manufacturing, and related production type offices. It is currently occupied by warehouse users. The location is prime waterfront property and the building design does not currently reflect the quality of the location.

Expo Center (26,031 s.f.) was originally constructed in 1981 by the Clark Door Company and converted to an exhibition/event center about ten years later, which proved financially nonviable. Zoned commercial, it is now used primarily for warehousing and limited office space. It features high ceilings and an open floor plan in the majority of the building.

III. PORT DESCRIPTION

D. Key Facilities Summary (cont.)

3. Hood River Waterfront (cont.)



Marina/Marina Park



Marina Park Office Building 1



Marina Park Office Building 2



Port Office Building

b. Waterfront Recreational Property

The Waterfront is home to numerous recreational venues owned and managed by the Port. These include The Spit, Event Site and The Hook plus a variety of recreational trails. Taken together, these facilities support a wide variety of recreational pursuits including windsurfing, kiteboarding, stand-up paddle boarding and kayaking, and constitute a unique amenity that brings visitors from around the world. A full description of the Port's Waterfront Recreational Properties and an assessment of their future use is contained in Appendix E.

c. Marina Basin

The Marina Basin contains two major components: a gated, semi-private marina and a public boat launch. The Hood River Marina was built in the 1970s and offers 154 slips, 11 boathouses and 110 parking spaces for tenant use. This facility has undergone recent improvements including an upgraded electrical system, new docks and a new gangway. A waiting list for moorage tenants continues to exceed demand. The public boat launch was also constructed in the 1970s and includes a two-lane boat ramp,150 ft. of transient dock for visitor tie-up, 55 trailer and 28 vehicle spaces, and a public restroom.

d. Port Marina Park

Port Marina Park surrounds the Marina Basin and consists of 22 acres of active and passive open space and four commercial buildings.

Marina Park Office Building No. 1 – Developed in 1973 to serve as the Port of Hood River office, this 5,738 s.f. structure now houses the Hood River Chamber of Commerce and Visitors Center, as well as other small tenants. The building underwent major improvements in 2012 to foster a positive impression to visitors to the area.

Marina Park Office Building No. 2 – This 2,406 s.f. building houses the State DMV office and a small commercial office space.

Port Office Building and Shop – In a highly visibile location, this structure conveniently houses Port administration and facilities maintenance staff near the bridge tollbooth in a 4,934 s.f. office, plus a 3,226 s.f. shop. Built in the mid-1970s, the structure was updated in 2008 to modern standards. Approximately 1,200 s.f. is occupied by a small business accelerator called Gorge Innoventure.

Marina Park offers lawn space, picnic shelter, beaches, restrooms, a multi-use field called Marina Green, a 839 s.f. structure that is home to the Hood River Yacht Club, and public restrooms.

III. PORT DESCRIPTION

D. Key Facilities Summary (cont.)

4. Other Assets



Wasco Business Building

a. Wasco Business Building

A 14,650 s.f. building developed in 2004 by the Port to spur development at Wasco Business Park, where other lots were sold to private developers. Currently this area has experienced growth, but lacks some services like nearby dining and retail.



Big 7

b. Big 7

This four story 38,854 s.f. concrete structure is the only remaining building still under Port ownership from the Diamond Cannery Complex purchase in 1984 and redevelopment in the 1990s. It has a tenant mix of office and industrial space and uses.

c. Timber Incubator Building

As part of the 29-acre John Weber Business Park, the 10,000 s.f. Timber Incubator was developed in late 1997 as a classic flex-space for industrial uses, suitable for manufacturing, research, warehouses, and related offices. It offers low-end rental rates designed to assist new and expanding companies in the Mid-Valley area.

PORT OF HOOD RIVER RENT ROLL

FY 2013 - 2014

January 14, 2014

Building Totals by Square Feet

	Commercial	Industrial	Other/Common	Vacant	%	Total	Jobs
Big 7	12,814	22,475	3,565	0	0%	38,854	87.0
Expo	2,875	18,053	1,228	3,875	15%	26,031	17.0
Jensen	3,519	64,535	3,479	324	0%	71,857	36.5
Halyard	1,205	15,004	306	3,633	18%	20,148	34.0
Maritime	1,286	34,300	2,220	1,000	3%	38,806	22.0
Port Office Building	4,934	0	3,226	0	0%	8,160	33.0
Marina Park Office Building #1	3,600	0	738	1,400	24%	5,738	9.5
Marina Park Office Building #2	1,990	0	416	0	0%	2,406	9.5
Yacht Club	0	0	839	0	0%	839	0.0
Wasco	12,236	0	2,414	0	0%	14,650	53.0
Timber Incubator	0	2,500	0	2,500	50%	5,000	1.5
FBO & Maintenance Hangar	1,353	4,338	0	0		5,691	7.0
Total	**45,812**	**161,205**	**18,431**	**12,732**		**238,180**	**310**
Percentages	**19.2%**	**67.7%**	**7.7%**	**5.3%**			

TOTAL ANNUAL LEASE REVENUE

Buildings	$1,380,418
Parking	$8,640
Airport	$157,596
Marina Rent Revenue (From Budget)	$164,125
TOTAL	**$1,710,779**

BUILDING & TENANT	JOBS	USE	SQ FT	SPACE	RATE	PER MONTH	PER YEAR	TYPE	ADJUST	ADJUST DATE	REQUIRED NOTICE	UNIQUE TERMS AND OTHER PROVISIONS
BIG 7: 616 Industrial Way												
Electronic Assemblers	28.0	Indust	2,600	302	0.55							
Electronic Assemblers		Indust	1,700	301	0.55							
Electronic Assemblers		Indust	5,000	303	0.55							
Electronic Assemblers		Comm'l	2,263	402	0.67							
1/91-10/15			**11,563**			**$6,631**	$79,575	NNN	Stepped	Nov-13	No	One 5 year option to 2020
GorgeNet	29.0											Parking: 10 designated parking spaces
12/03-09/19		Comm"l	**3,821**	401-402	0.61	**$2,330**	$27,959	NNN	cpi	May-14	No	
Slingshot	14.0	Comm'l	**2,930**	403	0.74	**$2,164**	$25,968	NNN	cpi	Mar-14	Jan 1	One 5 year option to 2019
3/09-2/14												
Insitu	16.0	Indust	12,675	201-205								
		Comm"l	3,800	101								
01/2010-12/2014			**16,475**		0.75	**$12,356**	$148,275	NN*	Stepped	Jan-14	Nov 1	*Insitu pays no property taxes
												Two 5 year options to 2024
Vacant		Vacant	**500**	102								
			1.3%									
Common Area		Other	3,565									
			9.2%									
TOTAL BIG 7	87.0		38,854			**$23,481**	$281,777					

BUILDING & TENANT	JOBS	USE	SQ FT	SPACE	RATE	PER MONTH	PER YEAR	TYPE	ADJUST	ADJUST DATE	REQUIRED NOTICE	UNIQUE TERMS AND OTHER PROVISIONS
EXPO CENTER, 405 Portway Ave												
Parking: 1. West Expo shares 20 spaces with lot #3 i.e. Key Developmen (revocable) 2. West Expo allocates approx 30 spaces for lot #2 (Dakine) - some shared. 3. West Expo allocates 26 spaces on a limited term for Hood River Juice (revocable).												
BC Marketing/Full Sail	14.0	Indust	10,290	Ware house	0.59	$6,030						
02/08 - 6M / 6M		Comm'l	2,875	Office	1.15	$3,310						Parking: All of East side parking lot reserved
			13,165			**$9,340**	$112,082	NN*	cpi	Mar 1	Six mo prior	*No Property Taxes
												Six month rolling lease
Mid-Columbia Distributing	3.0	Indust	**7,763**	Ware house	0.52	**$4,037**	$48,444	NNN	4%	Mar 1	Six mo prior	Six month rolling lease
09/08 - 6M / 6M												
Key Development Parking						**$200**	$2,400					
Hood River Juice Parking						**$520**	$6,240					
Vacant Commercial	0.0	Vac	1,207									
Vacant Industrial	0.0	Vac	2,668									
			14.9%									
Common Area	0.0	Other	1,228									
			4.7%									
TOTAL EXPO CENTER	17.0		**26,031**			**$14,097**	$169,166					

BUILDING & TENANT	JOBS	USE	SQ FT	SPACE	RATE	PER MONTH	PER YEAR	TYPE	ADJUST	ADJUST DATE	REQUIRED NOTICE	UNIQUE TERMS AND OTHER PROVISIONS
JENSEN BUILDING: 400 Portway Ave.												
Turtle island	5.0	Indust	29,795	Mfg.	0.46							
		Comm"l	1,128	Office	0.79							
06/11-05/16			**30,923**			**$14,654**	$175,850	NNN	Stepped	Jun-14	No	Three 3 year renewal terms to 2025
Joel Olsen Enterprises (ServPro)	10.0	Indust	4,940	Mfg.	0.51		$0		cpi			One 5 year renewal term to 2021
01/2011-01/16		Comm"l	1,000	Office	1.03							
			5,940			**$3,656**	$43,872	NNN	cpi	Feb-14	Nov 1	
Northwave	7.0	Indust	2,042	Mfg	1.02	**$2,085**						
05/08-12/15		Other	288	Storage	0.36	**$103**						
			2,330			**$2,253**	$27,041	NNN*	cpi	May-14	Oct 31	*Does not pay for natural gas.
												One 1 year term to 2016
Rob Arnold	0.0	Other	**451**	201	0.85	**$384**	$4,608	NNN		NA	30 Days	Month to Month
10/1/2012 - M/M												
RBS	12.0	Indust	9,543	Mfg.	0.42							
10/10-09/15		Comm"l	1,391	Office	0.78							
			10,934			**$5,050**	$60,600	NNN	cpi	Oct 13	April 1	One 5 year term to 2020
Breezeway Units												
Leoni Montenegro Units 1 - 3 M/M	1.5	Indust	**1,224**	1, 2 & 3	0.33	**$400**	$4,800	NNN	Stepped	Oct 1	1-Aug	Month to Month
Hood River Painting Unit 4	0.0	Indust	**324**	4		**$85**	$1,020	NN				Storage only, no utilties
Perry Platt Unit 5 M/M	1.0	Indust	**516**	5	0.50	**$258**	$3,096	NNN	NA	NA	NA	Month to Month
Chamber of Commerce Unit 6 M/M	0.0	Other	**192**	6	0.34	**$65**	$780	NN				Storage only, no utilties
Vacant Unit 7	0.0	Other	**192**	7	0.00	**$0**	$0	NNN				
Northwave (See Above) Unit 8	0.0	Other	**288**	8								
Parking: Key Development						**$100**						
Vacant Inside Storage			**1,032**									
			1.9%									
Common		Other	**1,936**									
			3.5%									
TOTAL JENSEN BUILDING	36.5		**55,250**			**$29,093**	$321,667					
(Including Breezeway Units)												

BUILDING & TENANT	JOBS	USE	SQ FT	SPACE	RATE	PER MONTH	PER YEAR	TYPE	ADJUST	ADJUST DATE	REQUIRED NOTICE	UNIQUE TERMS AND OTHER PROVISIONS
HALYARD BUILDING, 707 Portway Ave												
Pfreim Brewing Company	18.0	Indust	4,754	101	0.88	$4,184						Parking: 8 non-designated spaces
7/16/2012 - 6/30/2017		Comm"l	905		0.44	$398						
			5,659									
Pfriem Brewing Leased / TI's in Progress						**$4,582**	$54,981	NNN	Stepped	July 1	April 1	Two 5 year renewals
About 9/1/2013 total rent on both spaces		Vac	**3,633**	102								
increases to $8,026.92												
Pocket Fuel Leased / TI's in Progress	7.0	Indust	5,168	103				NN*	cpi			Occupancy @ June 1, 2013
About 7/1/2013 rent to be approx $3,450		Comm'l	300									Port will pay water & sewer
dependent on final floor plans			**5,468**									One 3 year renewal term
Real Carbon	9.0	Indust	**5,082**	104	0.84	**$4,255**	$51,057	NNN	cpi	Jun 1	Jan 1	Parking: 10 designated spaces
06/2011-05/2016												One 3 year extension
Total Vacant Industrial			3,633									
			18.3%									
Utility Rooms (Approximate)		Other	306									
			1.5%									
TOTAL HALYARD BUILDING	34.0		**19,848**			**$8,836**	$106,038					
MARITIME BLDG, 910 Portway Ave												
Hood River Distillers Rent Begins 8/1/2013	2.0	Indust	**21,700**	East End	0.50	**$10,850**	$130,200	NNN	cpi	Oct 1	Jun 30	Two 1 year extensions
10/12-9/17												Rent credit to earlier of Aug 1, 2013 or 9 mos ($10,850 / mo)
Double Mountain	1.0	Indust	**12,100**	West End	0.52	**$6,424**	$77,090	NNN	cpi	Dec 1	NA	No extensions
07/12-6/17												(Goes to $6,292)
CRG Freight	15.0	Indust	**500**	100 & 101	0.58	**$296**	$3,552	NNN	cpi	Jul 1	May 1	One 1 year extension
7/12-6/14												
Hitch Source	4.0	Comm"l	**1,286**	103 & West Upstairs	0.58	**$746**	$8,951	NNN	cpi	Oct 1	Aug 1	Two 1 year extensions
10/12-9/13												
Vacant Commercial		Vac	1000	Middle Upstairs								
			2.6%									
Common Area (approximate)		Other	2,220									
			6%									
TOTAL MARITIME BLDG	22.0		38,806			**$18,316**	$219,792					

BUILDING & TENANT	JOBS	USE	SQ FT	SPACE	RATE	PER MONTH	PER YEAR	TYPE	ADJUST	ADJUST DATE	REQUIRED NOTICE	UNIQUE TERMS AND OTHER PROVISIONS
PORT OFFICE BUILDING, 1000 E Port Marina Drive												
Port Office	25.0	Comm"l	**3,516**	100								
Gorge Innoventure	1.0	Comm"l	**1,418**	101	0.00	**$0**	$0	NNN	Stepped plus cpi	Mar 1	90 days	Three 1 year extensions
9/12-8/17											90 days	May cancel on any 6 mo anniversary
Maintenance & Garage	7.0	Other	1,551	Attached								
		Other	1,675	Detached								
TOTAL PORT OFFICE BUILDING	33.0		8,160			**$0**	$0					
MARINA OFFICE BUILDING, 700 E. Port Marina Drive												
Chamber of Commerce	4.0	Comm"l	**2,627**	East Wing	0.92	**$2,477**	$29,727	NNN	$0.03	Jan 1		Parking: 8 excl in East lot & 7 non-excl in South lot
1/12-12/21												No remaining extensions
Locus Interactive	3.0	Comm"l	**463**	100	1.10	**$509**	$6,108	NNN	Stepped	Jul 1	Feb 28	One 1 year extension
7/12-6/15												
Columbia River Acupncture	1.5	Comm"l	**197**	101	1.32	**$266**	$3,192	NNN	Stepped	Jul 1	Apr 30	One 1 year extension
04/07-06/14												
Veolia	1.0	Comm"l	**313**	102	1.10	**$345**	$4,140	NNN	cpi	May 1		No remaining extensions
05/10-6/15												
Vacant Commercial		Vac	**1400**	200								
			24.4%									
Common		Other	738									
			12.9%									
TOTAL MARINA OFFICE BUILDING	9.5		5,738			**$3,597**	$43,167					
DMV OFFICE BUILDING, 600 E Port Marina Drive												
DMV	2.5	Comm"l	**1,200**	East Off	1.97	**$2,361**	$28,332	Gross?	Stepped	Jan 1	NA	No lease extensions
1/96-12/13												
Hearts of Gold	7.0	Comm"l	**790**	West Off	1.02	**$802**	$9,624	NNN	$0.03	Jan 1	Oct 31	One 1 year extension
01/11-12/13												
Vacant Commercial		Vac	0									
			0%									
Common		Other	416									
			17.3%									
TOTAL DMV OFFICE BUILDING	9.5		2,406			**$3,163**	$37,956					

BUILDING & TENANT	JOBS	USE	SQ FT	SPACE	RATE	PER MONTH	PER YEAR	TYPE	ADJUST	ADJUST DATE	REQUIRED NOTICE	UNIQUE TERMS AND OTHER PROVISIONS
WASCO BUILDING, 205 WASCO LOOP												
Renaissance Learning	16.0	Comm"l	4,844		1.00	**$4,840**	$58,080	NNN	cpi	Sep 1	180 days	One 5 year extension
07/04-08/14												
MCCOG	9.0	Comm"l	2,754		1.02	**$2,806**	$33,677	NNN	cpi	Dec 1	Oct 1	One 5 year extension
12/07-11/17												
Cloud Cap	28.0	Comm"l	2,846		0.99	**$2,818**	$33,810					Parking: 4 max in building lot, must provide
04/08-04/15		Comm"l	1,792		0.99	**$1,774**	$21,289					remaining parking off-site
						$4,592	$55,099	NNN	negotiable	NA	Feb 1	Five 1 year extensions
Vacant Commercial		Vac	0									
			0									
Common		Other	2,414									
			16.5%									
TOTAL WASCO BUILDING	53.0		14,650			**$12,238**	$146,857					
TIMBER INCUBATOR BUILDING, 3875 Heron Drive												
Prigel Machine	1.5	Indust	2,500	300	0.60	**$1,500**	$18,000	NNN	NA	None	1-Jul	One 1 year extension
10/06-09/14												
WyEast Laboratories		Indust	5,000	100 & 200	0.50	**$2,500**	$30,000	NNN	CPI	Jul-13	31-May	Two 1 year extensions
Vacant Industrial		Vac	2,500	400								
			25.0%									
TOTAL TIMBER INCUBATOR BUILDING	1.5		**10,000**			**$4,000**	$48,000					
HOOD RIVER YACHT CLUB												
Club House	0.0	Other	839		0.57	**$500**	$6,000	Utilities	Stepped	Jul 1	May 1	One 1 year extension
07/12-06/14												
Storage Racks (6 racks)												
7/12-6/14				C Dock	$25 ea	**$150**						Payable only upon subletting
TOTAL HOOD RIVER YACHT CLUB	0.0		839			**$650**	$6,000					

AIRPORT											
Hood River Helicopters		(Land)			**$460**	$5,520		Stepped	Sep-13		
Gorge Leasing		(Land)			**$175**	$2,100	NNN	Negotiate	Jan-15		
12/31/14											
JOHN BENTON		(Land)				$9,576	Land	Stepped	May 15	July 31	Two 5 year extensions remaining
10/2015											
Unimax Avaiatin		(Land)				$400	Land	cpi	Mar 1, 2017		
03/02-02/31											
Jacques Rajotte, Bill Bottmley & Ken Murphyformerly Dick Parsons		(Land)				$450	Land	cpi	Dec 1, 2015		
01/2015											
Acree		(Land)				$350	Land				
04/2014											
Insitu		Hangar 1			**$2,557**	$30,684	NNN	Stepped	Feb 1		
01/08-1/14											
Cloud Cap		Helicopter Hangar			**$1,057**	$12,684	NNN	cpi	Jul 1		
07/11-6/16											Will go to $1,057 on July 1, 2013
		Annual Rate	No.								
T-Hangars A		$2,422	12			$29,064					
T-Hangars B		$2,581	12			$30,972					
T-Hangars C		$2,858	12			$34,296					
Cascade Soaring						$750					
12/31/14											
Northwest Skysports						$750					
12/31/14											
FBO Maintenance Hangar		5,691			$0	$0	NNN				
TOTAL AIRPORT					**$4,249**	$157,596					



Economic Impacts of the Port of Hood River

December 2013

Prepared for:

Port of Hood River

ECONorthwest
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Summary

Background

The Port of Hood River (Port) is updating its strategic plan. To support that effort, the Port asked ECONorthwest to conduct an *economic impact analysis* of the Port's activities. That analysis describes how the Port directly contributes to the economy of the Hood River region. It provides information to help the Port evaluate its performance and consider its future prospects.

Framework and Methods

The fundamental question the analysis addresses is, "How have Port actions—now or in the last 20 years, directly or indirectly—created or contributed to beneficial economic impacts on the regional economy of the Hood River area?" The appropriate framework for that type of analysis is an *economic impact analysis*, which measures economic activity in terms of output, income, and jobs. Activities and facilities of the Port of Hood River that create economic impacts are:

- Port Operations
- Light Industrial Development
- Columbia River Bridge
- Hood River Airport
- Marina
- Recreational Properties

The analysis looked at *primary effects,* which result from what the Port does itself, and *secondary effects,* which result from the use of the Port's commercial and industrial assets by non-Port entities (primarily businesses). It starts by measuring direct expenditures and employment by the Port and by businesses whose operations depend in some significant way on Port assets or activities. These *direct impacts* lead to two further categories of impacts: *indirect impacts,* which are supply chain impacts resulting from business-to-business spending; and *induced impacts,* which are consumption driven impacts resulting from household spending.

ECONorthwest based its evaluation on the following information:

- Previous studies of the Port of Hood River, the Hood River economy, and other Oregon ports. These studies established the historical context of the Port's operations in Hood River.

- Current and historical records of economic activity at the Port from the Port's historical annual budgets.
- Port operations; transportation including water, land, and air; Port leases; recreation; and other contributions to quality of life of visitors and residents of the area.
- Port spending, employee compensation, and employment from its annual budget records; selected bridge traffic data; waterfront parking pass data; and information about of tenants leasing Port properties.
- Interviews with several businesses and organizations identified by Port staff as key users of Port facilities. The interviews supplemented quantitative data and provided important insights into the Port's users and their activities.

Results of the Analysis

Table 1 shows the direct impacts and total impacts (direct plus secondary) of the Port and the 35 businesses that now use its current assets or those assets that were conveyed to the private sector sometime in the last 20 years. In fiscal year (FY) 2013, together, the Port and these businesses were directly responsible for about $200 million in annual output (which includes about $37 million in wages and benefits in the region) and nearly 600 jobs (almost 7% of the non-farm jobs in Hood River County in 2011).[1]

Table 1: Direct and Secondary Impacts of the Port and Businesses on Current and Former Port Properties, 2013

Activity	Output	Wages & Benefits	Jobs
Direct Impacts			
Business on Port Properties	$187,029,000	$35,969,000	571
Port of Hood River	12,478,619	1,514,435	24
Total Direct Impacts	$199,507,619	$37,483,435	595
Total Impacts (direct + secondary, mid-range)			
Business on Port Properties	$261,840,600	$53,953,500	913
Port of Hood River	18,093,998	2,195,931	45
Total Direct and Secondary Impacts	$279,934,598	$56,149,431	985

Source: ECONorthwest with data from IMPLAN and the Port of Hood River.

[1] Jobs are full year equivalents (FYE), and include both full- and part-time workers.

ECONorthwest used economic *multipliers* to estimate the secondary impacts of the Port and its related businesses.[2] The bottom section of Table 1 shows the mid-range estimate for total impacts (direct plus secondary): $280 million in output, $56 million in wages and benefits, and 985 jobs.

Table 2 puts the total impacts in Table 1 in context by comparing them to total economic activity in the Hood River region.[3] The Port and its related businesses account for about 18% of output, 12% of wages and benefits, and 7% of jobs in Hood River.

Table 2: Share of Economic Activity in Hood River Region Attributable to the Port and Related Businesses

Activity	Output	Wages & Benefits	Jobs
Hood River County, Nonfarm Activity (2011)	$1,567,643,498	$471,263,886	13,711
Port and Related Businesses (2013)	279,934,598	56,149,431	985
Estimated contribution of Port and Related Businesses to regional economic activity	18%	12%	7%

Source: ECONorthwest.
Notes: 1. These estimates are approximate. This analysis compares IMPLAN data for Hood River County in 2011, the most recent year of data available, to IMPLAN data for the Port and its related businesses for 2013. Capital expenditures by the Port in 2013 are about 50% greater than the average annual capital expenditures over the last 10 years (and those of 2011). Thus, the estimated shares of activity attributable to the Port may be relatively high.
2. The number of jobs in Hood River County reported in this analysis is higher than the number reported in the Port's strategy document due to differences in the data sources used. ECONorthwest used jobs figures from IMPLAN, while the Port used jobs figures from the Oregon Employment Department (OED). There are two key differences between these data sources: (1) IMPLAN counts self-employed jobs and OED does not; and (2) IMPLAN bases its counts on the number of filled jobs in a given quarter, regardless of if that worker was in that position the previous quarter, whereas OED only counts the number of workers employed by the same employer in both the reference and previous quarters.

The remainder of this section describes Port and related business operations within the six major categories listed previously.

Port Operations

For FY 2013, the Port budgeted total capital and operating expenses of $12.5 million. The Port employs 24 FYE workers with average wages and benefits of $63,101. The Port's revenues principally come from bridge tolls, grants, debt financing, and lease income.

[2] For example, new jobs in manufacturing indirectly support other jobs that provide goods and services to manufacturers and to their employees. Thus, the direct jobs are *multiplied*. The multipliers for output, wages and benefits, and jobs for the Port and businesses on Port properties vary from 1.3 to 2.1, meaning, that they create indirect economic impacts that are on the order of 30% to 110% of their direct impacts.

[3] For this comparison, ECO used Hood River County as a proxy for the region.

Operating expenses have grown consistently over the last ten years. The Port's spending on personnel services, materials and supplies, and debt service has grown steadily from about $2.2 million in 2004 to $4.2 million in 2013.

Capital expenses vary considerably from year to year. These expenditures fund periodic upgrades, repairs, maintenance, and some construction projects. Between FY 2004 and FY 2013, annual capital investments varied from a low of $470,493 (FY 2009) to a high of $7.7 million (FY 2013).

Light Industrial and Commercial Properties

Most Port income-producing property is zoned for light industrial development. Some is zoned for commercial development. Businesses operating on these properties are in a variety of industries (*e.g.*, acupuncture, food services, electronic components manufacturing) and vary in size (employing between 1 and 100 employees).

Overall, businesses on industrial or commercial property now or formerly owned by the Port generated about $187 million in output, $36 million in wages and benefits, and 553 jobs. Businesses in the manufacturing sector were the largest contributors. Table 3 summarizes economic activity by business type.

Table 3: Economic Activity of Businesses on Current and Former Port Properties, 2013

Industry Category	Output	Wages & Benefits	Jobs	No. of Entities
Manufacturing	$148,679,000	$22,975,000	386	17
Services	33,474,000	11,561,000	149	12
Trade	2,394,000	659,000	18	2
Government and other	651,000	214,000	3	2
Total	$187,029,000	$35,969,000	553	33

Source: Port businesses, ECONorthwest estimates. Excludes airport.

New light industrial development will be constrained by the supply of land. A recent analysis of economic opportunities in the Hood River area found there were 545 acres of industrial land area available in the Columbia Gorge in 2011,[4] enough to meet existing and near-term demand. The report concludes that the majority of new businesses in Hood River are likely to be small businesses that can settle in existing commercial or industrial buildings.

[4] FCS Group. *Hood River Economic Opportunities Analysis*. Prepared for the City of Hood River. June 2011.

Hood River Bridge

The Hood River Bridge is a narrow, two-lane, vertical lift, toll bridge across the Columbia River. The 4,418-foot-long bridge is a critical piece of transportation infrastructure. It connects Hood River with the Washington communities of White Salmon and Bingen, and is the only vehicle crossing along the Columbia for 20 miles in either direction.

About 3.6 million vehicles crossed the bridge in FY 2012. Most trips are for personal business or pleasure (67 percent),[5] and occur during the peak period from May to October, which corresponds with demand from the fruit growing and tourism industries.

The Bridge benefits both the Port and the community at large. It is the greatest source of revenue for the Port; it generated over one-fourth the Port's total revenue in FY 2013 (about $3.3 million). Prior analysis estimates that the value of the Bridge to its users is on the order of 10 times greater than the tolls they pay, about $33 million per year.[6]

Hood River Airport

The Hood River Airport, located about 3.5 miles south of the City of Hood River, is open to both commercial and recreational users. In 2010 (the most recent usage data) there were 9,751 itinerant operations, 4,199 local operations, 200 air taxi operations, and 60 military operations at the airport. Operating income to the Port was $175,034 in FY 2013.

Marina

The Marina Basin (22 acres) has 152 boat slips and 11 boathouses as of July 2013. It receives 10,500 visitors each year and it is at full capacity with a 56-boat waiting list.

The marina provides benefits to both the Port and the community. Boats pay moorage fees to dock at the marina and, in FY 2013, these fees generated operating income to the Port of $171,325. In addition to paying to use marina facilities, visitors also spend money at businesses in Hood River.

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[5] The Gilmore Research Group. *SR-35 Bridge Motorist Intercept and Telephone Survey: Narrative Report of Research Findings*. December 2001.

[6] ECONorthwest. *SR-35 Hood River Bridge: Economic Effects*. Prepared for The Southwest Washington Regional Transportation Council. October 2010.

Of the various recreationists at the Port, marina visitors probably generate the largest spending impacts. A study of recreationists at 36 marinas in Oregon found that overnight marina slip users spend 3 to 8 times more than day visitors.[7]

Recreational Properties

Tourism is a big part of the Hood River economy: businesses in tourism-related sectors account for almost twice as much of the output in Hood River County as they do for output in Oregon overall (8.2% compared to 4.3%). According to a Mid-Columbia Economic Development District report, recreation visitors to Hood River County spent over $75 million, which earned $20 million and supported 950 jobs in 2011.[8]

The Port's recreational amenities contribute significantly to tourism and the quality of life in Hood River. The Port operates several recreational facilities along the waterfront, which cover about 64 acres. These facilities offer a multitude of recreation opportunities, including various watersports, classes, boating activities, and sports fields. In FY 2013, the Port estimates that these facilities received about 75,000 total visits. ECONorthwest estimates tourist spending attributable to Port facilities to be on the order of $1 to $5 million per year.

A 2009 study by Tetra Tech found that waterfront recreation demand is likely to grow at the Port in the future. The study projected recreation usage and economic impacts over a 20-year period. Under a medium-growth scenario for 2009 through 2029, it estimated that windsports on Port properties would generate $66.4 million in spending (net present value 2009 dollars) and support 6 new jobs each year (over 100 jobs over 20 years).[9]

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[7] Chang, Wen-Huei and R. Scott Jackson. *Economic Impacts of Recreation Activities at Oregon Coastal and River Ports*. U.S. Army Engineer Research and Development Center. Prepared for U.S. Army Corps of Engineers. Sponsored by U.S. Army Engineer District, Portland. August 2003.

[8] Mid Columbia Economic Development District (MCEDD). *Mid-Columbia Comprehensive Economic Development Strategy*. March 2013.

[9] Tetra Tech, Inc. *Economic Effects of Water Related Recreation at the Port of Hood River.* Prepared for the US Army Corps of Engineers, Portland District. May 2009.

Implications

The evidence is clear that the Port has an impact on the regional economy. The Port provides direct impact through its spending on internal operations, and those expenditures have multiplier effects: the Port employees and suppliers spend the money they receive from the Port for other goods and services in the local economy. That "downstream" spending adds another 50 to 70% to the direct effects.

The greater leverage, however, comes from the businesses that use Port assets (current and former) and are supported by Port operations. ECONorthwest found around 35 businesses operating on current or former Port properties, providing jobs to around 550 people, wages around $36 million per year, and output close to $190 million per year. When multiplier effects get added, the numbers increase by on the order of 50%.

The Port cannot claim exclusive credit for that economic activity; the businesses themselves deserve almost all the credit for what they produce. But, interviews of businesses by ECONorthwest support the statement that historical efforts of the Port over the last 20 years have contributed to the situation today. Businesses reported that Port assets and programs are important to their location and expansion decisions. Therefore, the Port is an integral part of the activity by businesses on current or former Port properties. Including multiplier effects, this activity accounts for about 7% of the jobs and about 18% of the output in Hood River County.

That information, supplemented by case studies of specific businesses on Port properties, supports the conclusion that the Port has made progress on one of its key missions: stimulating economic development in the Hood River region.

Going beyond the numbers, ECONorthwest offers two observations about issues that a strategic plan might address.

> **Building out the waterfront**. With its land at the waterfront, downtown, the Wasco Business Park, and the Odell Business Park, the Port owns or has facilitated development of a large proportion of the industrial property in the City of Hood River. The waterfront area is a critical portion of the remaining industrial land supply.

But the limit on industrial land is not absolute. There is vacant land near Hood River (*e.g.*, Pine Grove and Odell) where, at least in theory, industrial property is available and industrial development could be encouraged.[10]

In that context, what is the best use of remaining Port property at the waterfront? Many cities provide evidence of a transition from industrial uses to other uses as property values rise. The Port has already accommodated a shift from traditional industrial and warehousing toward light industrial and commercial. The Port should consider furthering this transition, focusing on the kinds of businesses that are most compatible with waterfront recreational amenities and the increasing scarcity of readily-developable industrial properties in Hood River County.

The value of Port amenities. Most Port recreation facilities (*e.g.*, Marina Park, recreational trails, etc.) historically have operated at a net loss. But the evidence supports the conclusion that these facilities provide both economic and social benefits to people in the region. Park facilities—and the quality, maintenance, and cleanliness of those facilities—can create an additional attraction not only for visitors, but also for businesses and their employees.

[10] Whether such land could obtain land use entitlements and infrastructure at a reasonable cost, and how well it the location would serve for certain businesses would have to be evaluated.

1 Introduction

1.1 Background and Purpose

The Port of Hood River (Port) is one of 23 public ports in the state of Oregon. Created in 1933 for the purpose of developing industrial land in the Columbia River Basin, the Port has acquired and improved properties since its founding. The Port's assets include the Hood River Bridge, the Hood River Airport, the Hood River Marina and waterfront, and light-industrial land in Hood River and Odell.

The Port is now (Fall 2013) updating its strategic plan, and would like information that helps it evaluate its performance and consider its prospects. Some of that information will be provided in a study begun in June 2013 by the State of Oregon (through the Infrastructure Authority of Business Oregon and the Oregon Public Ports Association). That study will look at the economic impacts of all 23 ports in Oregon.

There are several reasons that the Port requested an additional impact study. First, the Port is scheduled to complete its strategic plan in the fall of 2013; the State study will not be completed until at least six months later. Moreover, the State study, in evaluating 23 ports, cannot evaluate each in detail; its methods will rely heavily on information provided by the ports about their economic impacts.

Thus, the Port of Hood River concluded that it wanted more detailed information about its economic impacts soon enough to provide a fact base for its strategic planning. To that end, it contracted with ECONorthwest to conduct this study: an *economic impact analysis* of the Port of Hood River.

This report describes the Port's direct contributions to economic activity in the Hood River Area and provides the Port with updated information for its strategic plan. This report is, in effect, a technical appendix to what will become the Port of Hood River's strategic plan. ECONorthwest designed the methods and content of this study to both contribute to and benefit from the statewide study of port economic impacts.

Economic impact studies are often done to make the case that a business or organization being studied makes significant contributions to a local or state economy. Claims about economic impacts may sometimes go beyond what the data and methods support. ECONorthwest has taken care in this study to be clear about its assumptions and its opinions about how a proper analysis should be conducted and interpreted. We encourage readers to interpret the findings and conclusions in Chapters 4 and 5 in the context of methods and background information described in Chapters 2 and 3.

1.2 Organization of the Report

This report contains the following chapters:

- **Chapter 2, Framework and Methods**. A basic understanding of definitions, assumptions, data, and methods is essential for interpreting and evaluating the results we present.
- **Chapter 3, Context**. Port activities occur in a larger regional economy, and their relative importance depends on the size and structure of that economy. This chapter provides context for interpreting the results reported in Chapter 4.
- **Chapter 4, Economic Effects of the Port of Hood River**. This chapter discusses a description of the direct economic effects from Port activities on the Hood River area.
- **Chapter 5, Conclusions and Implications**. This chapter lists the findings of the analysis of the direct economics from Port activities on Hood River area and interprets them in the context of the Port's strategic thinking.

2 Framework and Methods

By *Framework* we mean broad concepts and principles for thinking about economic impacts. By *Methods* we mean the data and analytical techniques consistent with that framework that we will use to estimate the economic impacts of the Port in this study. In other words, a proper framework provides a foundation and justification for the methods used.

2.1 Framework

The Port wishes to better understand its role in the economy of the Hood River area. There are different ways to think about the relative importance of the Port's activities to the economy.

One could ask the question, "If the Port had not taken the actions that it has, how would the economy be different?" Answering that question properly requires comparing the economic activity that one observes now to hypothesized economic activity that would exist in the absence of the Port and its actions. It is a question about whether the Port *caused* that activity to happen in whole or in part, whether that activity would exist in whole or in part without the Port, or whether that activity is net beneficial (*i.e.*, Do the economic and other benefits the activity delivers have a value to the citizens of the region that exceeds their costs?). In the jargon of economics, this kind of evaluation is called *benefit-cost analysis*.

A fundamental problem in answering that question is, "What would have happened without the Port?" A simple answer assumes that whatever the Port did would not have happened, if the Port had not done it. But that answer is almost certainly wrong, at least in part. The Port operates the Hood River Bridge, but the Bridge existed before the Port took responsibility for its operation. Would the Bridge have collapsed or been closed if the Port had not been selected to operate it? Not likely. Similarly, if the Port had not facilitated development in the Hood River waterfront, would none of that development have occurred? Again, not likely.

Given the growth of the Hood River economy in general, and the tourism / recreation component of that economy in particular, a better assumption is that some public entity or business would have done something along the waterfront. But what does seem likely is that, given the Port essentially created the waterfront through fill projects, the waterfront today would look different and be less developed, if the Port had not existed.

Alternatively, one could ask, "What things does the Port contribute to now that have an economic impact?" That question is less about the Port's unique contribution to an economic effect and more about demonstrating that, logically, the Port's activities *contributed* to economic activity, and that the impact of its activity on the economy is of some estimated magnitude. That simpler question is the one addressed by an *economic impact analysis*. Such studies typical measure economic activity as output, income, and jobs, and describe an organization's economic connections and its supply chain linkages.

This study is an economic impact analysis. So is the statewide study of the economic impact of Ports in Oregon. Though an economic impact analysis could compare current conditions (in this case, with the presence of the Port and its activities) to a hypothetical scenario (without the Port), neither study attempts to isolate what the economy would be like without the ports. In other words, neither study attempts to estimate *net* impacts.

An economic impact analysis typically starts by identifying and estimating *direct impacts*. In this study, those are the impacts that occur at the Port of Hood River. The Port has a budget and spends money on employees (wages), supplies, construction, and services in the local economy. Those expenditures have a direct impact on the local economy. For the purpose of this study, we call those expenditures by the Port *primary effects*.[11]

Moreover, the Port has assets (*e.g.*, facilities like the bridge, airport, and marina) that have value to their users. The access that the bridge provides, for example, is critical to many businesses (both for freight and labor), and they in turn spend on local employees, supplies, construction, and services. For the purposes of this study we call those *secondary effects*.

But those direct expenditures (by the Port and by businesses whose operations depend in some significant way on Port assets or activities) in turn have subsequent effects on the regional economy. In the context of economic impact analysis, these are often called *multiplier effects*, and are usually estimated in two categories: (1) *indirect effects,* which are supply-chain impacts resulting from business-to-business spending; and (2) *induced effects,* which are consumption-driven impacts resulting from household spending.

[11] As an example of why isolating *net* impacts can get very difficult analytically and controversial politically, consider the some of the key direct and primary impacts of the Port of Hood River on the local economy. The Port pays wages to Port employees and buys supplies from local businesses. One can argue that, if the Port did not operate, the regional economy would be smaller. But, to address *net* impacts, one needs to consider where the money comes from that the Port uses to pay employees and suppliers. If it all were to come from federal grants then, "but for the Port," the money would not be circulating in the economy and all of it would be a net benefit to the local economy. But, if it instead all comes from taxing local households and businesses, then Port spending is not 100% a net benefit: if those households and businesses had not be been taxed, they would have more disposable income, and they would spend some share of it in the Hood River region. In this and similar examples, *perspective* matters greatly: from which point of view (*e.g.*, national, state, local) is one estimating net benefits?

The *timing* of effects is critical. A typical economic impact analysis is a static snapshot: what are the activities of some entity contributing to an economy at some specific point in time? But the Port of Hood River, and the State study of Oregon ports, wants to take a broader view. The Port has made improvements to the waterfront, for example, over the course of several decades: it has filled land; provided infrastructure; and developed, acquired, and sold property. It has sold many of its former properties to successful businesses that contribute to the economy. The question for this study and the State study is, "What counts now?" A narrow view would be to count just assets currently owned and managed by the Port. A broad view is to credit the Port's contributions with the impacts of all businesses that use current or former Port assets.

The State study is adopting the protocol that ports can consider activities as far back as 20 years. To maintain consistency, this study adopts the same protocol.

The paragraphs above describe effects according to where in the chain of effects they were created: primary, secondary, and multiplier effects. Another way to categorize the same effects is by the units used to measure them. Economic impact analysis typically uses three units of measurement. Activities are deemed beneficial to the economy being studied if they can be demonstrated to increase (1) employment, (2) wages paid to employees, or (3) the total output or the value added of businesses in the economy.

Note that these measurements of economic effects (1) cross-cut where in the chain the effects occur, as they can be direct, secondary, or multiplier effects; and (2) are different ways of measuring how economic activity increases, as they are not additive. We pay attention to that second point in Chapters 4 and 5.

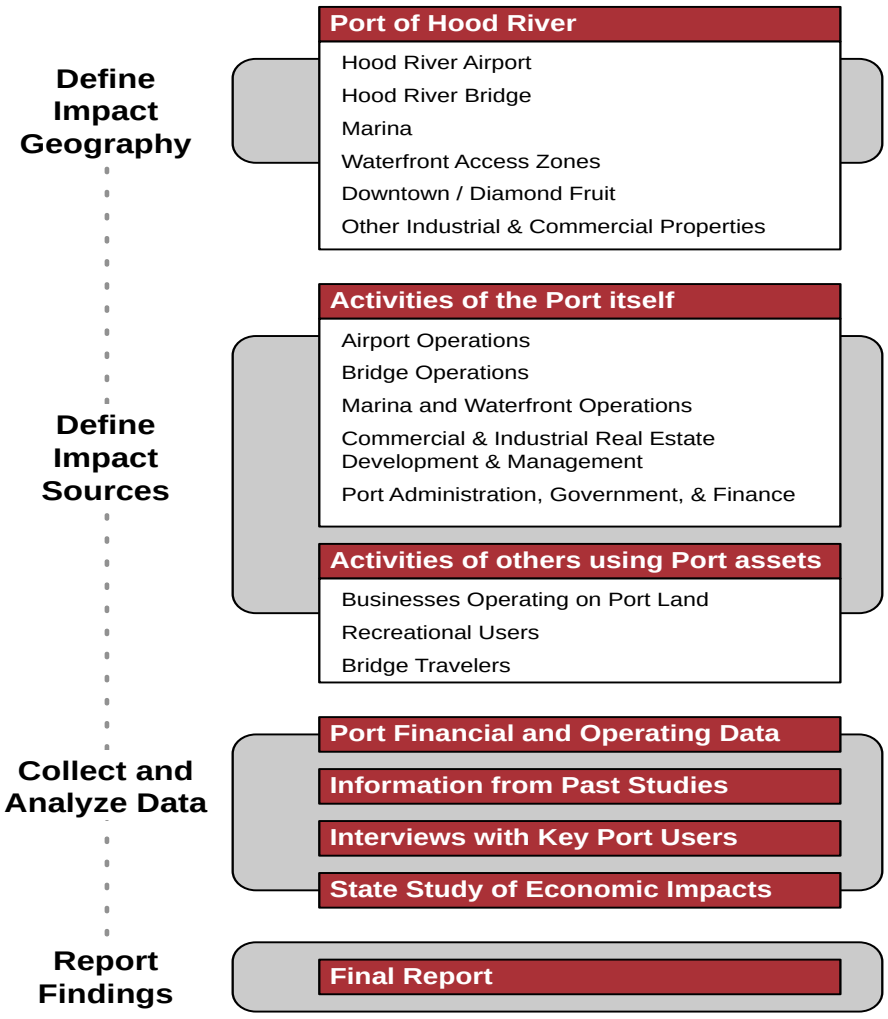
This study takes a regional perspective on the economy of the Hood River region. It focuses on describing the direct economic activity linked to the Port in some way. The Port supports a wide variety of activities, some of which are important, but do not have substantial economic impacts. For those activities whose effects are not suitably measured by the economic impact analysis, this report suggests alternative ways the Port might address them.

2.2 Methods

This analysis seeks to identify the many ways in which the Port of Hood River affects the economy. It defines a broad range of impacts linked to the Port. These consist of (1) direct impacts of the Port's operations, including its waterfront facilities and marina, the airport, and Hood River Bridge; and (2) other, non-Port activities made possible by Port facilities and activities of the Port (*e.g.*, private businesses developments resulting from Port land and economic development initiatives). The goal of the analysis is to address the question, "In what ways and to what extent does (and has) the existence of the Port of Hood River contributed to economic activity in the Hood River region?"

Figure 1 provides an overview of our methods. In **Step 1**, we defined the area of impact based on the Port's facilities and activities. We define the economic impacts in this report not based on state, county, or city boundaries, but on the specific places where the Port operates, and on the kind of activities it engages in.

Figure 1: Overview of Methods for Estimating Economic Impacts of the Port



Source: ECONorthwest.

As part of Step 1, we gathered information from 11 previous studies relevant to the Port (see Appendix A). These studies analyzed a broad range of topics, including recreational activities, dredging, the Port real estate market, and economic development strategies. These studies established the historical context for the Port's operations in the Hood River economy and provided a list of the Port's activities and the locations of its operations.

To evaluate the Port's direct contributions to economic activity, it was necessary to evaluate many categories of Port information: Port operations; transportation including water, land (bridge), and air (airport); Port leases; recreation; and other contributions to quality of life of visitors and residents of the area. In **Step 2**, we compiled current and historical records of economic activity at the Port.

Audited financial statements for the Port were instrumental to our analysis. These statements are a consistent source of Port expenditures by type of activity, so we made an effort to define our categories of activities in the previous step using categories reported in these statements.

As part of Step 2, we collected data on activities / operations for both the Port (primary direct impacts) and others that use Port facilities or benefit from Port activities (secondary direct impacts). The data came from several sources:

- Operating and financial data for Port operations. The Port provided information about its spending, employee compensation, and employment from its annual budget records. This information formed the basis of the Port's primary impacts.
- Traffic volume and revenue data for bridge users with business accounts.
- Parking pass sales data for the Port's waterfront event site.
- A list of tenants leasing Port properties, their industry sector classification, and information about their lease agreements.
- Employee counts and total annual payroll expenses for Port tenants.

In **Step 3**, we supplemented our quantitative data with qualitative data about Port assets and activities and their users. We interviewed several businesses and organizations identified by Port staff as key users of Port facilities. These users included tenants of the Port's commercial and industrial properties as well as waterfront users. The interviews provided important qualitative insights into the Port's users and their activities.

In **Step 4**, we evaluated the information we acquired and synthesized the results. We summarized our estimates of direct economic impacts of the Port and transmitted them to FCS Group, the contractor undertaking the statewide analysis of the economic impacts of Oregon ports. The statewide study will calculate the subsequent indirect and induced impacts of the Port on the (region / state), but they were not available by the time our final report was due. Thus, we made broad estimates of multiplier effects based on our prior experience with IMPLAN. Those estimates are placeholders that will be superseded by the estimates in the statewide study, when they become available.

Some key issues related to methods:

- **Study area.** As noted above, this study measures impacts that occur at Port facilities or on Port-owned land.
- **Base year**. Our analysis estimates the *annual* contribution of the Port to the economy of the Hood River region. The data available to us come from different years, but we focused on fiscal year (FY) 2012-13 because it was the most recent year for which complete data was available.
- **Tourism**. ECONorthwest estimated the number of annual visitors to the Port and how long they stayed. The scope of this analysis did not accommodate comprehensive tourism research, so we relied on the findings of prior studies on Port tourism and recreational visitors. We supplemented these studies with information gathered from our data requests and stakeholder interviews.
- **Statewide study of the economic impact of ports**. We did several things to integrate with that study. At the beginning of our study, we had conversations with the FCS Group about purposes, definitions, data, assumptions, and methods. Some key agreements on methods:
    - **Use of IMPLAN.** The State's economic impact study places heavy emphasis on the use of IMPLAN, an input-output model that calculates economic impacts using well-known data sources. Since FCS will run IMPLAN to estimate indirect and induced impacts as part of the state study, ECONorthwest focused its efforts on estimating direct impacts that could then serve as inputs to the IMPLAN calculations of indirect and induced effects. We also focused on clearly describing the connections between those activities and the existence of the Port.

- **Expanded definition of direct impacts.** In an economic impact analysis for a business, direct impacts are typically limited to business output, employment, and payroll; a business is not generally credited for the impacts of other businesses that use their products. The State study of ports, however, has adopted the convention of crediting ports for what we are calling *secondary* direct impacts. The idea is that some businesses and organizations that themselves have many employees might not be able to operate at that scale (or, perhaps, at all) without the facilities or activities that the Port provides now or provided at some time in the past.
- **Expanded time period for direct impacts.** In an economic impact analysis for a business, direct impacts are typically be calculated for a single base year (either the most recent year for which adequate data are available, or for some future forecast year). The State study of ports, however, has adopted the convention of giving ports credit for activities that occurred up to 10 (or, perhaps, 20) years ago. For example, if the Port invested in developing industrial land for the purposes of attracting industry to the region, and then sold that land to a business 5 years ago that now employees 100 people, we enumerate that employment as part of the Port's contribution to the regional economy, even though that land is no longer a Port asset and the Port has no activities related specifically to that land.

- **Data sources.** We used prior studies of the Hood River regional economy, studies of Port assets or activities, Port budgets and financial statements, economic impact studies done for other ports in Oregon, and interviews with local business and agency representatives.

3 Context of the Hood River Economy

The Port's activities should be evaluated in the context of the overall Hood River economy. This chapter provides that context, which is discussed in greater detail in Appendix B. It then provides a timeline to provide context for Port activities in the region.

3.1 Hood River Economy

Hood River County includes the cities of Hood River and Cascade Locks, and the Upper Hood River Valley (the areas of Parkdale and Odell). The City of Hood River is the business and administrative center of Hood River County.

The City of Hood River and Hood River County economies mainly consist of forestry, agriculture, wine, technology, outdoor gear and active-wear companies, and tourism from recreation opportunities. The area is an internationally known destination for outdoor recreation—windsurfing, kiteboarding, sailing, hiking, biking, kayaking, and snowsports—and attracts visitors from around the country and world.

The region's location (on Interstate 84 and an hour from the Portland metro region and the Interstate 5 corridor access to superb winter and summer recreation sites), climate (moderate), and existing business clusters (agriculture, timber, and tourism) provide favorable conditions for businesses and operations. Its major disadvantages are shipping costs, a limited supply of skilled labor, and limited economies of concentration, all a result of its relatively small size and distance from the Portland metropolitan area. For a small urban area in a rural setting, it has a relatively high cost of living (especially housing costs), a result of its desirability as a tourism and retirement destination.

From 2000 to 2010, the City of Hood River grew over twice as fast as Hood River County, and almost twice as fast as the population of the state of Oregon. By 2030, Hood River County's population is estimated to be 28,404, and the City of Hood River's population is expected to be between 9,667 and 11,841.[12]

[12] 2008 forecast by ECONorthwest. See Appendix B, page 5, for full citation.

Table 4: Oregon and Hood River Population 1990-2012

Time Period	Oregon	Hood River County	City of Hood River
1990	2,842,321	16,903	4,632
2000	3,421,399	20,411	5,831
2010	3,831,074	22,346	7,167
2012	3,899,353	22,584	7,292
Change 2000-2012	477,954	2,173	1,461

Source: See Appendix B.
Note: AAGR refers to "Average Annual Growth Rate." Change 2000-2012 and AAGRs calculated by ECONorthwest.

Nonfarm employment in Hood River County was about 8,500 in 2011. The State forecast for Region 9 (which includes Hood River county) for the next 10 years is for a growth rate of around 1.3%. Employment growth for the City is expected to average in the range of 1% to 2% over the next 20 years.

Healthcare and social services, government, leisure and hospitality, professional and business services, retail, natural resources, wholesale trade, and durable goods manufacturing sectors are expected to lead the growth. Established and emerging clusters include health services, advanced manufacturing, athletic/outdoor gear, clean technologies, food and beverage processing, creative services, and advanced education/training.[13]

As of 2011, there were 545 acres of industrial land available in the Columbia River Gorge region, but a "fairly limited supply of competitive vacant commercial and industrial building floor area."[14] Vacant land in the Hood River urban growth boundary (UGB) was 111.7 acres. The supply of industrial land has been evaluated as adequate for mid-level growth forecasts; office land is undersupplied; retail land is oversupplied.[15]

[13] Chase, Todd. "Hood River Economic Opportunities Analysis." FCS Group. Prepared for the City of Hood River. June 2011.

[14] Chase, 2011, 5.

[15] Chase, 2011, 12-14.

3.2 History of Activity at the Port of Hood River

The Port of Hood River operates mainly in the City of Hood River, and has one light-industrial property in Odell. Since its establishment in 1933, the Port has been consistently involved in many development, improvement, and acquisition projects in the Hood River Port District; this activity has increased recently. The history provides context for decisions about what impacts to count toward the Port's contributions to the economy. Major events in the Port of Hood River's history are listed below:

1933	Port of Hood River established
1945	Port helps establish airport at present location
1949	Port purchases bridge from the Oregon-Washington Bridge Company
1950's	Port acquires land along the Columbia River to prepare for fill
1959-1971	Waterfront fill projects occur in phases, 200 acres of waterfront developed
1975	Waterfront planning occurs
1976	Hood River County deeds the Hood River Airport to the Port
1980	Marina Swim Beach opens
1980-2009	Segments of Riverfront Trail completed
1984	Port purchases and begins renovations on Diamond Fruit Growers 21-acre Cannery Complex in downtown Hood River
1985	Port builds the Pedestrian Bridge to connect the Marina area with downtown Hood River
1989	Waterfront Plan updated
1990	Port subdivides land for John Weber Business Park
1992	Event Site Opens
1995	Hood River Expo Center developed
1996	Third Waterfront Plan
1996-2013	Series of bridge improvement projects occur
2004	Wasco Business Park purchased
2005	Port gives Waterfront Lot 6 to the City of Hood River for the development of a park
2006	Flooding of the Hood River creates a sandbar, allowing more launch sites for kiteboarders
2007	BreezeBy, the Port's electronic tolling system, established
2007	Port approves Waterfront development strategy
2009-2013	Waterfront improvement projects occur
2009	Construction of the Halyard building begins
2009-2013	Airport Master Plan approval leads to runway relocation planning and implementation
2010	Port purchases the Jensen Building at the Waterfront Business Park
2010-2011	Port sells four Waterfront Business Park lots for development
2010-2013	Marina upgrades, including dock expansion and a new electrical system, occur
2011-2013	Conceptual planning of and public meetings regarding the Waterfront's Lot 1 begin
2012	Portway Avenue improvements completed

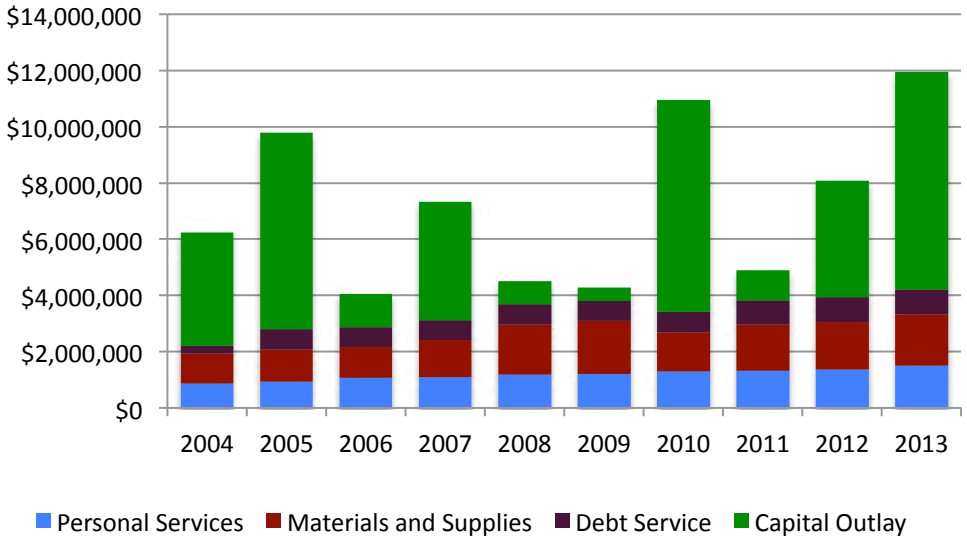
4 Port Economic Impacts by Class

The impacts of the Port of Hood River on the regional economy result from (1) the Port's operations, and (2) the activities of others that use current or former Port lands or facilities.

4.1 Port Operations

In FY 2013, the Port adopted an annual budget of $15,160,108. Excluding transfers and reserves, $11,941,319 was allocated to pay for personnel services, materials and services, capital outlays, and debt service. Between FY 2004 and FY 2012, this amount ranged from $4,052,934 to $10,949,869 per year. Over the past 10 years, the average was $7,205,465. Table 5 shows these expenditures by the Port's object classification, as listed in the 2013 adopted budget.

Table 5: Port Expenditures by Object



Source: Port of Hood River budget actuals; 2013 data is from adopted budget. Excludes transfers and reserves.

The Port's assets require periodic investments in upgrades, repairs, and maintenance. These capital outlays fluctuate greatly from year to year. In FY 2013, for instance, the Port incurred substantial costs related to renovating an airport runway.

Table 6: Port Expenditures by Organizational Unit, 2013

Activity	Amount
Toll Bridge	$2,798,279
Industrial Buildings	4,893,540
Commercial Buildings	134,800
Waterfront Recreation	828,065
Marina	661,450
Airport	2,625,325
Land	185,100
General Government	352,060
Total	$12,478,619

Source: Port of Hood River 2013 adopted budget. Excludes transfers and reserves in order to avoid counting non-Port related expenses. Categories are as listed in budget.

The funds used to pay for the Port's activities come from several sources, as shown in Table 7. The toll bridge is the greatest source of revenue, generating over $3.3 million in FY 2013. Grants, debt financing, and lease income are also among the largest sources of income. The expenditure data does not accommodate reporting by both unit and source.

Table 7: Port Operating Income by Source, 2013

Source	Amount
Income	
Tolls	$3,314,000
Lease Income	1,614,677
User Fees	102,700
Marina	171,325
Airport	175,034
Grant Income	2,567,126
Property Sales	190,000
Other Debt	3,033,000
Interest Income	28,100
Property Taxes	58,836
Other Resources	1,223,821
Total Resources	$12,478,619

Source: Port of Hood River 2013 adopted budget. Excludes transfers and reserves in order to avoid counting non-Port related expenses. Categories are as listed in budget.

The Port's employment has remained relatively stable in recent years. In FY 2013, the Port employed 24 full-time-equivalent (FTE) workers. Table 8 shows that, in FY 2013, the Port's personnel services budget was $1,514,435, an average of $63,101 in wages and benefits per FTE.

Table 8: Port of Hood River Employees by Activity, 2013

Activity	FTEs
Toll Bridge	10
Industrial Buildings	3
Commercial Buildings	1
Waterfront Recreation	6
Marina	1
Airport	1
Land	1
General Government	1
Total	24

Source: Port of Hood River, 2013.

4.2 Activities at the Port by Others

The Port of Hood River also affects the regional economy through the activities of other businesses, organizations, and households that use current or former Port land or facilities. Section 4.2.1 has maps showing where the Port has played a role in property or business development. Section 4.2.2 describes those businesses that have made use of those properties over time.

4.2.1 Historical Business Development on Port Property

The maps that follow illustrate how the Port has developed properties along the Hood River waterfront and at its business parks since 1980. They illustrate all the different ways the Port can acquire, develop, and sell properties and buildings. The Port can:

- Create land. It did so at the waterfront in the 1960s. This analysis goes back only to 1980, so the maps do not illustrate the waterfront prior to the Port's land creation initiative.
- Acquire land and buildings. For example, in 1984 the Port acquired and began renovations on Diamond Fruit Growers 21-acre Cannery Complex in downtown Hood River.
- Develop property and build buildings.
- Lease property and buildings.
- Sell property and buildings, which may subsequently be developed.

All of these activities contribute in some way to economic activity. As described in Section 2.1, Framework, the effects of these different activities may be direct or indirect, primary or secondary.

Take a little time to understand the maps. Collectively, they animate the history of the Port's development activities, and illustrate that the Port's current holdings are substantially less than the property and buildings it acquired, developed, and owned at one time, and then sold to the private sector.



Waterfront, 1980



Waterfront, 1990



The Port has played a major role in developing Hood River's waterfront, and has influenced the commercial and recreational activities that occur there. This area represents a large portion of Hood River's central business district



Waterfront, 2000



Waterfront, 2013



Wasco Business Park, 2013



John Weber Business Park, 2013[16]



Over the last 30 years, the Port has owned substantial property and buildings, which it has sold to the private sector. Private entities have constructed most of the buildings on those properties.

[16] Base maps from Google Maps; Building and property information from Port of Hood River Policy of Title Insurance, 1984; Port of Hood River staff; "Port's Diamond Complex- By the Numbers," Hood River News, 1985; "History Highlights- The Port of Hood River," Port of Hood River Website; "Celebrating 65 Years- Port of Hood River," Hood River News, 1998.

4.2.2 Businesses on Current and Former Port Properties (in Section 4.2.1)

ECONorthwest asked the Port for information about the tenants of its properties. The Port responded by identifying 33 businesses that use many of the properties it once owned at the waterfront, Wasco Business Park, or John weber Business Park (Odell) (businesses at the airport are treated separately in the next section). These businesses operate in a variety of industries (*e.g.*, acupuncture, food services, and electronic components manufacturing). They also vary in size, employing between 1 and 100 employees.

The Port asked these businesses to provide information about their operations in Hood River, including employment, payroll costs, and sales. All businesses provided their employment, but only three provided information about their payroll and sales. For those that did not provide complete information, ECONorthwest estimated the missing values based on their employment using industry average data for Hood River County.[17]

Overall, businesses at the Port generated about $187.0 million in output, $36.0 million in wages and benefits, and 571 jobs.[18] Businesses in the manufacturing sector were the largest contributors. Table 9 describes the businesses in each industry category.

Table 9: Economic Activity of Businesses on Current and Former Port Properties, 2013

Industry Category	Output	Wages & Benefits	Jobs	No. of Entities
Manufacturing	$148,679,000	$22,975,000	386	17
Services	33,474,000	11,561,000	149	12
Trade	2,394,000	659,000	18	2
Government and other	2,482,000	774,000	18	2
Total	$187,029,000	$35,969,000	571	33

Source: Port businesses; ECONorthwest estimates. Excludes airport.

4.2.3 Airport Users

The Hood River Airport, located about 3.5 miles south of the City of Hood River, is open to both commercial and recreational users. It has an asphalt runway and alternate grass landing area. It does not have a manned control tower.

[17] ECONorthwest used statistical data obtained from IMPLAN for 2011. It aggregated data at the industry category level to avoid disclosing information for any particular business.

[18] Jobs are full-year-equivalents (FYE), and include both full- and part-time workers.

The Port rents out hangar space to a fixed base operator (FBO), which provides fuel, supplies, maintenance services, and other onsite services. The current FBO, Classic Wings Aero Services, employs seven FYEs and offers flight instruction and scenic tours. Two other companies, Northwest Sky Sports and Cascade Soaring, offer glider tours and instruction.

The airport facilitates the provision of essential business services, such as crop-dusting and charter cargo and passenger transportation. Commercial users of the airport include Hood River Helicopters, Insitu, and Cloud Cap Technologies. The latter two companies use the airport to conduct testing and perform product demonstrations. Several other aerospace companies from outside Hood River also contract with Classic Wings perform flight tests on their equipment. All these businesses rely on the airport, though they do not have employees specifically assigned to work at the airport.

The most recent usage data we found was for 2010 from the Aircraft Owners and Pilots Association. According to this source, there were 9,751 itinerant operations, 4,199 local operations, 200 air taxi operations, and 60 military operations at the airport for the 12-month period ending September 9, 2010.

The airport hosted the 2012 Western Antique Aeroplane and Automobile Museum's (WAAAM) Fly-In event. According to WAAAM officials, the event featured over 300 airplanes and brought about 6,000 visitors to Hood River.

4.2.4 Bridge Users

The Hood River Bridge is a narrow, two-lane, vertical lift, toll bridge that crosses the Columbia River. It was originally built in 1924, and rebuilt in 1938. The Port began operating the bridge in 1950. The center portion of the bridge can be raised to allow large vessels to pass along the river below.

The 4,418-foot-long bridge is a critical piece of transportation infrastructures. It connects Hood River with the Washington communities of White Salmon and Bingen. It is the only vehicle crossing along the Columbia for 20 miles in either direction.[19]

3.6 million vehicles crossed the bridge in FY 2012. The bridge accommodates all kinds motor vehicles, including trucks, motorcycles, RVs, and buses. Bicycles and pedestrians are not allowed. Users include businesses, emergency services providers, commuters, shoppers, and tourists. All contribute in various ways to the regional economy. Table 8 shows the share of trips by purpose.

[19] ECONorthwest. "SR-35 Hood River Bridge: Economic Effects." Prepared for The Southwest Washington Regional Transportation Council. October 2010.

Table 10: Purpose of Visits to Hood River Area

Trip Purpose	Motorists
Shopping or personal business	37%
Recreation or leisure activities	20%
Commute to work or school	18%
Business travel as a part of job	13%
Visiting friends or relatives	10%
Other purposes	2%

Source: The Gilmore Research Group SR-35 Bridge Motorist Intercept and Telephone Survey: Narrative Report of Research Findings, December 2001.

The value of the Hood River Bridge could be measured several ways. The most straightforward method is to calculate revenues from tolls. Since 2012, the one-way toll for most vehicles has been $1.00. An electronic tolling system enables frequent users to pass quickly at a discounted rate. In FY 2012, the toll generated more than $3 million in revenues. Since the toll cost is lower than the value most users place on the bridge (if the toll were greater than the value of use, travelers would not use the bridge), the sum of bridge tolls represents a lower-bound estimate of its value.

Other options for valuing the economic impact of the bridge are problematic both theoretically and analytically. Clearly, the bridge facilitates substantial economic activity through the transportation of people and goods across the Columbia River. One way to think about the value of the bridge is to consider what would happen if the bridge were gone tomorrow. The short-run impacts would clearly be large: perhaps equal to as much as 1% to 5% of the value of the regional economy.

Another option would be to value the bridge based on the value of the things that cross it. Analyzing the value of the goods and services that the bridge affects would require a sophisticated and in-depth transportation study that is beyond the scope of this analysis.

Another, related method would be to hypothesize how much value is not be captured by the $1 toll. For some truck trips, the value could be 50 or even 100 times greater. For many discretionary auto trips, the value might be no more than two times greater. For job related trips, values on the order of $4 to $10 per crossing probably cover most the trips.[20] Using these values and the trip purpose data presented in Table 10, we estimate that the value of the bridge is about $30 million per year. This analysis is consistent with a previous report produced by ECONorthwest.[21]

4.2.5 Waterfront Visitors and Events

The Port of Hood River operates several recreational facilities along the waterfront. These facilities cover 64 acres. Many have been upgraded in recent years. During the 2012 summer season, the Port hosted 35 events at its recreational facilities. Most recreational visitors to the waterfront come between March and October when the weather conditions are most favorable. We describe these facilities in greater detail below.

The Event Site (5.5 acres) is a multi-use recreational site, hosting kiteboarders, windsurfers, stand-up paddleboarders (SUP), bodysurfers, sunbathers, swimmers, photographers, and picnickers. Six school concessions operate from the event site, which provide instruction and rentals. There were nine events total at the Event Site, including Kiteboarding for Cancer (a benefit event) and Mai Tai Global (connecting business leaders and entrepreneurs a common interest of kiteboarding). The site includes 250 parking spaces, an improved beach, irrigated grass, and restrooms.

Nichol's Basin (4.6 acres) is usually tranquil, and is at its busiest on weekends and no-wind days. Visitors use it for SUP, kayaking, swimming, sailing, windsurfing, and dog-owner recreation. A kayak school is located on the west shore of the Basin and offers tours in the Columbia River and around Wells Island. Nichol's Basin is host to some events, notably the Big Winds Ladies SUP Night, where 25 to 125 people gathered each Tuesday in July to SUP. The site includes open space, water, and a cruise ship dock.

The Spit (4.7 acres) is a popular site for kiteboard launch access and dog-owner recreation. Two kiteboarding schools are located at the Spit. It also hosts a number of kiteboarding events each year. The site includes a gravel road, 2 portable toilets, and 85 parking spaces.

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[20] Professional opinion of ECONorthwest based on its work in transportation economics and travel demand modeling.

21 ECONorthwest. *SR-35 Hood River Bridge: Economic Effects*. Prepared for The Southwest Washington Regional Transportation Council. October 2010.

The Hook (3.8 acres) is a sheltered area well suited to watersport beginners. The Hook includes two windsurfing schools and provides a base for kiteboarding lessons at Wells Island. Windsurfing rentals for children are also available. The site includes a gravel road, parking, and portable toilets.

The Marina Basin (22 acres) has a total of 152 boat slips and 11 boathouses. It is at full capacity with a 56-boat waitlist, as of July 2013. The Port recently completed some major repairs to the Marina, which included replacement of the gangway to the moorage slips, the installation of a transition plate on the guest dock, and an electrical upgrade.

The marina is home to the Hood River Yacht Club, which has 107 members and hosts major events, including the Wednesday Night Sunset Series and the Friday Night Family Fun Series. Gorge Junior Sailing had 16 adults and 150 kids participating in sailing lessons (over 300 hours of instruction time on the Columbia). The Oregon Model Yacht Club also hosts events at the marina, such as its well-attended, second annual, radio-controlled boat-regatta.

The marina provides benefits to both the Port and the community. Boats pay moorage fees to dock at the marina and, in FY 2013, these fees generated operating income to the Port of $171,325. In addition to paying to use marina facilities, visitors also spend money at businesses in Hood River.

Of the various recreationists at the Port, marina visitors probably generate the largest spending impacts. A study of recreationists at 36 marinas in Oregon found that overnight marina slip users spend 3 to 8 times more than day visitors.[22]

The Marina Green (2.5 acres) has become a popular location for practices and games. Community Education's Youth Lacrosse uses the field weekly from March through May. Picnic shelters are also used, and 16 reservations occurred from May through September 2012.

22 Chang, Wen-Huei and R. Scott Jackson. *Economic Impacts of Recreation Activities at Oregon Coastal and River Ports*. U.S. Army Engineer Research and Development Center. Prepared for U.S. Army Corps of Engineers. Sponsored by U.S. Army Engineer District, Portland. August 2003.

Table 11: Waterfront Visitation by Venue, 2013

Venue	Annual Visits
The Hook	6,336
Waterfront Park	17,600
Event Site	16,350
The Spit	5,632
Nichol's Basin	5,280
Marina Park	14,080
Boat Marina	10,500
Subtotal Waterfront	75,778
History Museum	15,000
Covenant Church	4,680
Visitors Center	22,000
Subtotal Others	41,680
Total	117,458

Source: Port of Hood River 2013 estimates of daily visitors to Port waterfront venues for any length of time.

There are a few techniques for converting visits into economic impacts. There are, for example, estimates of average visitor spending per day. But, Table 9 shows visits by facility, not visitor days. Visitors might visit many places in one day, so figuring out the unique contribution of the Port facilities is more a judgment than a calculation using this method. As a ballpark estimate, we would estimate spending attributable to Port facilities to be on the order of $1 to $5 million per year.

We can also use an economic impact model like IMPLAN to calculate these impacts. The State study will include estimates of visitor contributions to the regional economy; it is not part of the scope of work for this report.

A 2009 study by Tetra Tech found that waterfront recreation demand is likely to grow at the Port in the future. The study projected recreation usage and economic impacts over a 20-year period. Under a medium-growth scenario for 2009 through 2029, it estimated that windsports on Port properties would generate $66.4 million in spending (net present value 2009 dollars) and support 6 new jobs each year (over 100 jobs over 20 years).[23]

23 Tetra Tech, Inc. *Economic Effects of Water Related Recreation at the Port of Hood River.* Prepared for the US Army Corps of Engineers, Portland District. May 2009.

4.2.6 Case Studies

As part of this study, ECONorthwest interviewed ten businesses that are located on current or former Port properties. All had positive comments about their interactions with the Port. Several noted that the Port facilities influenced their location and expansion decisions, but did not play a critical role. These businesses located in the Hood River area because of the amenities it offers; if the Port property had not been available, they would have found an alternative in the area. A few businesses, however, believe that their relationship with the Port is integral to the success of their business. Three examples follow.

Full Sail Brewery Irene Firmat, Founder and CEO

Full Sail Brewery is a craft brewery that distributes its products throughout the United States. It currently has 100 employees and serves 225,000 people annually in its Hood River brewpub. About 12,000 people participate in an hour-long tour of the brewery each year.

Full Sail and the Port of Hood River have been working together since 1987, when Full Sail became the Port's first tenant in the Diamond Fruit cannery complex. According to Full Sail's founder and CEO Irene Firmat, the Port's warm welcome was among the deciding factors that led Full Sail to locate in Hood River. In addition, the Port location helped Full Sail qualify for FDA loans targeted at impoverished areas.

Since 1987, the Port has continued to assist Full Sail and was key to Full Sail's choice to stay in Hood River. The Port helped Full Sail buy the Port-owned space they were renting, and was a "life saver" when Full Sail was evicted from their previous office space, helping them move into the Port's Expo building in 2007.

Full Sail cited the Port's assistance as one reason it chooses to stay in Hood River as it grows. It negotiated with the Port to buy adjacent buildings and existing space that it was previously renting. Soon, the company will move completely off Port property, relocating to the Columbia Building (previously owned by the Port).

Firmat has "no complaints" about the Port. She indicated that the Port property and facilities have added value to the brewery's business and branding, and have contributed positively to the evolution of Hood River.

Prigel Machine Brian Prigel, Founder

Brian Prigel founded Prigel Machine, a custom manufacturing business, in 2002 in the Port-owned Timber Incubator Building in the John Weber Business Park. This building provided one of the few light-industrial spaces in the area that could accommodate the young business. Had the facility not been available, Prigel may have located in The Dalles or Dallesport.

In 2007, Prigel bought the parcel of land next door in the John Weber Business Park from the Port and built a new state-of-the-art facility. Because the adjacent property was available, he did not explore other expansion options. Prigel continues to rent space in the Timber Incubator building. Overall, the John Weber Business Park has been a great fit for Prigel Machines.

The business is a success. For several years, revenues grew at a rate of 50%, without advertising and without actively seeking work. Prigel's business now includes 13 employees, and they are looking to expand further. The company is considering adding an engineering department and its own product line.

Turtle Island Foods Jaime Athos, Operations Manager

Founded in 1980, Turtle Island Foods is a food company that provides vegan alternatives to meat. It grew from a small company to one of the largest tempeh producers in the United States. It is especially well known for the popular product Tofurkey.

In 1992, Turtle Island moved its operations to Hood River and developed a relationship with the Port of Hood River. Turtle Island Foods founder, Seth Tibbot, relocated Turtle Island to Hood River because he wanted to live in the area. The Port provided suitable space to make the move happen. Turtle Island first rented a portion of the then Port-owned Graf Building, located in the former Diamond Fruit Cannery Complex.

The Port also facilitated the expansion of the company. It sold the Graf Building to Turtle Islands. Later, it rented space in the Big 7 Building. This deal deterred the company from relocating outside of Hood River, for example to the nearby Port of Klickitat or Port of The Dalles. According to Jaime Athos, to stay in Hood River, "there really was no other option," aside from occupying additional Port buildings.

While it still occupies over 30,000 square feet in the Port-owned Jensen Building, Turtle Island is preparing to move most of their operations to a new Key Development building in the Waterfront Business Park. The Port previously owned this property. The new building will be the second LEED Platinum food manufacturing facility in the United States.

Athos stated his appreciation for both the waterfront development and the Port. He believes the developer transformed previously underutilized spaces into beautiful, useful buildings. This development exemplifies the Port's contribution to a year-round economy by providing industrial space and, therefore, year-round industrial jobs and paychecks, as opposed to seasonal tourism and agricultural sectors.

Turtle Island Foods ships 15 million pounds of product each year from Hood River and has around 100 employees. The company fulfills its civic mission through support of environmental and animal advocacy groups.

4.3 Summary of Economic Impacts

Section 2.1 described how an economic impact analysis typically measures a business's impact on the economy: as change in employment, wages paid to employees, or regional output or value added. This section uses the information in Sections 4.1 and 4.2 to create a summary of economic impacts.

In summary, the Port and the businesses that use its assets contribute more than $197 million in output to the Hood River Area economy. These impacts include $26.7 million in wages and benefits that support 595 jobs. Table 12 disaggregates these impacts by source.

Table 12: Direct Impacts of the Port and Businesses on Current and Former Port Properties, 2013

Activity	Output	Wages & Benefits	Jobs
Business on Port Properties	$187,029,000	$35,969,000	571
Port of Hood River	12,478,619	1,514,435	24
Total	$199,507,619	$37,483,435	595

Source: ECONorthwest.

The multipliers for output, wages and benefits, and jobs for the Port and businesses on Port properties vary from 1.3 to 2.1. Table 11 does the multiplication: the total impacts are between $256 and $297 million in output, $51 and $59 million in wages and benefits, and 840 and 1,077 jobs.

Table 13: Total Impacts of the Port and Businesses on Port Properties, 2013

Activity	Range	Output	Wages & Benefits	Jobs
Business on Port Properties	Low	$243,137,700	$50,356,600	799
	High	280,543,500	57,550,400	1,027
Port of Hood River	Low	16,222,205	1,968,766	41
	High	19,965,790	2,423,096	50
Total	Low	$259,359,905	$52,325,366	840
	High	300,509,290	59,973,496	1,077

Source: ECONorthwest.

The impacts listed in Table 13 do not include spending by Port visitors outside of the Port. For instance, this analysis does not consider the impacts of a Port visitor's hotel room rental. The State's study will include this spending, which will increase impacts attributable to the Port.

Table 14 puts the total impacts in Table 13 in context by comparing them to total economic activity in the Hood River region.[24] The Port and its related businesses account for about 18% of output, 12% of wages and benefits, and 7% of jobs in Hood River.

Table 14: Share of Economic Activity in Hood River Region Attributable to the Port and Related Businesses

Activity	Output	Wages & Benefits	Jobs
Hood River County, Nonfarm Activity (2011)	$1,567,643,498	$471,263,886	13,711
Port and Related Businesses (2013)	279,934,598	56,149,431	985
Estimated contribution of Port and Related Businesses to regional economic activity	18%	12%	7%

Source: ECONorthwest.

Notes: 1. These estimates are approximate. This analysis compares IMPLAN data for Hood River County in 2011, the most recent year of data available, to IMPLAN data for the Port and its related businesses for 2013. Capital expenditures by the Port in 2013 are about 50% greater than the average annual capital expenditures over the last 10 years (and those of 2011). Thus, the estimated shares of activity attributable to the Port may be relatively high.

2. The number of jobs in Hood River County reported in this analysis is higher than the number reported in the Port's strategy document due to differences in the data sources used. ECONorthwest used jobs figures from IMPLAN, while the Port used jobs figures from the Oregon Employment Department (OED). There are two key differences between these data sources: (1) IMPLAN counts self-employed jobs and OED does not; and (2) IMPLAN bases its counts on the number of filled jobs in a given quarter, regardless of if that worker was in that position the previous quarter, whereas OED only counts the number of workers employed by the same employer in both the reference and previous quarters.

[24] For this comparison, ECO used Hood River County as a proxy for the region.

5 Conclusions and Implications

The previous sections address the primary purpose of this study: to provide some evidence about the impacts of the Port of Hood River on the regional economy. But numbers always require interpretation, and interpretation is influenced by perspective and purpose. In this short section, ECONorthwest goes beyond the data to offer some suggestions on what they might mean for the Port and its strategic planning.

The evidence is clear that the Port has an impact on the economy. The Port provides direct impact through its internal operations: jobs and wages to 24 employees at the Port, and base operational expenditures (net of debt service) of over $3 million. In any given year its capital expenditures vary: over the last 10 years they have averaged nearly $4 million per year; in 2013 they were about $8 million. Added together, Port expenditures directly support, on average, about 50 jobs, most of which are in the region.

Those expenditures have multiplier effects: the Port employees and suppliers in turn spend the money they receive from the Port for other goods and services in the local economy. That "downstream" spending adds another 50% to 70% to the direct effects.

The greater leverage, however, comes from the businesses that use Port assets (current and former) and are supported by Port operations. ECONorthwest found around 35 businesses operating on current or former Port properties. Annually, these businesses provide 571 jobs, $36 million in wages and benefits, and $187 million in output. When multiplier effects get added (Table 11), the numbers increase by on the order of 50%.

The Port cannot claim exclusive credit for that economic activity; the businesses themselves deserve almost all the credit for what they produce. But, interviews of businesses by ECONorthwest support the statement that historical efforts of the Port over the last 20 years have contributed to the situation today. Businesses reported that Port assets and programs are important to their location and expansion decisions. Therefore, the Port is an integral part of the activity by businesses on current or former Port properties. Including multiplier effects, this activity accounts for about 7% of the jobs and about 18% of the output in Hood River County.

That information, supplemented by the case studies in Section 4.2.6, supports the conclusion that the Port has made progress on one of its key missions: stimulating economic development in the Hood River region.

That evidence has implications for the strategic plan. If, contrary to the evidence, the evidence were to have shown little development of Port-owned property, and limited contributions to the regional economy, those crafting the strategic plan would have to pay more attention to whether the mission of economic development was one worth pursuing. At a minimum, the information about the extent to which Port development is now the home for private-sector businesses gives support to the idea that it is worth having a port authority and, by implication, a strategic plan to guide that authority's actions.

Going beyond the numbers, ECONorthwest offers two observations about issues that a strategic plan might address.

Building out the waterfront. With its land at the waterfront, downtown, the Wasco Business Park, and the Odell Business Park, the Port owns or has facilitated development of a large proportion of the industrial property in the City of Hood River. The waterfront area is a critical portion of the remaining industrial land supply.

But the limit on industrial land is not absolute. There is vacant land near Hood River (*e.g.*, Pine Grove and Odell) where, at least in theory, industrial property is available and industrial development could be encouraged.[25]

In that context, what is the best use of remaining Port property at the waterfront? Many cities provide evidence of a transition from industrial uses to other uses as property values rise. The Port has already accommodated a shift from traditional industrial and warehousing toward light industrial and commercial. The Port should consider furthering this transition, focusing on the kinds of businesses that are most compatible with waterfront recreational amenities and the increasing scarcity of readily-developable industrial properties in Hood River County.

The value of Port amenities. Most Port recreation facilities (*e.g.*, Marina Park, recreational trails, etc.) historically have operated at a net loss. But the evidence supports the conclusion that these facilities provide both economic and social benefits to people in the region. Park facilities—and the quality, maintenance, and cleanliness of those facilities—can create an additional attraction not only for visitors, but also for businesses and their employees.

[25] Whether such land could obtain land use entitlements and infrastructure at a reasonable cost, and how well it the location would serve for certain businesses would have to be evaluated.

Appendix A: Annotated Bibliography

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Bottom Line: Growth potential was cited in many sectors, but interviewers expressed concerns that small businesses did not have room to grow. The preferred growth strategy was diversification that would result in increased employment with wage growth potential. Land was available, but policies were needed to support the growth, including bettering the education system, increasing training, and updating community economic development strategies.

Background

- Unemployment notably higher than the statewide average (cyclical unemployment in the agriculture industry)

Methods

- Used augmented shift-share analysis to identify "emerging," "strong and growing," "weak and declining," and "mature" industries based on location quotients
- Stakeholder interviews: cross section of Hood River business and community leaders
-

Stakeholder Interview Response

- Diverse base of business leads to a healthy economy
- Agriculture is a foundation of the economy
- Technology, restaurants, destination tourism, apparel, and recreation product manufacturing have growth potential
- Small businesses don't have room to grow
- Consensus and cooperation as an obstacle to develop economy, coordination may be difficult
- Regional approach to economic development
- Uncertainty makes it difficult
- Business climate may need to be addressed

Goals and Strategies

- Retain and expand existing Hood River County Businesses, diversify Hood River's economic base, and provide high quality education and training opportunities for residents and workers

- Four strategies: retention and enhancement, diversification, internet village, family wage jobs, Preferred strategy: Diversification. Most aligns with visions and goals
- Capturing growth industries that have a competitive advantage, increased employment with wage growth potential, retaining existing industries
- Software, biotechnology, graphic communications, metals, machinery, transportation equipment, business and health services; value added agriculture, forest products, tourism, outdoor developed recreation
- Surveys supported more family wage jobs
- Strategy will need to be carefully targeted for significant job and real wage growth to occur

Community Evaluations

- Community plans generally support diversification
- Linkages to higher education improvement, business retention, and recruitment programs are primary focuses in Cascade Locks and Odell, but not in Hood River and Parkdale
- Community readiness assessed: further improvements and economic development strategies needed, but land available (but limited ready-to-build land); Cascade Locks can support more types of industry, Odell and Parkdale have sufficient land to accommodate new or expanded industry; opportunity for development for tourism

Implementation Plan

- Projects to improve readiness: enough inventory of ready-to-build sites, support for high quality K-12 education, availability of higher education opportunities, training programs, initiative to close service gaps, update community plans to be compatible with planned diversification and economic growth
- Policies to Support the Action Plan: update current plans and policies, commitment of staff support to implement and coordinate the plan
- Benchmarks to measure progress: monitor progress in economic growth and diversification- employment concentration, ready to build industrial and commercial acreage, average wage in the county vs. statewide

BST Associates. "Port of Astoria 2009 Economic Impact Study." Prepared for the Port of Astoria. 15 April 2011.

Bottom Line: The Port of Astoria significantly benefits the Clatsop County economy (and also benefits the Oregon economy) through employment, income, and business revenue at their airport, marinas, piers, and other properties. Two thirds of commercial fish landings in Oregon are in Clatsop County (a significant increase since the 1980's), and log exports have been reintroduced. South County residents also benefit from Port activities. Information was obtained through secondary data sources and interviews/surveys.

Background

- Port of Astoria in Clatsop County, Oregon
- Port of Astoria includes Astoria-Warrenton Regional Airport, two marinas, deep-water piers, and industrial properties
- Two thirds of commercial fish landings in Oregon are in Clatsop County, a large increase from one-third in the 1980's
- Airport: hangars, flight instruction, aviation fuels, aircraft maintenance, terminal facilities, industrial space, aviation related firms; serves both private and commercial aircraft
- Marinas: recreation and commercial, boat launch for fishing
- Three deepwater piers and some adjacent upland property: job-creating enterprises (fish processing plants, boatyard, marine supply wholesale, etc.)

Methodology

- Survey/interview process: Surveys were mailed to all identified port tenants with a follow-up second mailing and telephone interviews
- Surveys also asked to provide information on how many employees lived in the south county area, to attempt to quantify the impact of the Port and its tenants there
- Secondary data to identify direct impacts
- Direct impacts measured: employment, employee income, business revenue, and taxes
- Indirect (expenditures by the user/tenant on outside goods and services) and induced (purchases based on the employment earnings from direct and indirect economic activities) impacts measured using IMPLAN

Airport

- Direct impacts: 340 jobs, $20.6 million in income, $29.8 million in business revenue

- Total impacts in Clatsop County: 540 jobs, $27.4 million in business revenue
- Total impacts in Oregon: 710 jobs, $33.2 million in income

Marinas

- Direct impacts: 185 jobs, $7.5 million in income, $15.9 million in business revenue
- Total impacts in Clatsop County: 234 jobs, $9.0 million in income
- Total impacts in Oregon: 240 jobs, $11.1 million in income

Piers

- Direct impacts: 410 jobs, $16.4 million in income, $157.3 million in business revenue
- Total impacts in Clatsop County: 611 jobs, $22.2 million in income
- Total impacts in Oregon: 810 jobs, $32.9 million in income

Capital Projects and Administration

- Direct Impacts: 17 jobs, $0.8 million in income
- Total Impacts in Clatsop County: 23 jobs, $1.1 million

Taxes

- Port and tenants generated $4.1 million of state and local taxes in 2009
- Port collected $1.01 million n property taxes
- For every $1,062 collected by the Port, one "full time equivalent job in Clatsop County was retained or created by the Port and its private industry partners" (4)

Other Port Initiatives

- Re-entry into log exports- 25 jobs supported from 2 log ships/month
- Acquisition of North Tongue Point- 25 full time jobs
- Renewal of Skipanon Peninsula lease
- South County Impacts: 22 jobs, $985,000 in direct income, $135,000 in cruise passenger spending, $135,000 in Port expenditures
- South county residents benefit from the airport, piers, and marinas as well

Chang, Wen-Huei and R. Scott Jackson. "Economic Impacts of Recreation Activities at Oregon Coastal and River Ports." U.S. Army Engineer Research and Development Center. Prepared for U.S. Army Corps of Engineers. Sponsored by U.S. Army Engineer District, Portland. August 2003.

Bottom Line: Fishing was the most common recreation activity at Oregon Coastal and River Ports. The study found that marina slip users spent more than boat-slip users, and that overnight visitors spent 3-8 times more than day visitors.

Background

- 36 marinas and boat launch sites at 18 Oregon ports

Methods

- Types of impacts: visitor spending, regional sales, income, and jobs associated with visitor spending
- Direct effects, indirect effects, induced effects
- Segmented spending profiles developed for two sets of visitor segments: type of port facilities used and day use vs. overnight visitors
- Sales, income, and employment effects were estimated by applying total visitor spending to regional economic multipliers
- Mailback surveys and onsite surveys
- Total party day visits per year by segment for each port estimated using information gathered from survey, inputs from port staff, and other secondary data sources (Triennial Boating Surveys and Marina Guide)

Calculations

- Boating days for marina slip renters=number of slips*occupancy rate*average trips per year*days bat was used per trip
- Visitation for non-boating segment data collected through records, onsite survey, and applying adjusted average boater to non-boater ratio across all ports
- Visitor spending by segment: included spending on goods and services consumed during a trip and expenditures for durable goods
- Economic effects= number of visits*average spending per visit*capture rate*regional economic multiplier

Results and Recommendations

- 460,000 total boating days, fishing as most common activity, 94% total trip spending spent in Oregon, overnight visitors spent 3-8 times more than day only visitors, marina slip renters spent more than boat ramp users,

trip spending and annual/fixed boating expenses supported a total of 1,700 jobs ad generated personal income of $42 million

- Future study recommendations: developing guidelines for measuring and monitoring use and spending, institutionalizing economic impact analysis, refinements of sampling procedures

Chase, Todd. "Hood River Economic Opportunities Analysis." FCS Group. Prepared for the City of Hood River. June 2011.

Bottom Line: There has been a positive growth trend in all industry sectors in Region 9 (a portion of the Gorge region) except information and construction. Three employment growth scenarios suggest 2010-2031 employment increases to range from 1,502 to 2,959 in the Hood River Urban Growth Boundary, currently at 5,739. While there are 545 acres of industrial land area currently available in the Columbia Gorge, there is a more limited supply of competitive vacant commercial and industrial building floor area, and office demand may not be met in the future.

Purpose: "… [to] serve as a basis for the City of Hood River to document and adopt local policies and actions that help make Hood River a 'more economically viable' community while maintaining a good quality of life for residents, businesses, and workers" (1)

Hood River Economic Background

- Hood River Economic Opportunities Analysis (EOA) Technical Advisory Committee (TAC) was created from community members.
- Hood River is a favorable area for food processing, technology ad recreation-oriented business, and commuters due to its proximity to the Portland Metro area, agricultural commodities, and wind energy farms
- Population and job growth in Portland metro region will have spillover effects in Hood River and Hood River County
- 5,753 covered workers listed as employed by local business within UGB in 2008
- New job growth mostly occurred among self-employed and Stage 1 business entities between 2003 and 2008

Growth forecasts

- Positive growth trend forecast for all industry sectors except construction and information
- 2010 jobs in UGB: 5,739; Employment growth with three growth scenarios:
- Scenario A- Low- OED Annual Average Growth Fate Forecast, low potential in employment growth: 1,502
- Scenario B- Medium- Upper end of UGB Capture of County Growth, medium growth potential: 1,786 (Scenario B most consistent with local and regional growth policies, buildable land inventory characteristics, current market trends)
- Scenario C- High- Modified version of B, planned employment centers consistent with city/county coordinated growth forecast: 2,959

- 20 year forecast for Hood River UGB vacant land needs for each scenario: A- 50 acres, B- 60 acres, C- 109 acres

Land Availability

- Vacant land: 95 tax lots, 111.9 buildable acres (69 0.2-1 acre small lots, 22 1-5 acre medium lots, 3 5-10 acre large lots, 1 10.5 acre lot)
- All land supply within Hood River UGB, except tax lots located in the east end area, are considered to be short-term supply
- 545 acres of industrial land area currently available in the Columbia Gorge region, but "fairly limited supply of competitive vacant commercial and industrial building floor area" (less than 10,000 square feet excluding Wind River nursery) (5)

Conclusions

- Office demand may not be met in future
- Majority of targeted business that consider expanding and/or relocating to Hood River will be small business operations, can locate within existing professional office or industrial buildings
- Small/medium businesses prefer their location initially lease space in office or industrial buildings, could also locate in redevelopment sites downtown, waterfront area, larger site requirement cannot easily be met in Hood River

Chase, Todd. Memorandum: "Supplemental Economic Analysis of Dredging." FCS Group. March 28, 2013.

Bottom Line: Dredging is important to the local economy in the Coquille Bay. Without maintaining proper dredging depths in the Coquille Bay channel, there will be negative impacts on business and workers. 619 jobs and $49.95 million in annual economic output are dependent on dredging.

Purpose: "…an update of current economic trends, assumptions, and findings to be considered in support of federal appropriations for operations and maintenance funding for ongoing Coquille Bay (Coquille River) dredging, as part of the Port of Bandon Strategic Business Plan" (1).

Background

- High unemployment rates (February 2013)- Coos County: 10.6%, Curry County: 11.3%, with underemployed workers twice this
- IMPLAN used to measure annual economic benefits of local business

Affects of Dredging in the Local Economy

- Maintaining proper dredging depths in the Coquille Bay channel is important to business retention and growth in the area
- 54 businesses employ 441 local workers, direct labor income includes $11.8 million annually and additional secondary benefits (indirect and induced economic impacts)
- Without dredging, negative impact on businesses and workers
- Direct/indirect total impact from business dependent on dredging: 619 jobs, $27.4 million value added, $49.95 million in annual economic output; $4.1 million annual state and local tax payments, $3.7 million federal tax payments

ECONorthwest. "SR-35 Hood River Bridge: Economic Effects." Prepared for The Southwest Washington Regional Transportation Council. October 2010.

Bottom Line: The Hood River Bridge is used for a variety of reasons, most commonly personal business and shopping, recreation, and commuting. There were 3.5 million crossings in the FY 2009-2010, and the bridge serves an important link for tourists, emergency services, educational transportation, winter travel, commuters, manufacturers, and more. Currently, safety issues, weight limits, and commuting constraints affect bridge usage. A replacement bridge would increase economic development, the bridge's reliability, the scope of usage, provide environmental benefits, and increase the safety and comfort of drivers and barge operators.

Background

- Hood River Bridge one of three highway bridges crossing the Columbia River in the Columbia Gorge National Scenic Area
- Port of Hood River purchased the bridge in 1950

Methods

- Evaluation framework: clearly defines the purpose to focus on the "potential economic benefits of a replacement bridge, not on its full impacts", not a cost-benefit analysis (10)
- Assumptions: Average wage for bridge crossers is $16/hour; without the current HR bridge, 40 minutes added to travel time per crossing; motor vehicle operation cost ranges from 50¢ to 75¢ per mile including insurance and taxes (15¢ per mile only including fuel costs)
- Review of existing studies
- Set the economic context
- Stakeholder focus groups: Four 90-minute small-group discussions, 27 participants from a range of interests (public agencies, private companies, freight-dependent businesses, and recreational and environmental interests)

Benefits of the Hood River Bridge

- Transportation benefits from transportation investments: access, speed, travel-time reliability, safety, convenience, comfort, cost (effectiveness, Fiscal constraint), distribution of impacts (equity)
- Non-transportation benefits from transportation investments: economic development, environment, land use, other

Usage

- Bridge users averaged 9.1 one-way trips across the bridge per week (2001)
- Households that used the bridge in the week preceding the survey made 8.5 one-way trips across the bridge per week (2001)
- Washington residents use bridge more frequently; Hood River as most common destination
- 3.5 million crossings in FY 2009-2010 (25% increase over nine year period); average daily traffic increased from 8,000 to 10,000 over nine year period (25% increase)
- Most vehicles 2-Axle vehicles (9,819/month from 7/2009-6-2010); few 3+ axle (164/month) and motorcycles (45/month)

Reasons for Usage

- Purpose ranking highest to lowest: Shopping/personal business, recreation, commute to work/school, business travel as part of a job, visiting friends or relatives, other (according to households, visiting friends or relatives was ranked third above commute and business travel)
- Bridge traffic is seasonal (largest amount May-October, highs June-August): corresponds with fruit growing industry and summer tourism
- 10-15% of average daily traffic are commuters; Bridge congestion: 7-9 AM, noon, 4-6 PM
- 90% of all retail sales in incorporated cities (Hood River, White Salmon, Bingen) were in the city of Hood River
- Most freight in the region passes through Hood River on Interstate 84 and does not cross the bridge. However, freight that crosses bridge is from local lumber and wood product manufacturers, fruit growers and processors, and businesses with suppliers on the other side of the river
- The bridge is an important link for tourists to visit both sides of the river, and an important connection for emergency services, educational field trips and transportation, and winter travel

Current Conditions Affecting Bridge Usage

- Weight limitations affects efficient freight movement
- Commuting constraints during peak usage
- Safety issues: narrowness, grating is hard for motorcyclists to maneuver, strong cross winds and narrow span challenging for barge operators

Benefits of a Replacement Bridge

- Access to the bridge for automobile travel and shipping over a longer period of time
- Speed of travel and travel-time reliability
- Increased safety for drivers and barge operators
- Increased comfort for drivers

- Increased scope of usage: public transit, pedestrian, and bicycle usage
- Economic development: reliability, regional landmark, bicycle tourism, river traffic
- Land use is based on the assumption that crossing the river will always be possible
- Environmental Benefits: prevent runoff into the Columbia River
- Natural hazard preparedness

E.D. Hovee & Company, LLC. "Port of Hood River Waterfront Industrial Market Assessment." Prepared for the Port of Hood River. July 2006.

Bottom Line: According to interviews, business was extraordinarily good in 2006, and there were high prospects for the next 3-5 years. Interviewees expressed that there was a lack of industrial and office space in Hood River County. Thus, the study concluded that the Port's Waterfront property was a window of opportunity for development, and the Port should facilitate its development.

Purpose: "…to provide a preliminary assessment of the real estate market for light industrial, business park, and other employment intensive uses that have and could occur on properties currently owned by the Port of Hood River on the Columbia River"(1)

General Conclusions

- Need to plan for more industrial employment and (perhaps) for less commercial growth
- There is an opportunity to increase wage levels higher than what was previously viewed as attainable: this would help knowledge based industries grow
- The Port needs to facilitate the opportunity by providing needed suitable land for employment intensive business and industry in Hood River County

Methods

- Interviews with representatives from 20 industrial and related firms in Hood River County and the Gorge: confidential interviews in separate sessions with consultant
- Purpose was to gain better understanding of current needs and expansion opportunities
- Business survey distributed to over 350 firms in Hood River County and the Gorge
- Purpose: to understand needs/opportunities for job generating business activity in Hood River County; 11% response rate

Interview Questions and Responses: General

- Business/organization description and current business state: services/products, employment, history, plant, equipment, recent investments: Many are leading edge in their industry, nationally and in some cases, internationally; business activity was extraordinarily strong,

extraordinary amount of business interest and need in facility expansion (most in the next 5 years)

- Requirements associated with location or investment decision: Industrial land known to be limited, increasing need of individual offices with common entry/reception, mixed space (5,000-10,000 square feet that accommodates office and design, prototype testing and production space: Existing buildings not suited for current manufacturing needs, preference to own rather than lease the property; Need for shovel ready sites, but siting process was fast and supportive; competition for parking is a major concern, sewage odors is an issue; Positive review of labor force, and supplier and customer relationships
- Customer base: End-use customers are mainly outside Gorge region except those that have on-site retail
- Mid-Columbia Gorge region economy:
- Strengths: Transport access, positive lifestyle, waterfront as the 'heart of the community
- Weaknesses: Lack of industrial sites and higher cost of land acquisition creates competition from other locations in the Gorge region

Interview Responses: Waterfront Specific

- Appropriate mix of industrial and related employment intensive uses on the Port waterfront property: Some answers included keep the current mix, clean industry, compatibility, more than industrial, some want open space and recreation use, business driven, smaller firms, "unique piece of property, the only place to have a waterfront opportunity"
- Quality of life and community branding is very important to businesses and residents: good technology, tourism, scenery, stories, natural and environmental image, made in Hood River, housing costs
- Most important steps for development of Waterfront property: Focus on small, independent businesses, lifestyle package, livability incentive, start with long-term vision, vision/master plan for the Port, more technology firms, small specialty product firms, dedicate ground to a park, what's best for community

Business Survey

- Products and services included construction, manufacturing, and creative services; generally positive prospects for the next five years
- Diverse geographic distribution of customers and suppliers; 55% go to trade shows to meet customers and suppliers
- Top benefit of doing business in Hood River: quality of life; disadvantages: accessibility, lack of skilled labor force, higher cost of doing business

- Shortage of industrial lands in Hood River County
- 41% considering relocation or expansion in the next five years; less than half would plan to relocate in Hood River or the county
- Interest in relocating at the port: majority said no due to costs
- Wide range of industrial and job-intensive businesses could be a good fit for the waterfront property

Conclusions

- Industrial land need: 94% of all vacant, industrially zoned property in Hood River is owned by the Port; 99% of all vacant industrial land in the county is faced with constraints; Port's waterfront property as only viable property
- Options for waterfront property: employment or mixed use, rapid or phased build-out, lease or sell, master plan or development criteria negotiated RFP/RFI, End User or Developer transactions, high/low market pricing

Recommendations

- Waterfront as a "window of opportunity"
- "Set clear policy priority for employment intensive business and flex industrial build out with supporting recreation, retail and office mixed use"
- Make interior parcels available for lease or sale
- Focus on development criteria
- Conduct a first-round RFP/RFI
- Prioritize sites available for sale to end users
- Adopt a mid-high pricing schedule

E.D. Hovee & Company. "Waterfront Lot 1 Market Research." Prepared for the Port of Hood River. March 2012.

Bottom Line: While the local network of support and the Hood River "brand" are advantages of doing business in Hood River, a major disadvantage is the cost of doing business. Despite the recession, business in Hood River over the past 3-5 years has been strong, and is expected to continue to be strong in the next 3-5 years. Job growth is expected to come from existing businesses in Hood River. The development of Lot 1 is an important employment opportunity for the Port of Hood River, and can be developed for mixed use slowly and organically.

Background

- Lot 1: 9-acre property part of the waterfront business park owned by the Port of Hood River
- Job growth strong since 2007 despite the recession; resilience credited to strength of "homegrown, natural resource based, and increasing entrepreneurial economy" and the quality of life in the area that attracts talent and capital (14)
- Employment countywide increased by nearly 2% between 2001 and 2010, average wage increased by almost 27%
- Natural resources and mining (including agriculture) sector was largest source of employment
- Average wage significantly below statewide average (68% of statewide average)
- Firm sizes in Hood River County averaged 11 employees per establishment

Conducting Business in Hood River

- Hood River may be an exception to the not promising real estate outlook for rural communities:
  - Development and "growth of technologically sophisticated, market-savvy, and generally locally owned niche industries" (16)
  - High quality of life in the area (recreation): recreation and other lifestyle reasons will continue to attract entrepreneurs
  - Close proximity to a metro area (Portland)
  - "Access to critical transportation infrastructure" (16)
- Due to Portland's relatively high vacancy, little spillover demand from Portland to Hood River; Hood River companies have alternative options in Portland metro area if needed
- Rental rates of industrial space in Hood River higher than in Portland metro area, which is not typical- could be feasible as long as firms willing to pay for quality space

- Economic growth due to building space demand at Port's waterfront property would be driven by firms currently in Hood River, rather than from other metro areas

Interviews with Hood River Business Representatives

- Despite the recession, business has been strong over last 3-5 years, positive outlook over the next 3-5 years; concerns about effects of external events (gas prices, terrorism, Europe's financial crisis, slowing of Asian economic growth)
- Main advantage of doing business locally was the Hood River "brand," and the network of support and loyalty throughout the community
- Main disadvantage: cost of doing business (difficulty attracting qualified labor, limited availability, high cost of industrial costs, added time and cost due to distance from I-5 corridor, limited availability/high costs of Gorge housing)
- Some customers and suppliers currently "missing but supportable" (26)
- Job growth will best come from existing Hood River businesses
- Favor developing Lot 1 for mixed use, improving recreation opportunities and the business park
- Port should have an active role in planning, marketing, and development of Lot 1

Conclusions and Recommendations

- Lot 1 as an important employment community opportunity, potential to be the "signature development" of waterfront business park
- Recommendation: take time to achieve broad public vision, create a site specific master plan that is consistent with these goals; keep focus local and give priority consideration to the needs and interests of current local businesses; keep and enhance Hood River "brand"
- Lot 1 can develop slowly and organically through the Port

Martin Associates. "The Local and Regional Economic Impacts of the Port of Portland, 2011." Prepared for the Port of Portland. 15 March 2012.

Bottom Line: Despite the economic contraction of Portland International Airport from 2005-2011, the Port of Portland, including the airports, harbors, and industrial and business parks are a major source of employment and revenue in their areas, directly and indirectly, supporting 71,818 jobs. The impacts included direct and indirect jobs created, business revenue, local purchases, state and local taxes, and Federal government aviation-specific taxes.

Background

- Portland Harbor, Portland International Airport (PDX), general aviation airports at Troutdale and Hillsboro, real estate tenants of the Port of Portland's (Port's) Industrial and Business Parks
- Portland Harbor includes private marine terminals and Port-owned terminals

Methods

- Four separate and impacts: employment impact, personal earnings impact, business revenue impact, tax impact
- Airport impact analysis: quantification of economic impacts generated by passenger, freight, military, and general aviation activity at PDX; general aviation activity at Troutdale and Hillsboro
- Direct and indirect jobs
- Direct, induced, and indirect personal income and consumption expenditures
- Business sales generated by airport activities
- Airport-specific taxes
- Tax revenues from airport activity
- Real Estate tenants of Port's Business and Industrial Parks: measured in terms of jobs, personal income, business revenue, and taxes generated by economic activity

Conclusions

- Economic contraction of PDX: decline in total passengers, decline in visitor usage by 0.3 million from 2005-2011; still, airport activity is a major source of employment in the Portland area
- Economic Impacts of Portland Harbor and Aviation System (includes private facilities located within Portland harbor, and Aviation system visitor industry impacts)
- Jobs created: Total: 71,818
- Personal Income: Total: $3,478,000,000

- Business Revenue: Total: $7,078,080,000
- Local purchases: Total: $879,912,000
- State and local taxes: Total: $315,595,000
- Federal Government Aviation-Specific Taxes: Total: $246,203,000

Mid Columbia Economic Development District (MCEDD). "Mid-Columbia Comprehensive Economic Development Strategy." March 2013.

Bottom Line: Economic advantages in the Mid-Columbia Region include collaboration, transportation and location advantages, natural and cultural resources, and support for development. Disadvantages include high housing costs, skilled workforce shortages, environmental regulations, and communication between the five areas in the Mid-Columbia. Outdoor tourism is a large part of Hood River's economy, due to year-round recreation opportunities. Visitors to Hood River County spent over $75 million in 2011 and supported 950 jobs.

Economic Profile: Hood River County (Hood River, Cascade Locks, Odell, Parkdale)

- Major industries: Agriculture (major crops bring in $60/year plus value added), wineries, forestry, technology, outdoor gear, acvitewear, product design, green design, sustainability
- Outdoor tourism: recreation opportunities (windsports, sailing, hiking, cycling, winter sports) make tourism one of the largest economic sectors; Visitors to Hood River County spent over $75 million, which earned $20 million and supported 950 jobs in 2011 (10)
- Enterprise Zone and Long-term Rural Enterprise Facilities Program offered on Port industrial property sites ("exempt businesses from local property taxes to new locating businesses and the Rural Enterprise Facilities allows property tax abatement as long as 15 years on new facility improvements and installations" [11])
- 2012 Port of Hood River began construction on two new Waterfront Business Park buildings, prepared Halyard building for new tenant, new Turtle island food processing plant; Nichols Landing (hotel and office/retail development) planned for south end of Nichols Basin

Economic Advantages in the Mid-Columbia Region

- Collaboration- networks, importance of relationships, strong sense of community
- Transportation and location advantages- Central in Pacific NW; close proximity to Portland/Vancouver, Tri-Cities, Yakima, Bend, Boise, Boardman/Hermiston leads to distribution options; accessible, access to markets, time zone allows for communication to East Coast and Asia during a regular work day
- Natural and culture resources- timber, agriculture (130,000 acres of farm land), year-round recreation, tourism, scenery, renewable energy assets, diverse climate, rural values/characteristics, strong culture/history
- Diverse businesses provide a buffer through economic cycles

- Columbia Gorge Community College, OSU and WSU Extension
- Support for industrial and commercial development: affordable and reliable power, available industrial sites, telecommunication and broadband capacity, water/sewer/community facilities

Economic Challenges in the Mid-Columbia Region (21-26)

- Skilled workforce- Needed: More support for CGCC, 4 year university Research Institution, Graduate Degrees, skills training, bi-state workforce, preschool support
- Affordable housing- Needed: provide workforce and affordable housing, energy efficiency, housing stock age utilizing downtown space
- Shortage of capital- Needed: Business funding, infrastructure funds, small business support
- Environmental regulations: Needed- achieve balance, urban area process, interagency communication
- Communication between the five areas in the region- Needed: image and regional brand, state and federal leadership, telecommunication
- Trade leakages, brain drain, lack of expansion space, incubators and mentorship programs, cultural isolation, public transportation, access to health and mental care

Mid-Columbia Economic Development Goals and Project Priorities

- Business retention/expansion, business attraction, maintenance and improvement of public infrastructure, increase economic resources, create entrepreneurial environment, assess workforce requirements, engage elected officials in both Oregon and Washington (27)
- Port of Hood River received site certification for Lot 1 (April 2012): shovel-ready, infrastructure construction (water, sewer, public streets) necessary to prepare site for development; water main must be installed across State Street Bridge to provide adequate water pressure (69-70)
- Upgrades needed to Hood River Interstate Bridge- Priority projects: re-paving north approach ramp, re-welding portions of steel decking (73)

Tetra Tech, Inc. "Economic Effects of Water Related Recreation at the Port of Hood River." Prepared for the US Army Corps of Engineers, Portland District. May 2009.

Bottom Line: Windsurfing and kiteboarding bring many visitors to Hood River, and Port facilities are popular for river access. Visitation growth was projected through 2029 with four different growth rates ranging from zero to ten percent, to support 70-179 jobs. Recommendations included developing a better database on recreation and visitation at Port facilities.

Background

- Watersport recreation: windsurfing and kiteboarding
- 3 main Port facilities for watersport recreation: the Event Site (windsurfers), the Spit (kiteboarders), the Hook (beginning windsurfers and kiteboarders)
- Port facilities especially attractive to recreationists due to ease of launch site access

Methods

- Money Generation Model 2 (MGM2) used to estimate economic effects from windsurf recreation with three primary inputs: visits, average spending, multipliers
- Visitation estimated using Port parking data from 1995-2008
- Visitor spending estimated by comparing existing spending profile information in previous reports and the national average spending data (MGM2 offered three spending profiles, the middle profile was selected)
- Visitation forecast through 2029 at each rate, capped at 155,000/season
- Visitor spending: dollars spent per person per day
- Medium spending profile selected from MGM2
- Visitors separated by sport and type of recreation-users: local day, non-local day hotel/motel, and camper
- Total economic effects: sales, personal income, jobs, value added; then disaggregated into direct and total effects, using four different growth rates
- Base year: 2010, Interest rate for discounting future effects to their present value: 4 5/8%

Results

- Zero growth rate in visitation
    - Total net present value (NPV) of spending estimate for combined windsports 2010-2029: $33.9 million (amortized over 20 years: $3.1 million annually)

        - Total NPV of personal income generated by combined windsports 2010-2029: $14.2 million, (amortized over 20 years: $1.1 million annually)
        - 70 jobs supported, 0.0 additional jobs created annually
    - Low visitation growth rate (1.9%): based on Hood River County's population forecasts
        - NPV of spending estimate for combined windsports 2010-2029: $47.3 million (amortized over 20 years: $3.7 million annually)
        - Total NPV of personal income generated by combined windsports 2010-2029: $16.2 million, (amortized over 20 years: $1.3 million annually)
        - 88 jobs supported, 1.6 additional jobs created annually over 20 years
    - Medium visitation growth rate (5%): half of high growth rate
        - NPV of spending estimate for combined windsports 2010-2029: $66.4 million (amortized over 20 years: $5.2 million annually)
        - Total NPV of personal income generated by combined windsports 2010-2029: $22.5 million, (amortized over 20 years: $1.8 million annually)
        - 129 jobs supported, 6.0 additional jobs created annually over 20 years
    - Maximum (high) visitation growth rate (10%): upper bound, based on existing reports of windsport activity and with available period of record for Port parking growth
        - NPV of spending estimate for combined windsports 2010-2029: $92.4 million (amortized over 20 years: $7.2 million annually)
        - Total NPV of personal income generated by combined windsports 2010-2029: $31.4 million, (amortized over 20 years: $2.4 million annually)
        - 179 jobs supported, 6.7 additional jobs created annually over 20 years

Recommendations

- Develop a better database on recreation use at Port facilities (focus directly on recreationists)
- Refine visitation estimation data and visitor spending segmentation
- Collection of primary data would create a more refined economic analysis

Barney & Worth, Inc. "Economic Development Action Plan." Prepared for Hood River County, Oregon. Effective 18 December 2000. Revised 2 February 2002.

Appendix B: Context of the Hood River Economy

Hood River Economy

Hood River County includes the cities of Hood River and Cascade Locks, and the Upper Hood River Valley (the areas of Parkdale and Odell). The Port of Hood River operates mainly in the City of Hood River, and has one light-industrial property in Odell.

The City of Hood River is the business and administrative center of Hood River County. The city and the larger Columbia River Gorge are internationally known destinations for outdoor recreation—windsurfing, kiteboarding, sailing, hiking, biking, kayaking, and snowsports—and attract visitors from around the country and world.[26]

The City of Hood River and Hood River County economies mainly consist of forestry, agriculture, wine, technology, outdoor gear and active-wear companies, and tourism from recreation opportunities. In 2011, visitors to Hood River County spent over $75 million, which supported 950 jobs and $20 million in earnings.[27]

Hood River's location and climate provide favorable conditions for businesses and operations. The City is on Interstate 84 and an hour from the Portland metro region and the Interstate 5 corridor. Natural resources in the area provide timber and recreation opportunities for locals and tourists. Agriculture, including fruit, wineries, and lavender, also thrives in the area. Wind energy in the Columbia River Gorge in Oregon and Washington is also an asset.[28]

[26] Chase, 2011, 6.

[27] MCEDD, 2013, 10.

[28] Chase, 2011, 10.

Not all conditions, however, are conducive to business growth and land development. In one study local business representatives cited the cost of doing business in Hood River as the main disadvantage of doing business in Hood River. Contributing to those costs are limited availability of a skilled and qualified labor pool, added costs of materials and time because of distance from the Interstate 5 corridor, and high housing costs relative to other areas of the Northwest and to local incomes.[29] The median value of owner-occupied housing units from 2007-2011 was around $327,000, 30% greater than $253,000 median value for all of Oregon.[30]

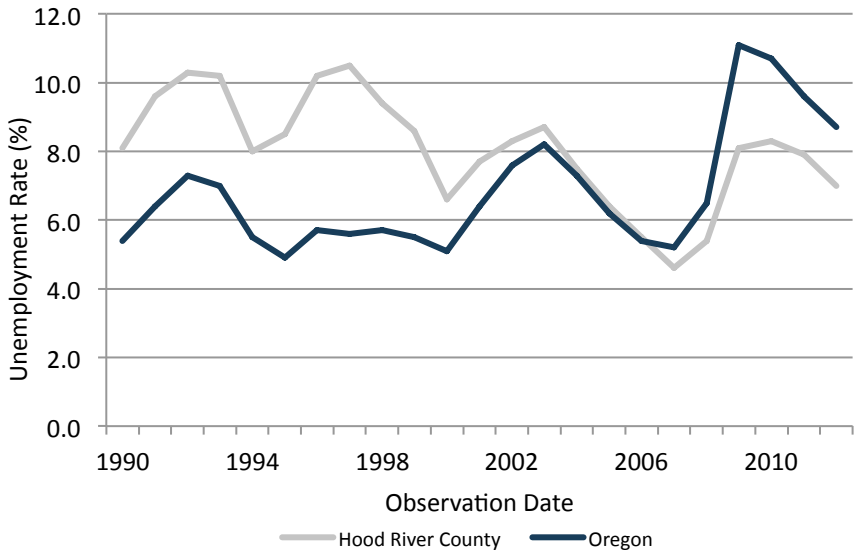
Employment

Figure 2 shows that Hood River County and the State of Oregon had similar cycles of unemployment over the last ten years, but that the County's average annual rate has been uniformly below that of the state in the last five years. In the last 10 years the annual average unemployment rate of Hood River County has ranged from a low of 4.6% (2007) to a high of 8.7% (2003); it was 7.0% in 2012. Statewide, Oregon's average annual unemployment rate has ranged from 5.2% in 2007 to 11.1% in 2009, and Oregon's 2012 unemployment rate was 8.7%.

[29] E.D. Hovee & Company, 2012, 25.

[30] US Census, Hood River County Quickfacts, 2013. According to the US Census website, value is the estimate of how much a property would sell for (only specified owner-occupied housing units less than 10 acres without a business on the property. The median divides the value into two equal parts (below and above the median), and median values are rounded to the nearest hundred dollars.

Figure 2: Hood River County and Oregon Unemployment Trends



Source: Data acquired from FRED, Federal Reserve Bank of St. Louis, accessed 12 June 2013 https://research.stlouisfed.org/fred2/graph/?graph_id=124746&category_id=0.
Graph created by ECONorthwest.

Hood River's job growth is often described in respect to the Hood River UGB, which includes the City of Hood River (city limits) and the city's urbanizing area.[31] The Hood River EOA reported that self-employed business entities and entities with two to nine workers per establishment (Stage 1 Business Entities) are the sources of the fastest job growth both in the UGB and the County. The UGB alone added 307 net new entities total between 2003 and 2008, 90% of which had less than 10 employees. Of the remaining added entities, 24 had between 10 and 99 employees, and 1 entity had over 500 workers.[32]

The City of Hood River made three different estimates of net new job growth in the Hood River UGB from 2010 (5,753 jobs) to 2031, ranging from 1,502 net new jobs to 2,959 net new jobs, an average annual growth rate ranging from 1.1% to 2.0%.[33] Retail & Commercial Trades and Services sectors lead in growth. Established and emerging clusters include health services, advanced manufacturing, athletic/outdoor gear, clean technologies, food and beverage processing, creative services, and advanced education/training.[34]

[31] ECONorthwest, 2008, 5.

[32] Chase, 2011, 7.

[33] Chase, 2011, 9. AAGR calculated by ECONorthwest.

[34] Chase, 2011, 11.

According to the Hood River EOA, the fastest growth is expected to occur in the healthcare and social services, government, leisure and hospitality, professional and business services, retail, natural resources, wholesale trade, and durable goods manufacturing sectors. The information and construction sectors are expected to decrease between 2008 and 2018.[35]

The Oregon Employment Department (OED) completes employment forecasts for regions in the state of Oregon, and Region 9 best approximates the Hood River region. Region 9 is located in the north-central portion of Oregon and includes Gilliam, Hood River, Sherman, Wasco, and Wheeler counties (State of Oregon, 2013). OED forecasts that in the 10 years from 2008 to 2018, employment in Region 9 will grow a total of 9.5% (from 25,740 jobs to 28,190 jobs), an average annual growth rate of 0.9% per year.[36]

Population and Demographics

Table 14 shows estimates and forecasts of population since 1990 in Oregon, Hood River County, and the City of Hood River. While Hood River County's population grew at a slower rate than the state of Oregon from 2000 to 2010, the City of Hood River grew over twice as fast as Hood River County, and almost twice as fast as the population of the state of Oregon.

Table 15: Oregon and Hood River Population 1990-2012

Time Period	Oregon	Hood River County	City of Hood River
1990	2,842,321	16,903	4,632
2000	3,421,399	20,411	5,831
2010	3,831,074	22,346	7,167
2012	3,899,353	22,584	7,292
Change 2000-2012	477,954	2,173	1,461
AAGR: 1990-2000	1.9%	1.9%	2.3%
AAGR: 2000-2010	1.1%	0.9%	2.1%
AAGR: 2010-2012	0.9%	0.5%	0.9%

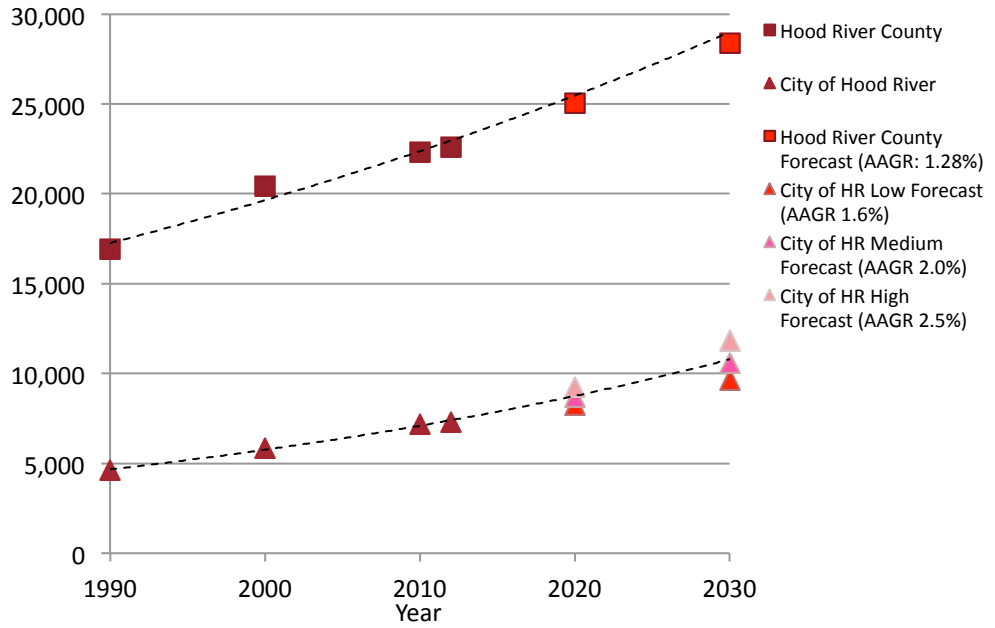
Source: Data was obtained from multiple sources, including US Census Hood River County QuickFacts (http://quickfacts.census.gov/qfd/states/41/41027.html); Hood River (city) QuickFacts (http://quickfacts.census.gov/qfd/states/41/4134900.html); 1990 Census of Population and Housing (http://censtats.census.gov/pl94/pl94.shtml); City of Hood River 1990 Census population from ECONorthwest; "Hood River County Coordinated Population Forecast, 2008-2028,"October 2008.
Note: Change 2000-2012 and AAGR's calculated by ECONorthwest.

[35] Chase, 2011, 8.

[36] Chase, 2011, 7-8.

Forecast population growth in Hood River County and the City of Hood River (Figure 3) is based on a study conducted by ECONorthwest in 2008 using data primarily from the Oregon Office of Economic Analysis. A low, medium, and high average annual growth rate were used for the City of Hood River population growth rate. In 2030, Hood River County's population is estimated to be 28,404, and the City of Hood River's population is expected to be between 9,667 and 11,841.

Figure 3: Hood River Historical Population and Forecast Growth, 1990-2030



Source: United States Census, accessed 12 June 2013; ECONorthwest, "Hood River County Coordinated Population Forecast, 2008-2028,"October 2008.

The Hood River Official forecasts of employment for the County assume that the expected continued growth of the Portland region will "spillover" to Hood River County and the City of Hood River.[37]

Per capita money income over the past 12 months from 2007 to 2011 in Hood River County was $25,030, which is less than Oregon's $26,561.[38] However, Hood River County's median household income from 2007 to 2011 was $54,109, which was higher than Oregon's $49,850. Hood River County had 10.0% of people below the poverty level from 2007 to 2011, lower than Oregon's 14.8% rate.[39]

[37] Chase, 2011, 6.

[38] The US Census uses 60 months to estimate the past 12 month per capita money income: the number represents the characteristics of a population over a 60-month collection period.

[39] US Census, Hood River County QuickFacts.

In Hood River County, 65.4% of people identified as White, Non-Hispanic, and 29.8% of people identified to have Hispanic or Latino origin. 0.7% identified as Black, 1.0% identified as American or Alaska Native, 1.4% identified as Asian, and 0.3% identified as Native Hawaiian or other Pacific Islander. Compared to the state of Oregon, Hood River County has less people who identify as White, Non-Hispanic (Oregon 78.1%) and more people who identify as having Hispanic or Latino origin (Oregon 12.0%). Hood River County has less people who identify as Black (Oregon 2.0%), American Indian and Alaska Native (Oregon 1.8%), Asian (Oregon 3.9%), and Native Hawaiian/Other Pacific Islander (Oregon 0.4%).[40]

Land Availability

As of 2011, there were 545 acres of industrial land available in the Columbia River Gorge region, but a "fairly limited supply of competitive vacant commercial and industrial building floor area."[41] Vacant land in the Hood River UGB was 111.7 acres.[42]

20-year net industrial/government/ other land demand in the Hood River UGB ranged from 11-63, while current supply was 38. With low or medium growth, there will be a land surplus, but with high growth, there will be an industrial land shortage.[43]

The 20-year net office/employment land demand ranges from 16-20 acres, while current supply is 0.7 acres. Thus, office space demand will likely not be met in the future. 20-year net commercial/retail land demand ranges from 23-36 acres, while current supply is 73 acres. For all three growth scenarios, there will be a commercial/retail land surplus in the Hood River UGB.[44]

While there is a relatively large supply of current vacant industrial land in the Columbia River Gorge, there is a limited supply of large vacant development sites within the Hood River UGB. Large industrial users are not likely to be accommodated within the next 20 years.[45]

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[40] US Census, Hood River County QuickFacts.

[41] Chase, 2011, 5.

[42] Chase, 2011, 11-12.

[43] Chase, 2011, 12-14.

[44] Chase, 2011, 12-14.

[45] Chase, 2011, 12-14.



HOOD RIVER ECONOMIC OPPORTUNITIES ANALYSIS

June, 2011

FCS GROUP

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April 2011

Hood River Economic Opportunities Analysis

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Hood River EOA Technical Appendix C – Employment Trends and Land Needs Analysis
Hood River EOA Technical Appendix D – Implementation Strategies
Hood River EOA Technical Appendix E – Draft Land Use Code Amendments

SECTION I: INTRODUCTION

The Hood River Economic Opportunities Analysis (EOA) will serve as a basis for the City of Hood River to document and adopt local policies and actions that help make Hood River a "more economically viable" community while maintaining a good quality of life for residents, businesses, and workers.

A. OREGON REGULATORY REQUIREMENTS

The City of Hood River is undergoing a periodic review of its Comprehensive Plan per State of Oregon requirements. As part of the Comprehensive Plan update, the City must address the requirements of Goal 9 (Economic Development, OAR 660-009). Goal 9 requires cities to periodically review and update the following:

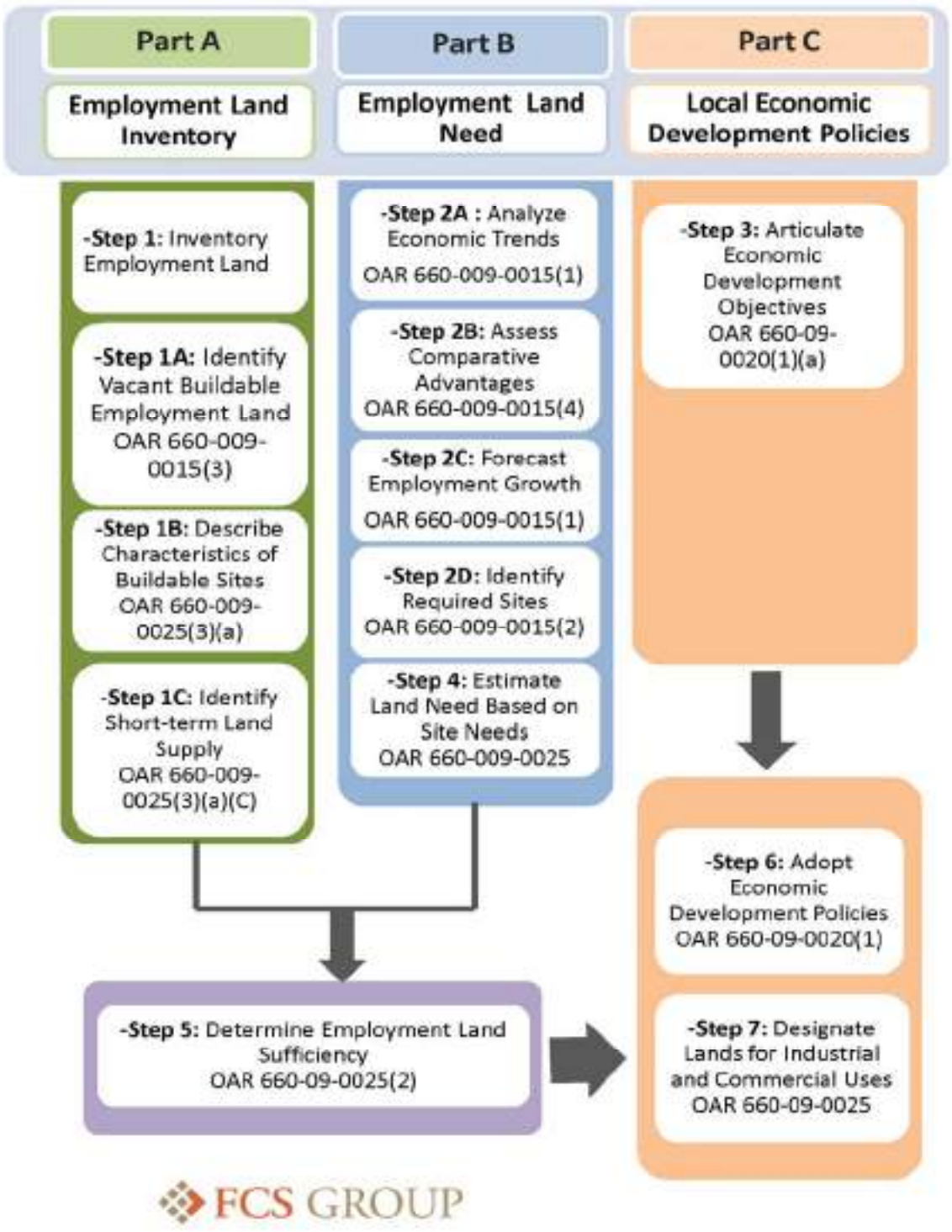
- Local vision for strengthening local economies through the adoption of local economic policies that include community economic development objectives (CEDOs).
- Local urban growth requirements (land needs) for providing an adequate land needed to accommodate 20-year employment growth forecasts. Land needs are to be based upon:
  - Current analysis of vacant and part-vacant buildable lands that are zoned or planned to accommodate job growth; and
  - Forecasted land needs based on an EOA that considers global, national, and local trends, and is generally consistent with regional growth forecasts or coordinated population growth forecasts.

B. METHODOLOGY AND APPROACH

The technical and political approach used for the Hood River EOA and related steps are illustrated in **Figure 1.** This approach has been deemed to be consistent with the DLCD Goal 9 administrative rule, and the supporting OAR 660 guidance, as well as other supporting guidance provided per the *DLCD Industrial & Other Employment Lands Analysis Guidebook (2005),* and the *Economic Development and Employment Land Planning Guidebook (July 2010).*

To assist the City and consultant team with creating the EOA and refining key assumptions, the City formed a local Hood River EOA Technical Advisory Committee (TAC) comprised of several leading community members. The EOA also included a cross-section of City, Hood River County, and Columbia River Gorge regional public staff members and private business and citizen representatives. During the preparation of the EOA, the TAC met on three separate occasions. TAC meeting notes are provided in **Hood River EOA Technical Appendix A.**

Figure 1. Hood River EOA Methodology and Approach



SECTION II: BUILDABLE LAND ANALYSIS

In accordance with OAR 660-009-0015(3) and OAR 660-009-0025(3)(a)(C), the existing supply of buildable employment zoned land within the Hood River Urban Growth Boundary (UGB) was inventoried and evaluated as part of the EOA. The Hood River EOA includes a recent buildable land inventory completed by the City of Hood River Planning Department staff using Geographic Information Systems (GIS) data that is consistent with current land use development characteristics.

A. BUILDABLE LAND INVENTORY (BLI) METHODOLOGY

The buildable land inventory (BLI) analysis focused on the land use classifications that support employment uses, including commercial and industrial zones. In light of limited employment development potential allowed in the R-3 and RC zones, the subsequent BLI work focuses on C-1, C-2, LI, I, U-C-1, U-C-2, U-LI, and U-I zones for meeting future vacant land needs for the Hood River UGB.

The BLI analysis included existing vacant and part vacant (sub-dividable) tax lots with adjustments made to deduct any current building and related parking development. The GIS analysis included all significant environmental constraints to estimate buildable land area within the Hood River EOA. The buildable land area was derived by deducting environmental features that would constrain the amount of potential site development on vacant and part vacant areas. For purposes of this analysis, the environmental constraints were calculated for each site using estimates for land constrained by the following: environmentally constrained areas (waterways, wetlands, riparian buffers); slopes over 25 percent; and other known site development constraints identified by City planning staff.

An additional infrastructure analysis was conducted by the City's planning and engineering staff to ascertain known infrastructure conditions and related capacity constraints (if any) to providing adequate transportation, water, sewer, and stormwater requirements associated with future development. In accordance with OAR 660-009-025(3)(a)(C), City staff also provided estimated time frames and preliminary capital cost estimates for planned infrastructure improvements.

B. LONG-TERM EMPLOYMENT LAND INVENTORY

The existing vacant and part vacant land inventory for the Hood River includes 95 tax lots with a total buildable land area of 111.9 buildable acres, as indicated in **Table 1.** Hood River's vacant land supply consists of 69 small (0.2 to 1 acre) tax lots, 22 tax lots between 1-5 acres in size. The larger tax lots include 3 lots with 5-10 acres (22.5 acres total), and 1 tax lot over 10 acres in size (10.5 acres total).

Please refer to **Hood River EOA Technical Appendix B** for additional detail on the BLI method used to determine the BLI.

Table 1. Vacant and Part Vacant Lands by General Land Use Zone Class, Hood River UGB

	.0.2 to 0.5 acre		.5 to 1 acre		1 to 2 acre		2 to 5 acre		5 to 10 acre		10 or more acre		Total Gross Buildable (less 25% slopes)	
Land Use Zoning Classification	**tax-lots**	**acres**	**tax-lots**	**acres**	**tax-lots**	**acres**	**tax-lots**	**acres**	**tax-lots**	**acres**	**tax-lots**	**acres**	**tax-lots**	**acres**
C-1/U-C-1 - Office Residential	2	0.7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	**2**	**0.7**
C-2/U-C-2 - Commercial	38	11.4	11	9.7	9	22.1	4	11.4	1	8.2	1	10.5	**64**	**73.3**
I/LI- Industrial/Light Industrial	13	4.7	5	3.5	7	8.3	2	7.1	2	14.3	0	0.0	**29**	**37.9**
Subtotal Employment Land	**53**	**16.8**	**16**	**13.2**	**16**	**30.4**	**6**	**18.5**	**3**	**22.5**	**1**	**10.5**	**95**	**111.9**

Source: City of Hood River and Real Urban Geographics, April 1, 2011.

C. SHORT-TERM EMPLOYMENT LAND INVENTORY

In addition to the long-term land supply, OAR 660-009-0005 also requires the identification of a short-term supply of land meaning "suitable land that is ready for construction within one year of an application of a building permit or request for a service extension." OAR 660-009-0025 also requires that cities must provide "at least 25 percent of the total land supply within the urban growth boundary designated for industrial and other employment uses as short-term supply." For EOA planning purposes, the "short-term" is defined as a period of less than five years from EOA adoption.

In Hood River's case all of the land supply currently included within the Hood River UGB, excluding the tax lots located in the "east-end" area (near Button Bridge Road) are considered to be within the short-term supply category. The City engineering staff has determined that there are approximately six tax lots near Button Bridge Road (over one-half acre in size) with a total of 6.1 acres of vacant and part-vacant land are that will not likely be developed with more intensive employment uses for at least six years due primarily to inadequate water and sewer infrastructure capacity for this area. According to the City's planning staff, the preliminary cost estimates for extending water and sewer services to these tax lots is estimated to cost approximately $2.0 million (2011 dollars).

The "west gateway" area of Hood River is an area that currently lacks adequate transportation infrastructure. Primary transportation constraints include inadequate spacing between the existing alignment and poor level of service characteristics at Country Club Road/Cascade Avenue intersection and the adjacent I-84 interchange ramps. However, the City intends to work closely with Oregon Department of Transportation (ODOT) and affected property owners to realign County Club Road to Cascade Avenue via Mt. Adams Avenue. They also plan to refine and adopt the interchange management plan for this area, which would include a capital improvement plan that provides adequate transportation facilities within five years. The west gateway area includes approximately 15 tax lots with 45 net buildable acres of employment land area.

After removing the Button Bridge Road tax lots from the short-term land supply, and assuming that all other tax lots in the Hood River UGB can be served with adequate public facilities within five years, Hood River appears to clearly meet the statutory requirements for short-term land supply, with 60.8 vacant and part vacant acres, 54 percent of total employment zoned acreage, classified as short-term land supply. However, given the importance of the west gateway area to the overall employment land supply in Hood River, the City should adopt specific policies aimed at refining and adopting

land use, infrastructure and funding strategies for the west gateway area, and completing strategic planning work over the next 1 to 3 years.

D. REGIONAL EMPLOYMENT LAND CONSIDERATIONS

In addition to documenting existing vacant and buildable land area within the Hood River UGB, consultant team members also evaluated current listings for commercial and industrial vacant lands and buildings within the Columbia Gorge Region. The regional analysis of competitive land and buildings was based primarily on website listings, broker listings, and interviews with regional economic development managers in Hood River, Wasco, Skamania, and Klickitat counties. The regional land and building inventory findings reflect a total of 545 acres of industrial land area being currently available within the Columbia Gorge Region, but a fairly limited supply of competitive vacant commercial and industrial building floor area (less than 10,000 square feet of competitive vacant floor area excluding the Wind River Nursery in Skamania County), as indicated in the **Hood River EOA Technical Appendix B.**

SECTION III: EMPLOYMENT TRENDS

In accordance with OAR 660-009-0015(1-4), an analysis of economic trends and local competitive advantages was conducted to prepare employment growth forecast for the Hood River UGB. Local economic development visions, goals and objectives were also considered in this process to inform the growth forecast scenarios.

A. EMPLOYMENT TRENDS ANALYSIS

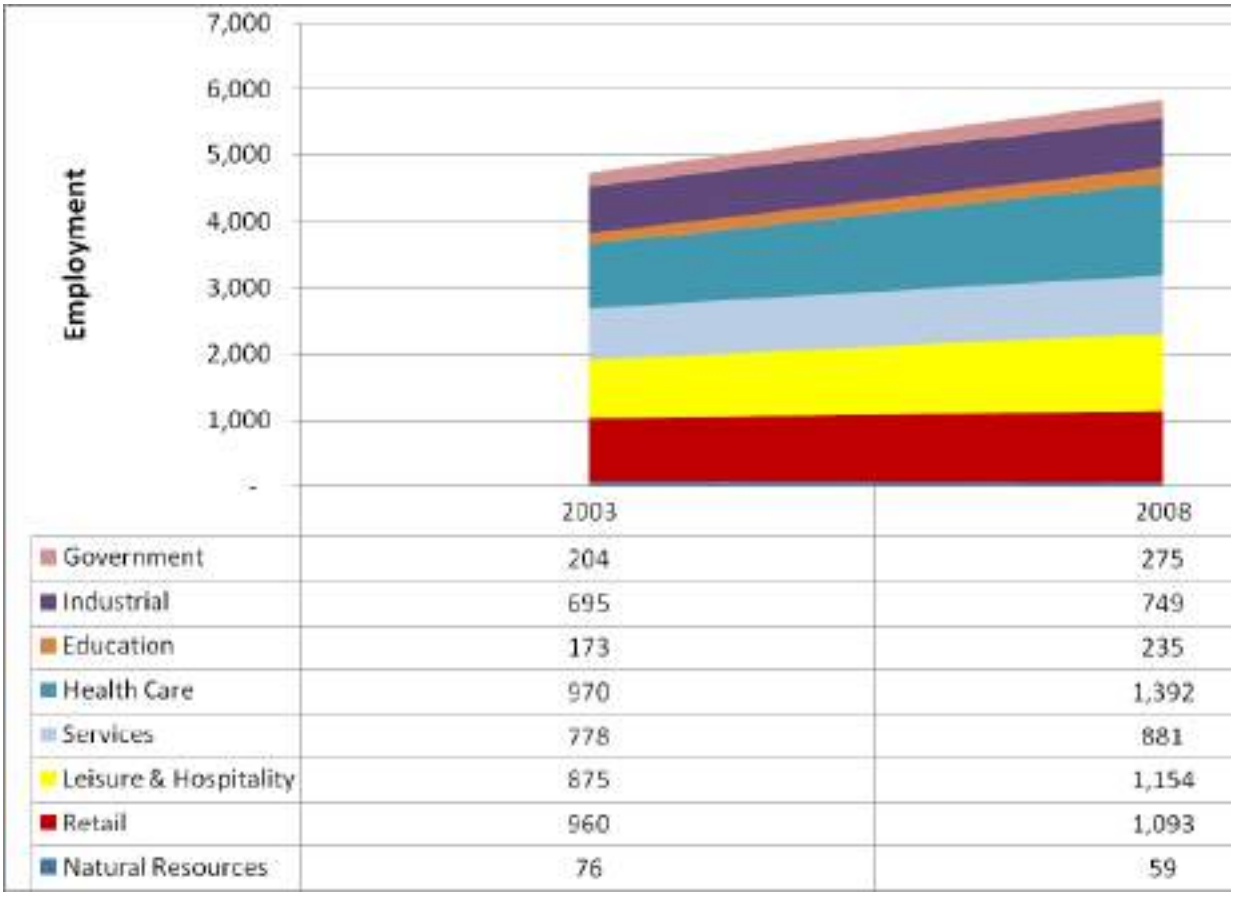
Hood River is a rural city (population 6,955 as of July 1, 2010) located in the heart of the Columbia River Gorge National Scenic Area between Mt. Hood and the Columbia River. The City of Hood River has grown measurable over the past few decades in population, employment and seasonal visitation. Today, the City functions as a bi-state regional rural service center and is a national and international tourism destination for water sports and other recreational activities.

The City's proximity to the greater Portland Metropolitan Region and agricultural commodities (including fruit crops, wineries, lavender, etc.) and wind energy farms in Oregon and Washington, makes the area a favorable location for food processing operations, technology and recreation-oriented businesses, and commuters that work part-time or full-time at businesses in the greater Portland Metropolitan Region (Portland Region).

It is apparent that the continued growth of the Portland Region will influence demographic and economic growth of both the City of Hood River and Hood River County. Population in the Portland Region increased from 1,928,000 to 2,185,000 people between 2000 and 2008 (July 1 estimate). The Portland Region is forecasted to increase in both population and jobs over the foreseeable future. Metro (the regional government for the Portland area) forecasts the Portland Region to add between 346,500 and 467,300 people over the next 10 years. This level of population growth in the Portland Region will likely have some "spillover" impacts on the City and County.

According to the Oregon Employment Department (OED), there were approximately 5,753 covered workers that were listed as people employed at local businesses within the Hood River Urban Growth Boundary (UGB) in 2008. As indicated in **Figure 2**, these workers reflect an estimate of the nonfarm "covered employment" only, which tends to exclude workers that are self-employed and/or part-time workers that do not pay unemployment insurance to the State of Oregon.

Figure 2. Nonfarm Employment Trends, Hood River UGB, 2003 and 2008



	2003	2008
Government	204	275
Industrial	695	749
Education	173	235
Health Care	970	1,392
Services	778	881
Leisure & Hospitality	875	1,154
Retail	960	1,093
Natural Resources	76	59

Source: Oregon Employment Department, 2008; compiled by FCS GROUP.

Most new job growth within Hood River County and the Hood River UGB is occurring among self-employed and *Stage 1* business entities with 2 to 9 workers per establishment. According to data estimates by Dunn and Bradstreet Corporation, OED and FCS GROUP, there were approximately 824 self-employed entities and 1,259 *Stage 1* entities in Hood River County in 2008, of which about one-half were located within the Hood River UGB.

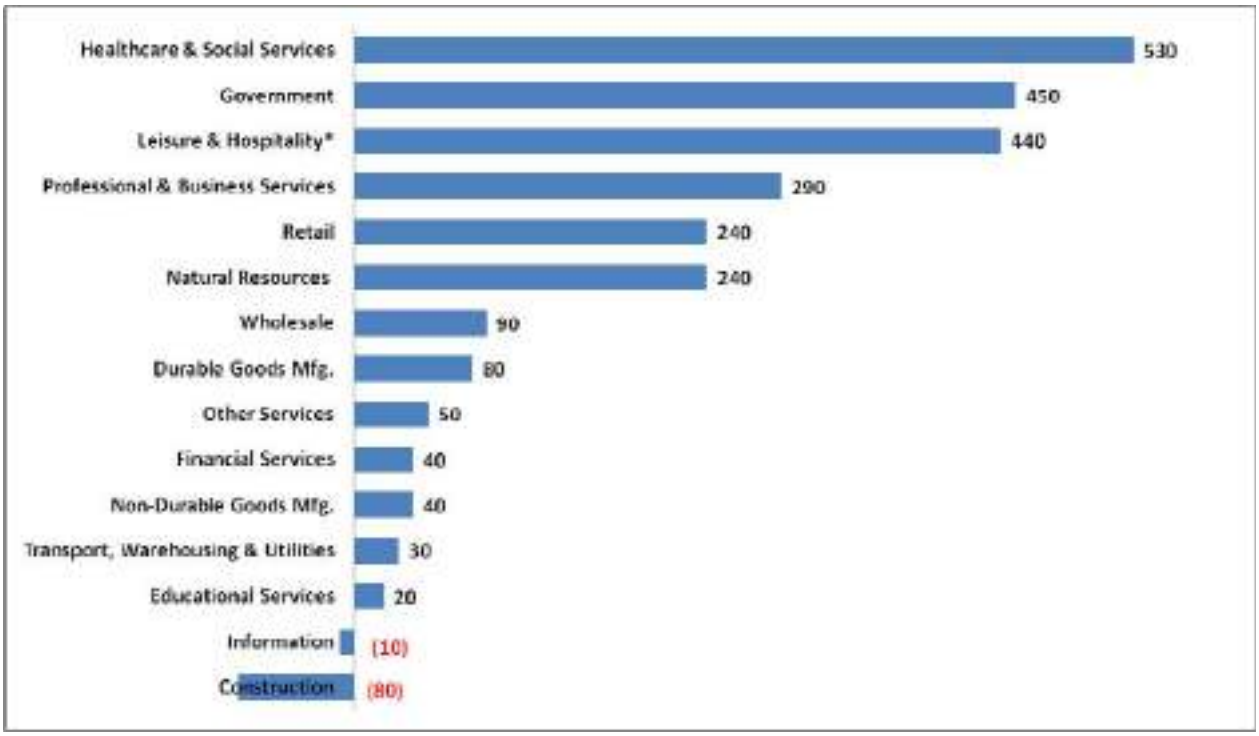
The Hood River UGB added an estimated 307 net new entities between 2003 and 2008. About nine out of ten new entities added in the Hood River UGB had less than ten employees. The Hood River UGB also added 24 net new *Stage 2* entities (10 to 99 workers each) and one *Stage 4* entity (500-plus workers) during this time frame.

B. HOOD RIVER EMPLOYMENT GROWTH FORECASTS

Employment growth is forecasted to continue to occur within the Oregon Region 9 (portion of the Columbia Gorge Region). As indicated in **Figure 3,** the 10-year job growth forecasts for OED Region 9 portend a positive trend towards job growth for all industry sectors, except the information and construction sectors. The OED expects the number of jobs in Region 9 to increase by 2,450 jobs

over the next 10 years, increasing from 25,740 jobs in 2008 to 28,190 jobs by 2018. The sectors that are expected to grow the fastest in Region 9 include: healthcare and social services; government; leisure and hospitality; professional and business services; retail; natural resources; wholesale trade; and durable goods manufacturing (goods that last at least 3 years).

Figure 3. Region 9 Nonfarm Employment Forecast, 2008-2018



Source: Oregon Employment Department; Region 9 includes Hood River, Wasco, Gilliam, Sherman and Wheeler counties.
** Leisure and hospitality sector includes restaurants, hotels, motels and other forms of lodging.*

The EOA project consultant team prepared a range in employment forecasts for the Hood River UGB that is intended to coincide with Oregon Administrative Rules and Goal 9 requirements.

Three employment growth forecast scenarios were formulated for the Hood River UGB:

- **Scenario A (low):** Applies OED Annual Average Growth Rate (AAGR) Forecast to current estimated of nonfarm employment within the Hood River UGB. This scenario results in relatively low potential employment growth.
- **Scenario B (medium):** Applies the upper-end of UGB Capture of County Growth (using OED AAGR). This scenario results in medium growth potential. **(Accepted by Council 6/2011**).
- **Scenario C (high):** Modified version of Scenario B, with planned employment center(s) consistent with city/county coordinated growth forecast (AAGR = 2 percent). This scenario assumes that one or two large industrial or research and development employers locate into the Hood River UGB on vacant "campus industrial research and development" sites with a total of 900 industrial jobs added over and above what would be expected to occur in Scenario B. This level of campus industrial job growth would require approximately 45 net buildable acres of industrial land for the campus industrial areas (assumes 20 jobs per acre). To achieve the overall employment growth rate of 2.0 percent AAGR in line with the city/county coordinated population forecast, FCS GROUP adjusted the retail and commercial trades and services sector job growth forecast by 10 percent above Scenario B.

The three job growth scenarios translate into net new employment growth forecast over the 2010-2031 timeframe ranging from: 1,502 jobs in Scenario A; 1,786 jobs in Scenario B, and 2,959 jobs in Scenario C (see **Table 2**).

Table 2. Hood River UGB Employment Growth Forecast Scenarios, 2010 to 2031

Sector	Estimated Existing 2010 Jobs in Hood River UGB [1]	Net New Hood River Job Growth		
		Scenario A	**Scenario B**	**Scenario C**
		Based on OED Region 9 Growth Rates Applied to Hood River UGB Job Sectors [2]	Based on High end of Hood River UGB Capture of Hood River County using OED Region 9 Growth Rate Forecast [3]	Modified Forecast, Based on Scenario C with New Employment Center(s); on par with City/County Coord. Pop. Growth Forecast [4]
Natural Resources	57	11	18	18
Retail & Commercial Trades	2,162	494	530	594
Services	2,610	761	835	935
Industrial/Other				
Industrial/Other	649	62	116	1,126
Government	275	62	287	287
Total	**5,753**	**1,502**	**1,786**	**2,959**

Notes:
*1. Derived from **Hood River EOA Technical Appendix C**.*
*2. Derived from **Hood River EOA Technical Appendix C**.*
*3. Derived from **Hood River EOA Technical Appendix C**.*
4 Assumes overall growth consistent with 2 percent AAGR (city/county coordinated population growth forecast with planned new employment center(s) that add 900 industrial jobs over and above Scenario B).

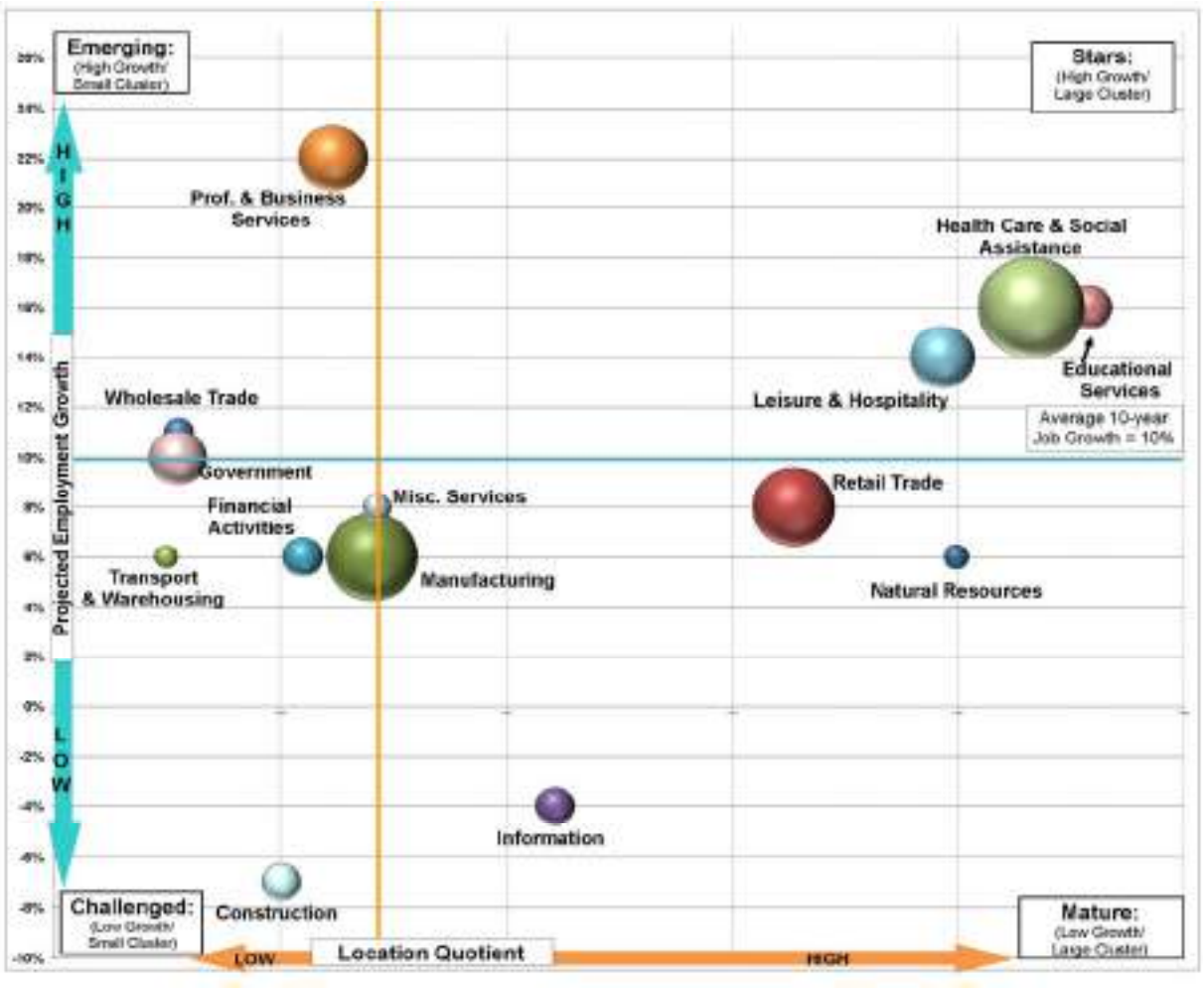
C. OPPORTUNITIES AND CONSTRAINTS ANALYSIS

Input from the TAC and local stakeholder interviews was considered to help evaluate the local desire and ability to achieve the low, medium, and high growth employment forecasts and to ascertain potential issues regarding meeting unique site requirements for small, medium, and large employers. The overall findings from an opportunities and constraints analysis are summarized in **Hood River EOA Technical Appendix C**.

D. TARGET BUSINESS CLUSTERS ANALYSIS

The business cluster analysis summarized in **Figure 4** identifies the business sectors within the Hood River region by their size and growth potential. Each sector has been analyzed by their North American Industrial Classification System (NAICS) code. This code is used by the federal government to classify types of businesses for tax accounting and economic research purposes. The data used for the clusters analyses were derived from the OED wage and salary employment statistics for the year ending in 2008. The size of bubbles in the following chart provides a relative comparison within each jurisdiction of the total direct wages paid to workers within each industry sector.

Figure 4. Analysis of Business Clusters in Hood River UGB, 2008



The recommended target clusters for Hood River take into account focused marketing and business recruitment efforts are being made by local organizations such as the Mid-Columbia Economic Development District (MCEDD), the Columbia River Gorge Technology Alliance, the Columbia River Wine Growers Association, the State of Oregon, and other entities to attract established and emerging business clusters to the region and State. The business and industry clusters that are currently being targeted by the Oregon Business Development Department, Portland Business Alliance, and the Portland Development Commission include advanced manufacturing, clean technology (with sustainability sub-clusters in green building, solar, and wind power), active wear/outdoor gear, and software.

The City of Hood River may target businesses that generally offer above-average wages and provide healthcare and retirement benefits that support families. According to the U.S. Bureau of Labor Statistics, the occupations that had the fastest growth and highest pay over the past 10 years nationally included computer systems analysts, registered nurses, computer support specialists, teachers, social workers, college faculty, computer programmers, engineering sciences, police officers, securities and financial services, physicians, advertising, marketing, management analysts,

electrical engineers, paralegals, writers/editors, commercial artists, and medical and health service managers.[1]

In light of these findings, it is recommended that the City focus on retaining and attracting a mix of existing and emerging business clusters that pay above average wages. This includes a mix of existing **established and emerging clusters**, including:

- Health services
- Advanced manufacturing (avionics, composite materials, electronics, etc.)
- Athletic/outdoor gear (wind sports gear, apparel, etc.)
- Clean technologies (renewable energy/utilities, research and development, etc.)
- Food and beverage processing (fruit juice, beer, wine, spirits, organic supplements, etc.)
- Creative services (computer software, electronic publishing, etc.)
- Advanced education/training (Columbia Gorge Community College related)

[1] *These findings are based on publications provided by JIST Works, including the Occupational Outlook Handbook, 2008-2009; and America's Fastest Growing Jobs by Michael Farr.*

SECTION IV: EMPLOYMENT LAND NEEDS

In accordance with OAR 660-009-0025, an analysis of 20-year land needs for employment growth in the Hood River UGB is required along with attention to unique site needs based on the identified employment types.

A. EMPLOYMENT SPACE NEEDS ANALYSIS

After accounting for the level of expected redevelopment activity, the amount of vacant land demand in the Hood River UGB for employment uses over the next 20-years is expected to range from 50 acres (Scenario A), 60 acres (Scenario B), and 109 acres (Scenario C). Preliminary estimates for vacant lands needs in Hood River UGB by general building type are provided in **Table 3.** Please refer to **Hood River EOA Technical Appendix C** for detailed methodology and supporting information.

The overall employment land needs forecasts for Hood River assume a relatively high level of redevelopment activity for strategic locations within the City, including downtown, and the 12th Street Corridor in the Heights. Much of the redevelopment is expected to occur on smaller lots with a mix of office and residential uses (particularly in R-3 zoning), which allows professional office (as a conditional use) and multifamily housing. Overall redevelopment activity within the Hood River UGB is expected to range from 114,000 to 206,000 square feet of net new redevelopment (building floor area), which is considered to be over and above the vacant land needs shown in **Table 3**.

Table 3. Hood River UGB Vacant Land Needs by General Land Use Zone Classification, 20-year Forecast (buildable acres)

Land Use Classification	Scenario A	Scenario B	Scenario C
Commercial/Retail (C2)	23	28	36
Employment/Office (C1)	16	17	20
Industrial/Government/Other (I/LI)	11	16	53
Total	**50**	**60**	**109**

*Analysis by FCS GROUP, based on assumptions shown in **Hood River EOA Technical Appendix C**.*

The actual amount and timing of new development will vary from year to year. The range in development forecasts reflects several issues:

- The current uncertainty regarding the region's ability to retain and attract major employers.
- The City's potential to stimulate redevelopment of the west gateway area.
- The City's ability to work with ODOT to fund and construct required transportation and infrastructure improvements that can accommodate new commercial and industrial development on vacant lands, particularly in the west gateway area.

B. OVERALL EMPLOYMENT LAND NEED REQUIREMENTS

This Hood River EOA indicates that the existing Hood River UGB is adequate to accommodate the forecasted level of employment growth that is expected to occur under Scenario A and Scenario B, but not Scenario C, unless a very compact form of development occurs (i.e., 2-4 level buildings), or a UGB amendment. Hence, it is recommended that the City of Hood River pursue policies that implement job growth consistent with Scenario B (medium growth). Other issues with respect to achieving job growth forecasts associated with Scenario B are described in **Section V, Policy Actions**.

Industrial Land Need and Parcel Requirements

As indicated in **Table 4**, the medium growth scenario assumes 16 acres of net new industrial vacant land demand occurs over the next 20 years, which is above the estimated vacant industrial land supply of 38 acres (includes LI and I zoned tax lots). A preliminary expected forecast of demand by parcel size is also provided in **Table 4,** and assumes that most of the larger vacant industrial tax lots within the Hood River UGB will be absorbed over the next 20 years under the medium land use scenario.

Table 4. Hood River 20-Year Industrial Land Requirements

Land Demand and Supply	Scenario A - Low Growth (acres)	Scenario B - Medium Growth (acres)	Scenario C - High Growth (acres)
Demand (acres)	11	16	53
Supply (acres)	38	38	38
Land Surplus (supply less demand)	**27**	**22**	**(15)**
Preliminary Parcel Distribution, Medium Growth Scenario	**Existing Supply (tax lots)**	**Forecast of Parcel Demand (tax lots)**	**Surplus (tax lots)**
Less Than 1 acre	18	0	18
1 to 2 acres	7	0	7
2 to 5 acres	2	2	0
5 to 10 acres	2	2	0
10+ acres	0	0	0
Total Parcels or Tax Lots	**29**	**4**	**25**

Source: based upon findings included in demand and supply analysis.

Office Land Requirements

As indicated in **Table 5**, with an office (C-1) land supply of only 0.7 acres, Hood River does not have an adequate existing vacant office land supply to meet the land demand forecasts for all office growth scenarios. The medium land need scenario assumes 17 acres of net new office land demand, which is well above the vacant land supply (0.7 acres). Hence, new local land use or development code policies are needed to ensure that future office demand can be met on other lands within the Hood River UGB.

Table 5. Hood River 20-Year Office Land Requirements

Land Demand and Supply	Scenario A - Low Growth (acres)	Scenario B - Medium Growth (acres)	Scenario C - High Growth (acres)
Demand (acres)	16	17	20
Supply (acres)	0.7	0.7	0.7
Land Surplus or (Deficit) in Acres (supply less demand)	**(15.3)**	**(16.3)**	**(19.3)**
Preliminary Parcel Distribution, Medium Growth Scenario	**Existing Supply (tax lots)**	**Forecast of Parcel Demand (tax lots)**	**Surplus or (Deficit) tax lots**
Less Than 1 acre	2	5	(3)
1 to 2 acres	0	6	(6)
2 to 5 acres	0	2	(2)
5 to 10 acres	0	0	0
10+ acres	0	0	0
Total Parcels or Tax Lots	**2**	**12**	**(11)**

Source: FCS GROUP, based upon findings included in demand and supply analysis.

Commercial Land Requirements

As indicated in **Table 6**, with a commercial (C-2) land supply of 73 acres, the City appears to have an adequate existing vacant commercial land supply to meet the land demand forecasts for all commercial growth scenarios. The medium land need scenario assumes 28 acres of net new commercial land demand, which is well below the vacant land supply.

Please refer to **Hood River EOA Technical Appendix D** for additional supporting analysis regarding the reconciliation of Hood River vacant employment land supply and demand.

Table 6. Hood River 20-Year Commercial Land Requirements

Land Demand and Supply	Scenario A - Low Growth (acres)	Scenario B - Medium Growth (acres)	Scenario C - High Growth (acres)
Demand (acres)	23	28	36
Supply (acres)	73	73	73
Land Surplus in Acres (supply less demand)	**50**	**46**	**37**
Preliminary Parcel Distribution, Medium Growth Scenario	**Existing Supply (tax lots)**	**Forecast of Parcel Demand (tax lots)**	**Surplus (tax lots)**
Less Than 1 acre	49	4	45
1 to 2 acres	9	3	6
2 to 5 acres	4	2	2
5 to 10 acres	1	2	(1)
10+ acres	1	0	1
Total Parcels or Tax Lots	**64**	**11**	**53**

Source: FCS GROUP, based upon findings included in demand and supply analysis.

C. SITE REQUIREMENTS

In light of current limited supply of *large vacant development sites* within the Hood River UGB, (currently there are only two vacant commercial sites comprising 18.7 acres and two industrial sites comprising 14.3 acres) combined with the fact that there is a relatively large supply of vacant industrial land that exists elsewhere in the Columbia River Gorge Region (there were about 545 vacant acres being marketed within a 30- to 40- minute drive from Hood River as of January 2011), ***the medium growth forecast appears to be most consistent with local and regional growth policies, local buildable land inventory characteristics, and current market trends.***

The majority of the targeted businesses that consider expanding or relocating into Hood River will consist of small business operations (less than 10 employees) that can locate within existing professional office or industrial buildings, or within new office or flex/industrial buildings that are developed on vacant sites with less than 5 acres in size.

The City should also provide a variety of medium size sites (3 to 10 acres) that meet the targeted business and industrial requirements. The existing and potential businesses within the City can typically be grouped into three general land use categories: industrial, commercial, and office.

Most small and medium business establishments (less than 100 workers) prefer to initially lease space in office or industrial/flex buildings, and/or could locate into redevelopment sites in the downtown, Waterfront area, or in selected redevelopment locations (e.g., west gateway area). No special vacant land requirements are identified for future small or medium businesses. However, the City and/or Port of Hood River could pursue more proactive policies and investments aimed at incubating and growing self-employed and small business establishments locally.

Once the remaining larger vacant sites are developed or acquired by businesses for future expansion (likely to occur within 20 years), large business establishments (over 100 employees) will have site size and infrastructure service requirements that cannot be easily met within the existing Hood River UGB. Typical site requirements for the larger targeted business types are described in **Table 7.**

Table 7. Typical Site Size Requirements for Targeted Business Types

	Small Users	**Medium Users**	**Large Users**
	Less than 10 jobs per business	*10 to 99 jobs per business*	*100+ jobs per business*
Industrial ■ Food & Beverage Processing ■ Advanced Manufacturing Athletic/Outdoor Gear Clean Tech	Building tenants in office or flex buildings. Can be accommodated in Hood River UGB.	2 to 6 acres per user. Prefers industrial or business park settings. Could be accommodated within Hood River UGB.	6 to 40 acres per user. Prefers industrial zoned areas. Not easily accommodated in Hood River UGB.
Office ■ Creative Services ■ R&D component of Manufacturing or Clean Tech	Existing office in downtown or flex buildings. Can be accommodated in Hood River UGB.	1 to 2 acres per user. Prefers commercial centers or light industrial/business park settings. Could be accommodated in Hood River UGB.	2 to 4 acres per user. Prefers business park setting with transit service. Could be accommodated in Hood River UGB.
Health Services	Growth likely to cluster near the Hood River Hospital area, and downtown in commercial/office buildings and planned redevelopment locations.		
Advanced Education/Training	Growth likely to occur around in the Heights near CGCC Hood River annex area in small infill and redevelopment locations.		

*Source: assumes site development requirements shown in **Hood River EOA Technical Appendix C**.*

SECTION VI: POLICY ACTIONS

In accordance with OAR 660-009-0020(1)(a) and OAR 660-09-0025, local economic development objectives and policies are to be adopted with special attention to designating lands for industrial and commercial use.

A. POLICY ACTIONS

Consistent with EOA documentation requirements, the economic trends analysis, stakeholder interviews, Technical Advisory Committee input, and the target industry cluster analyses, the City of Hood River is uniquely positioned within the Columbia Gorge Region to experience continued success in retaining and attracting businesses and economic development. The ability to accommodate or exceed the level of employment growth expected under forecast Scenario B (medium growth or high growth with the possibility of larger-scale and development on the Waterfront and/or the West Gateway) requires the City to undertake proactive steps through adoption of policies, including amendments to the Hood River Comprehensive Plan to provide community economic development objectives, a commitment to providing a competitive short-term land supply, and commitment to providing adequate sites and public facilities to serve new development.

The outline of implementation policies that are to be adopted as part of the Hood River EOA is provided below.

1. Community economic development objectives
2. Commitment to provide a short-term land supply
3. Commitment to provide adequate sites and facilities
    a. Provisions to limit single family and duplex development uses in the C-2 zone
4. Policies that provide for prime industrial land development on large lots
    a. Provisions that promote target larger-scale industries such as technology, research and development, and industrial office uses on the Port Waterfront area
    b. Provisions that help protect existing large industrial users from encroachment from nonindustrial uses
    c. Provisions to allow office industrial and technology-oriented uses in the LI zone
5. Policies that promote targeted redevelopment in the west gateway area
6. Policies that work with ODOT and Hood River County on both Interchange Area Management Plan (IAMP; Exit 62 and Exits 63/64) improvements
7. Policies that provide proactive economic development marketing and incentives directed towards strategic clusters

8. Land Use Development Code amendments that enable the City of Hood River to accommodate expected growth in office, commercial, and industrial employment consistent with the medium growth scenario

An outline of proposed Hood River Zoning Code updates is provided below in **Table 8**

Table 8. Outline of Proposed Hood River Zoning Code Updates

Zone	Issue	Recommended Amendments
C-2 General Commercial	Residential uses are allowed and consume commercial land. Office uses allowed by practice but not expressly permitted in the C-2 zone.	Limit low density single-family, duplex and triplex residential uses.
LI Light Industrial	Need to modernize to allow technology-based industrial office, research and development. Consider limited space for related sales/display and employee service uses.	Allow office, research and development and limited employee-serving or incidental showroom commercial uses.
I Industrial	Limited users and zoned areas. Traditional users are concerned about new LI office uses too close to their manufacturing operations.	Consider future rezoning for waterfront areas committed to traditional industrial uses from LI to I. Alternatively; consider buffers between uses in LI zone.
Planned Development	PUD review requirements for commercial uses over 2.5 acres and industrial uses over 5 acres could become conditional uses in the C-2 and LI zones to streamline the permit process.	Remove PUD requirements for commercial uses over 2.5 acres and industrial uses over 5 acres add them as conditional uses in the C-2 and LI zone,

Community Economic Development Objectives and Draft Code Amendments

The goals and policies that are listed below are intended to serve as local community economic development objectives that guide positive economic development within the Hood River UGB. The goals and policies listed below are intended to replace the current Goal 9 policies for the City of Hood River. Please refer to **Appendix A** for the prior adopted Hood River economic development policies.

Please refer to **Hood River EOA Technical Appendix E** for a summary of land use amendments.

Hood River Economic Opportunity Analysis Policy Actions

The economic policies and implementation measures that are being considered as part of this EOA update are described below.

Goal 9 – Economic Development

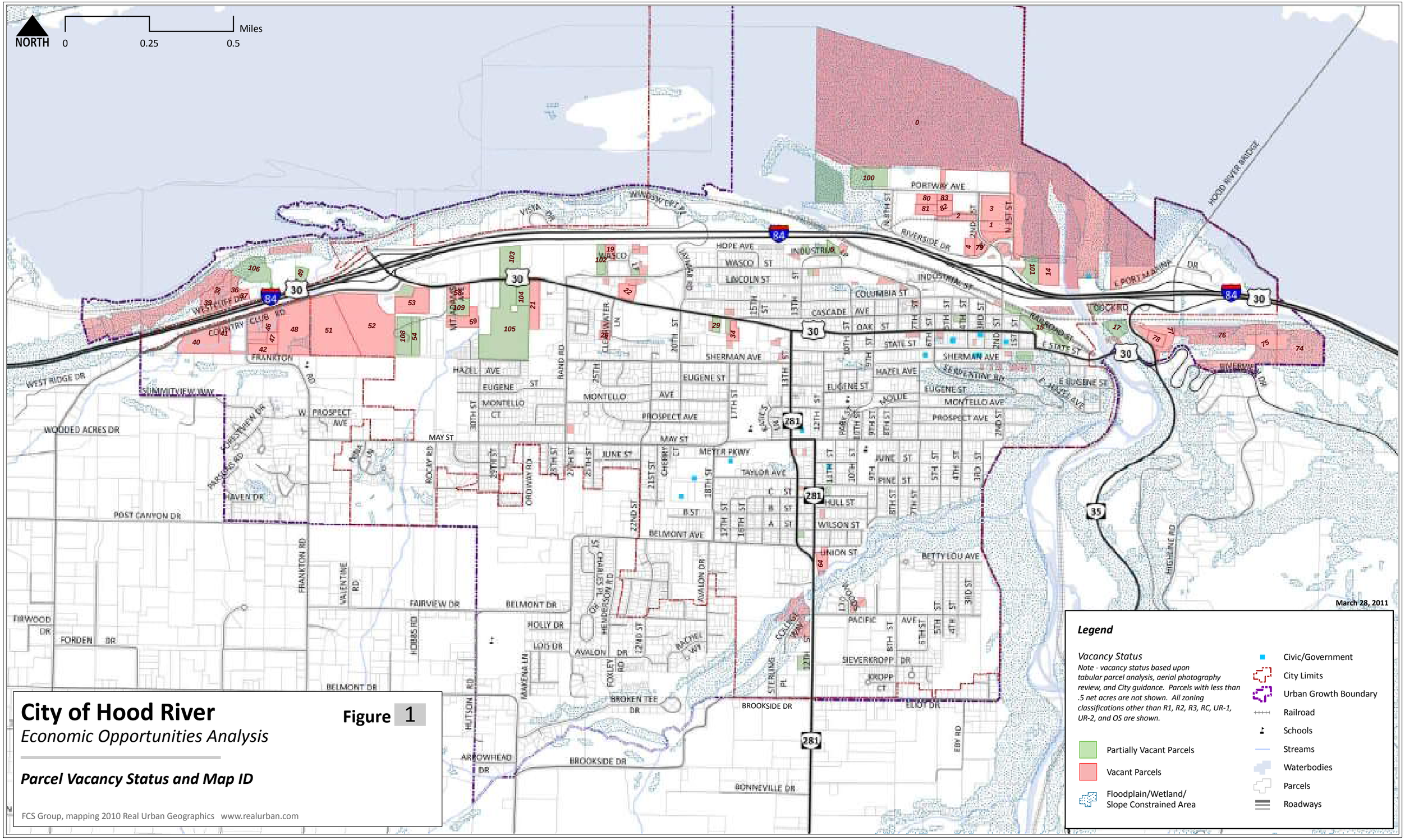
Overall Goal (What do we want to achieve):

To diversify and improve the economy of the Hood River planning area while preserving and promoting the City's quality of life and small-town atmosphere.

Policies: **(course of action)**	**Implementation Measures:** **(actions that must follow any policy in order for something to actually happen)**
1. Preserve and promote the city's "quality of life" including small town atmosphere, family-oriented community, good schools, open space and recreational opportunities, urban bike and walking system, beautiful natural setting and space for existing business to expand as an incentive for economic development.	**1a.** Require uses that generate pollution, excessive noise, and similar adverse conditions to obtain a conditional use permit. **1b.** Adopt building and site design standards in the commercial and industrial zones consistent with quality of life characteristics.
2. Support a mix of light and heavy industrial development on the Waterfront that is compatible with recreational activities and that supports recreational commercial development.	**2a**. Amend the land use code to allow for light industrial uses that have emerged into the Hood River market not already defined in the code.
3. Allow for new and existing business expansion needs that support retention and growth of strategic employment clusters which include: health care; advanced manufacturing (e.g., avionics, composite materials, electronics, etc.); athletic/outdoor gear (e.g., wind sports gear, apparel, etc.); clean-tech (e.g., utilities, wind energy research and development, etc.); food and beverage processing (e.g., fruit juice, wine, beer, organic supplements, etc.); creative services (e.g., computer software development, electronic publishing, etc.); and advanced education and create a desired balance between the quality of life of this community and economic health of the city.	**3a**. Amend the land use code to allow for light industrial uses that have emerged into the Hood River market not already defined in the code. **3b.** Write standards for development review that improve clarity and reduce uncertainty. Consider adopting a two-track review process: the first relying on detailed standards for administrative review, the second relying on more discretionary standards for quasi-judicial review. **3c.** Encourage home-based businesses while ensuring standards for such activities minimize adverse affects on adjacent property owners in residential zones. **3d.** Adopt building and site design standards in the commercial and industrial zones consistent with quality of life characteristics.

4. The majority of the targeted businesses that consider expanding/ relocating to Hood River will consist of small businesses (less than 10 employees) that can locate within existing office or industrial buildings or within new office or flex/industrial buildings that are developed on vacant sites under 5 acres in size.	**4a.** Maintain an inventory of appropriately zoned land consistent with needs, to include maintenance of short-term and long-term land supplies.
5. Ensure provision of adequate public facilities in association with development to support economic development and maintain consistency between the public facilities plans and the Goal 9 goals, policies and implementation strategies.	**5a.** Update the City's public facility and capital facility plans so that projects intended for improving infrastructure for developable commercial and industrial areas can be listed and available for funding. **5b.** Utilize available grants and tax increment financing to assist in the financing of the extension of public facilities to lands in areas where infrastructure is deficient and cooperate with economic development agencies in marketing and incentives directed toward the five strategic clusters.
6. The City has several commercial areas that can be set apart in the City and each have their own unique characteristics: Central Business District, The Heights Business District, the Waterfront, and West Cascade. The City will seek to distinguish these differences and propose ways to maintain these distinct employment districts.	**6a.** Define boundaries of existing commercial districts and develop building and site design standards for each district.
7. Limit commercial use on lands reserved for light industrial and industrial uses.	**7a.** Maintain an inventory of appropriately zoned land consistent with needs, including maintenance of short-term and long-term land supplies.
8. Minimize conflicts between uses that generate pollution, noise and similar adverse conditions (e.g. industrial) with other uses.	**8a.** Adopt building and site design standards in the commercial and industrial zones consistent with quality of life characteristics.
9. Engender economic sustainability by supporting small businesses.	**9a.** Amend the land use code to allow for light industrial uses that have emerged into the Hood River
10. To continue to recognize the City's role in the Hood River planning area, county and beyond.	**10a.** Cooperate with the Port of Hood River, regional, state and federal agencies and private businesses to develop and implement plans to improve and diversity the economic base of the planning area.
11. Maximize the potential use of the Waterfront and Exit #62. Policy actions should reflect the possibility of large-scale, denser development at the Waterfront and where there are areas for higher density, industrial uses including a campus setting.	**11a.** EOA implementation strategies should also emphasize the need to maximize the use of the Waterfront area and Exit #62.

12. Transportation impacts may be the defining issue for the projects within the I-84 corridor. The EOA should emphasize the need to work proactively with ODOT to solve access/egress issues and the need to emphasize transportation demand management measures (TDM).	



City of Hood River

Economic Opportunities Analysis

Figure 1

Parcel Vacancy Status and Map ID

FCS Group, mapping 2010 Real Urban Geographics www.realurban.com

March 28, 2011

Legend

Vacancy Status

Note - vacancy status based upon tabular parcel analysis, aerial photography review, and City guidance. Parcels with less than .5 net acres are not shown. All zoning classifications other than R1, R2, R3, RC, UR-1, UR-2, and OS are shown.

- Partially Vacant Parcels
- Vacant Parcels
- Floodplain/Wetland/ Slope Constrained Area
- Civic/Government
- City Limits
- Urban Growth Boundary
- Railroad
- Schools
- Streams
- Waterbodies
- Parcels
- Roadways

Hood River EOA - Vacant and Partially Vacant Employment Land, SUMMARY TABLE by Vacancy Status, Zone, and Size Class

Includes parcels less than .5 acres.

3-Mar-11

Vacancy Status	Zone	Size Class	Lot Count	Total AV, Land	Total AV, Improvements	Total AV	Net Area, Acres
Partially Vacant	C-2	c	6	$ 1,581,240	$ 1,354,050	$ 2,935,290	8.81
Partially Vacant	C-2	d	2	$ 462,760	$ 488,980	$ 951,740	1.42
Partially Vacant	C-2	e	8	$ 601,070	$ 217,410	$ 818,480	2.14
Partially Vacant	I	d	1	$ 113,030	$ 40,730	$ 153,760	0.50
Partially Vacant	I	e	3	$ 297,110	$ 41,150	$ 338,260	1.09
Partially Vacant	LI	c	3	$ 560,730	$ 720,490	$ 1,281,220	3.00
Partially Vacant	LI	e	2	$ 59,210	$ 12,000	$ 104,796	0.27
Partially Vacant	U-C-2	b	1	$ 334,400	$ 199,000	$ 533,400	2.30
Partially Vacant	U-C-2	c	1	$ 306,730	$ 52,250	$ 358,980	1.15
Partially Vacant	U-C-2	d	1	$ 134,630	$ 31,890	$ 166,520	0.50
Partially Vacant	U-C-2	e	1	$ 87,740	$ 12,670	$ 100,410	0.34
subtotal, partially vacant			*29*	*$ 4,538,650*	*$ 3,170,620*	*$ 7,742,856*	***21.52***
Vacant	C-1	e	14	$ 688,910	$ 33,970	$ 722,880	1.00
Vacant	C-2	aa	1	$ 506,200	$ 84,480	$ 590,680	10.51
Vacant	C-2	b	2	$ 636,330	$ -	$ 636,330	6.30
Vacant	C-2	c	7	$ 1,284,160	$ 47,350	$ 1,556,357	9.22
Vacant	C-2	d	3	$ 136,860	$ 11,810	$ 387,523	2.08
Vacant	C-2	e	40	$ 1,354,494	$ 54,447	$ 1,645,544	7.09
Vacant	I	e	6	$ 216,270	$ -	$ 267,529	1.77
Vacant	LI	a	2	$ 431,210	$ 145,040	$ 835,956	14.27
Vacant	LI	b	2	$ -	$ -	$ 1,326,692	7.11
Vacant	LI	c	3	$ -	$ -	$ 161,923	3.58
Vacant	LI	d	2	$ 104,550	$ -	$ 109,555	1.38
Vacant	LI	e	9	$ 269,860	$ -	$ 269,860	2.01
Vacant	U-C-2	a	1	$ 365,230	$ -	$ 365,230	8.24
Vacant	U-C-2	b	1	$ 3,982	$ -	$ 3,982	2.85
Vacant	U-C-2	c	2	$ 197,620	$ -	$ 197,620	2.95
Vacant	U-C-2	d	8	$ 1,139,460	$ -	$ 1,139,460	5.71
Vacant	U-C-2	e	20	$ 1,108,140	$ 19,970	$ 1,128,110	3.94
Vacant	U-LI	c	1	$ 36,167	$ -	$ 36,167	1.67
Vacant	U-LI	d	2	$ 96,039	$ -	$ 96,039	1.59
Vacant	U-LI	e	1	$ 2,020	$ -	$ 2,020	0.01
subtotal, vacant			*127*	*$ 8,577,502*	*$ 397,067*	*$ 11,479,458*	***93.29***
Total			***156***	***$ 13,116,152***	***$ 3,567,687***	***$ 19,222,313***	***114.81***

IN THE CITY COUNCIL
FOR THE CITY OF HOOD RIVER, OREGON

ORDINANCE NO. 1994

An Ordinance Amending the Hood River Comprehensive Plan, Goal 9, by Adopting a New an Economic Opportunities Analysis, and Amending the Hood River Municipal Code to Implement Revisions to the C-2 Zone, Industrial Zones and Planned Unit Development Provisions in Accordance With the Economic Opportunities Analysis Recommendations.

The Hood River City Council finds as follows:

WHEREAS, the most recent Commercial and Industrial Inventory and Analysis and Buildable Lands Survey was adopted by the City pursuant to Ordinance No. 1787 on December 27, 1999; and

WHEREAS, the City received a grant from the Land Conservation and Development Commission (LCDC) to up-date its Commercial and Industrial Inventory and Analysis and Buildable Lands Survey by conducting an Economic Opportunities Analysis (EOA) under State-wide Planning Goal 9 (Economic Development); and

WHEREAS, the City contracted with the consulting firm, FCS Group, to prepare an updated Commercial and Industrial Inventory and Analysis and Buildable Lands Survey. Prior to writing the report, a stakeholders committee consisting of representatives of the business and development community was formed and met several times to review FCS Group findings and to offer a community perspective. The draft EOA report, including amendments to the City's Comprehensive Plan Goal 9 (buildable lands inventory) and municipal code changes, was presented to the Planning Commission; and

WHEREAS, based on the input from its public meetings on the subject, the Planning Commission duly noticed and conducted public hearings and work sessions on April 18, April 29, May 2, May 6, and May 16, produced a recommendation and forwarded it to the City Council; and

WHEREAS, the Planning Commission recommended City Council adopt the EOA Plan, amendments to Goal 9 – Economic Development and subsequent code changes which include the types and amounts of commercial and industrial lands needed over the 20 year planning period; and

WHEREAS, the Planning Commission also recommended certain amendments to the City's Zoning Ordinance under the commercial and industrial zones to achieve the revised goals, policies and implementation strategies under Goal 9 of the Comprehensive Plan; and

WHEREAS, the City Council conducted a public hearing on May 23, 2011, at which time it reviewed the Planning Commission recommendation and record, including

the findings set forth in Exhibit A, accepted additional oral and written testimony, and then deliberated and decided the matter on June 13, 2011.

NOW THEREFORE, based on the foregoing Findings, the Hood River City Council Ordains as follows:

Section 1 – Comprehensive Plan. The Hood River Comprehensive Plan, Goal 9 – Economic Development (Background Report, Goals, Policies and Implementation Strategies for economic development), adopted pursuant to Ordinance 1787 on December 27, 1999, is hereby repealed in its entirety. In its place a new Goal 9 – Economic Development (Background Report, Goals, Policies and Implementation Strategies for Economic Development), as set forth in Exhibit A, attached hereto and by this reference made a part hereof, is hereby adopted and made a part of the Hood River Comprehensive Plan.

Section 2 - Municipal Code §17.01.060, Definitions. The Hood River Municipal Code, Title 17 (Zoning), Chapter 01 (General Provisions), Section 17.01.060 (Definitions) is hereby amended to read as set forth in Exhibit B, attached hereto and by this reference made a part hereof, is hereby. In particular, HRMC §17.01.060 is amended to adopt new and revised definitions for INDUSTRIAL OFFICE USE, INDUSTRIAL USE and LIGHT INDUSTRIAL USE.

Section 3 - Municipal Code §17.03.050, General Commercial Zone (C-2). The Hood River Municipal Code, Title 17 (Zoning), Chapter 03 (Land Use Zones), Section 17.03.050 (General Commercial Zone, C-2) is hereby amended to read as set forth in Exhibit B, attached hereto and by this reference made a part hereof. In particular, HRMC §17.03.050 is amended to eliminate single family dwellings and accessory uses, duplexes and triplexes as out-right permitted uses; to allow as conditional uses, stand-alone residential dwellings but only at a minimum density of 11 units per acre and when developed as Planned Unit Developments; and to allow conditionally Professional Office and Office uses.

Section 4 - Municipal Code §17.03.060, Light Industrial Zone (LI). The Hood River Municipal Code, Title 17 (Zoning), Chapter 03 (Land Use Zones), Section 17.03.060 (Light Industrial Zone - LI) is hereby amended to read as set forth in Exhibit B, attached hereto and by this reference made a part hereof. In particular, HRMC §17.03.060 is amended to add provisions for light industrial offices and accessory activities; and to allow conditionally Industrial Offices greater than 25,000 square feet in gross floor area.

Section 5 - Municipal Code §17.07.020, Planned Developments, Applicability. The Hood River Municipal Code, Title 17 (Zoning), Chapter 07 (Planned Developments), Section 17.07.020 (Applicability) is hereby amended to read as set forth in Exhibit B, attached hereto and by this reference made a part hereof. In particular, HRMC §17.07.020 is amended to *delete* the requirement in 17.07.020 (D) that commercial and industrial PUD's on 2½ and 5 acres respectively be processed as PUDs.

Section 6 - Municipal Code §17.07.090, Planned Developments, Approval Criteria. The Hood River Municipal Code, Title 17 (Zoning), Chapter 07 (Planned Developments), Section 17.07.090 (Approval Criteria) is hereby amended to read

as set forth in Exhibit B, attached hereto and by this reference made a part hereof. In particular, HRMC §17.07.090 is amended to require that all of the off street parking required for a PUD may be provided in one or more common parking lots within the development.

Section 6 - Municipal Code §17.16.055 (Design Standards for Large Scale Light Industrial Uses). The Hood River Municipal Code, Title 17 (Zoning), Chapter 16 (Site Plan Review), is hereby amended to add a new section, Section 17.16.055 (Design Standards for Large Scale Light Industrial Uses), which shall read as set forth in Exhibit B, attached hereto and by this reference made a part hereof. In particular, new HRMC §17.16.055 provides the design standards for Large Scale Industrial Uses, to be applied during the site plan review process.

Read for the First Time this 27th day of June 2011

Read for the Second Time and approved this 11th day of July 2011. This Ordinance shall take effect on the 31st day following the second reading.

AYES:_____
NAYS:_____
ABSTAIN:_____
ABSENT:_____

_____
Arthur Babitz, Mayor

ATTEST:

_____
Jennifer Gray, City Recorder

Approved as to form:

_____
Daniel Kearns, City Attorney

Port of Hood River
Building Function and Long Strategy Policy

February 5, 2013

COMMERCIAL BUILDINGS					
	Superior	Mid-level	Basic	Flexible	Decision Time-frame
	Higher profile properties. Credit tenants. High to medium market rents	Medium quality space at lower profile locations. May accommodate lower credit tenants. Mid-range market rents.	Lower quality space for both start up and established entities seeking lower to middle range market rents.	High visibiity locations accommodating a range of entities compatibile with Port public role.	
Port Office				X	Permanent
Marina Office #1 (Chamber, Visitors Center)	X				10-15 Years, Demolition
Marina Office #2 (DMV)		X			10-15 Years; Demolition
Expo Center			X		1-2 Years; Re-Purpose

INDUSTRIAL BUILDINGS					
	Superior properties with high visibility. Credit tenants or those demonstrating a significant public purpose. Mid to upper range market rents.	Highly functional light industrial properties for established entities but may include capitalized start-ups. Mid-level market rents.	Lower end industrial / warehouse space for start-up and established tenants. Low to middle range market rents		
Halyard Building	X				5-6 Year; Consider Sale
Maritime Building			X		5-7 year; Re-build if replacment developed
Jensen Building		X			8-10 Year; Upgrade/Re-Purpose
Big 7 Building			X		Long-term Hold
Wasco Building	X				3-5 Year; Potential Sale
Timber Incubator Building		x			Long-Term Hold

Function / Building Matrix

February 5, 2013

Function / Building	Port Office Building	Marina Office #1 (Visitors'	Marina Office #2 (DMV)	Halyard Building	Maritime Building	Jensen Building	Expo Center	Big 7 Building	Wasco Building	Timber Incubator
Tier One: High end commercial / industrial space for lower risk tenants paying mid to upper range, market rents		X		X					X	
Tier Two: Mid range commercial / industrial space for lower risk tenants paying middle to upper range market rents			X							
Tier Three: Lower end industrial / commercial space for start up and established entities paying lower end market rents					X	X	X	X		
Tier Four: Non-profit / public office space for economic development advocate entities paying zero or below market rents.	X									
Tier Five: Low to mid-range industrial / warehouse space for start-up and established tenants paying low to middle range market rents										X

	A	B	C	D	E	F	G
1	**Building Security & Disabled Access Condition Assessment**						
2		Building Security		Disabled Access			
3	Building	Secure Entries	Intrusion Alarm Systems	Grade from Parking Lot to Sidewalks	Grade from Sidewalks to Main Door	Automatic Door Openers	Remarks
4	Port Office Building & Shop						
5	Office	B	None	OK	OK	None	
6							
7	Shop	B	None	OK	OK	None	NOT PUBLIC AREA
8							
9	Marina Park Office	B	None	OK	Handicap Ramp	None	
10							
11	DMV	B	DMV Motion	Non-compliant ramp	New Handicap Ramp	A- New System	High traffic building with many disabled visitors. Replace non-compliant ramp with new asphalt ramp and restripe. 2013-2014.
12							
13	Yacht Club / Marina Restooms	C	None	Too Steep	Too Steep	None	No Legal Disabled Accesibility From Parking
14							
15	Maritime Building	B	HRD Only	OK	OK	None	
16							
17	Big 7	C	Gorge Net & Insitu Only	Steep Grades/ Gravel Lot	OK	Yes - Main Entry	
18							
19	Jensen Building	C	None	OK	OK	None	1. No Handicap Parking. Restripe 2. Old Intrusion System Not Working. Hold.
20							
21	Breezeway Units	B	None	OK	OK	None	Locked gate before unit doors
22							
23	Expo Building	B	N/A	OK	OK	N/A	
24							
25	Halyard Building	B	Security cameras in Real Carbon	OK	OK	None	
26							
27	Wasco Building	B	Cloud Cap & Renaissance Learning Only	OK	OK	None	
28							
29	Timber Incubator Building	B	None	OK	OK	None	
30							
31	Public Restrooms						
32	Event Site	None	None	OK	OK	None	
33							
34	Boat Launch	None	None	OK	OK	None	
35							
36	Swim Beach	None	None	OK	OK	None	
37							
38	Toll House	B	None	Not to code	None	None	
39							
40	Airport FBO	C	None	OK	OK	None	Security cameras supplied by FBO
41							
42	Airport White Hangar	None	None	Rough to all man doors	Rough to all man doors.	West Hangar Doors Automatic & East Hangar Doors Manual	
43							
44	Airport T-Hangars	None	None	OK	OK		

Ceiling Condition Assessment

Building	Type e.g. Dropped, drywall, plaster	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks
Port Office Building & Shop					
Office Port	Drywall & Dropped	7	A	20	One large crack in the middle of the main room
Office Gorge Innoventure	Dropped - Restroom drywall	1	A	25	
Shop	Drywall	3	A	30	
Marina Park Office					
East	Drywall	30+	C	15	
West Downstairs	Drywall	1	A	25	
West Upstairs	Wood	30+	B	20	
DMV					
DMV	Drywall & Dropped	30+	C	15	
Hearts of Gold	Drywall & Dropped	30+	C	15	
Yacht Club / Marina Restooms	Wood	30+	D	10	Leaks in disabled restrooms at the skylights. Replace when roofing is replaced.
Big 7					
Common	Dropped, Wood & Drywall	30+	D	10	Stained dropped ceiling panels in common areas and in Insitu space. Replace common area panels in 2013-2014.
Electronic Assemblers Inc Upstairs	Wood	30+	C	20	Painted
Electronic Assemblers inc Downstairs	Concrete	30+	C	50	Painted
Slingshot	Wood	30+	C	20	Painted
Gorge Networks	Wood	30+	C	20	Painted
Insitu	Dropped & Concrete	30+	C	20	Dropped Ceilings are in A condition
Maritime Building					
Double Mountain	Insulation Under Roof	30+	D	15	Hold.
HRD Warehouse	Insulation Under Roof	30+	D	15	Hold.
HRD Office	Drywall	37	D	15	Hold.
Hitch Source Office	Drywall	37	D	15	Hold.
Hitch Source Storage	Drywall	37	D	15	Hold.
CRG Office	Drywall	37	D	15	Hold.
Vacant Upstairs Office	Drywall	37	D	15	Hold.
		37	D	15	Hold.
Jensen Building					
RBS Office	Dropped	25	C	10	Stained dropped ceiling tiles in office areas. Replace in 2013-2014.
RBS Manufacturing	Insulation Under Wood	30+	C	15	
Servpro Office	Dropped	3	A	25	
Servpro Storage	Insulation Under Wood	30+	C	15	
Northwave Office / Manufacturing	Dropped	25	C	10	
Turtle Island Office	Dropped	25	C	10	Stained dropped ceiling tiles in office areas. Replace in 2013-2014.
Turtle island Manufacturing	Insulation Under Wood	30+	C	15	
Upstairs Units	Drywall	30	B	20	
Breezeway Units	Drywall	30	D	15	Stained drywall ceilings. Maintain.
Expo Building					
Downstairs Office	Dropped	15	C	12	
Upstairs Office	Dropped	15	C	12	
Warehouse	Painted Trusses	30+	B	30	

Ceiling Condition Assessment					
Building	Type e.g. Dropped, drywall, plaster	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks
Halyard Building					
Pfriem	Metal	1	A	30	
102	To be installed				
103	To be installed				
Real Carbon	Metal & Dropped	3	A	30	
Wasco Building					
Cloud Cap Downstairs	Dropped	7	B	20	
Cloud Cap Upstairs	Dropped	7	B	20	
MCCOG	Dropped	7	B	20	
Renaissance Learning	Dropped	7	B	20	
Stairways	Dropped	7	B	20	

Ceiling Condition Assessment					
Building	Type e.g. Dropped, drywall, plaster	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks
Timber Incubator Building					
100 / 200	Plastic Wrapped Fiberglass	10	B	25	
300	Plastic Wrapped Fiberglass	10	B	25	
400	Plastic Wrapped Fiberglass	10	B	25	
Public Restrooms					
Event Site	Wood	20	C	30	
Boat Launch	Wood	10	B	30	
Swim Beach	Wood	10	B	30	
Toll House	Dropped	6	B	15	
Airport					
FBO	Drywall & Plaster	60+	C	15	
Maintenance Hangar	Wood	30+	C	15	

Doors Condition Assessment					
Building	Type e.g. Glass & Metal, Solid Metal, Wood	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks (Include notation of condition of stairs)
Port Office Building & Shop					Keying Satisfactory
Port Office Main Entry Doors	Glass and Metal	7	A	18	
Port Office Interior Doors	Solid Core Wood	7	A	18	
Gorge Innoventure Entry Door	Glass and Metal	1	A	24	
Gorge Innoventure Interior Doors	Glass Panel	1	A	24	
Shop Man Doors	Metal	3	A	22	
Shop Roll Up Doors	Metal Panel	3	A	22	
Marina Park Office					Keying Satisfactory. Mixed aged doors throughout.
Foyer Doors	Wood & Glass	30+	C	10	Recommend card control entry both South and North entries. 2013-2014
East Office	Glass	1	A	20	
	Solid Core Wood	30+	C	10	
West Offices	Solid Core Wood	30+	C	10	
DMV					
Main Entry	Glass and Metal	30+	C	10	Recommend card control entry. 2013-2014. Keying Satisfactory.
DMV	Glass and Metal	30+	C	10	
Hearts of Gold	Mixed	30+	C	10	
Yacht Club / Marina Restooms	Metal & Wood	30+	D	5	Keying Satisfactory. Maintain as is.
Big 7					Rekeying Needed.
Entry Doors	Glass and Metal	30+	C	10	Recommend card control entry. 2013-2014
Man Doors	Metal	30+	C	10	
Basement Roll Up Door	Metal	15+	B	15	
Lower Level Roll Up Door	Metal	15	B	15	
Maritime Building					Recently Rekeyed.
Main Entry Doors	Glass and Metal	30+	C	10	Card Key Entry Recently Installed.
Exterior Man Doors	Metal	30+	D	10	Hold pending demolition decision.
Interior Man Doors	Hollow Core Wood	30+	C	5	
Roll Up Doors	Metal	30+	C	5	
Jensen Building					
Exterior Man Doors	Metal and Glass	30+	C	10	
Interior Man Doors	Metal and Solid Core Wood	30+	C	10	
Main Entry Doors (2 Sets)	Metal and Glass	30+	C	10	Recommend card control entry. 2013-2014
Roll Up Doors	Metal	30+	C	10	
Breezeway Units	Metal	30+	D	5	Hold until repurpose decisions

Doors Condition Assessment					
Building	Type e.g. Glass & Metal, Solid Metal, Wood	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks (Include notation of condition of stairs)
Expo Building					
Atrium Exterior Doors	Glass	20	F	0	Failing crash bars. Replace creash bars. 2013-2014
Atrium Interior Doors	Glass	20	D	5	Failing crash bars. Replace creash bars. 2013-2014
Office Main Entry Doors	Glass	20	C	10	
Interior Man Doors	Metal	30	C	10	
Roll Up Doors	Metal	30+	C	10	
Sliding Freight Door	Metal	30+	F	0	Replace with a roll up door. 2012-2013 if replaced with existing door. Otherwise hold for repurposing.
Halyard Building					Recently Rekeyed.
Main Entry Doors	Glass and Metal	3	A	25	
Interior Man Doors	Metal	3	A	25	
Interior Roll Up Doors	Metal	3	A	25	
Exterior Roll Up Doors	Metal	3	A	25	
Wasco Building					
Main Entry Doors	Glass and Metal	7	B	23	Recommend card entry 2013-2014
Exterior Man Doors	Metal	7	B	23	
Interior Man Doors	Solid Core Wood	7	B	23	
Timber Incubator Building					Rekeyhing Satisfactory
Exterior Man Doors	Metal	10	C	15	
Interior Man Doors		10	C	15	
Roll Up Doors	Metal panel	10	C	15	
Toll House	Metal and Glass	7	B	18	Keying Satisfactory
Airport					
FBO Main Entry	Metal and Glass	5	B	25	
FBO North Entry	Wood and Glass (?)	30+	C	10	
Maintenance Hangar Man Doors	Wood	30+	D	5	Hold until relocated to North of North Apron.
Maintenance Hangar Aircraft Doors New	Metal	1	A	30	Replaced in 2012
Maintenance Hangar Aircraft Doors Old	Metal	30+	C	10	

	A	B	C	D
1	**Electrical & Plumbing Condition Assessment**			
2	Building	Electrical	Plumbing	Remarks
3	Port Office Building & Shop			
4	Office	B	B	Remodeled in 2006
5	Shop	B	NONE	
6				
7	Marina Park Office	C	C	Water Line Can freeze in cold weather to West bath
8				
9	DMV	C	C	Old Electric Panel
10				
11	Yacht Club / Marina Restooms	C	C	
12				
13	Maritime Building	D	D	1. Plumbing in Main Men's Bathroom needs work. Repair or replace 2012-2013. 2. Wiring is very confusing. Hold
14				
15	Big 7	C	C	
16				
17	Jensen Building	C	C	Determining & allocating electricity usage & cost is complicated.
18				
19	Breezeway Units	C	F	Water supplied by a garden hose protected by heat tape. Plumb for basic water supply, sinks & drainage to existing system.
20				
21	Expo Building	B	B	
22				
23	Halyard Building	B	B	
24				
25	Wasco Building	B	B	
26				
27	Timber Incubator Building	B	B	
28				
29	Public Restrooms			
30	Event Site	B	B	
31				
32	Boat Launch	B	B	
33				
34	Swim Beach	B	B	
35				
36	Toll House	B	B	
37				
38	Airport FBO	C	C	
39				
40	Airport White Hangar	C	None	Outdoor hose bib only
41				
42	Airport T-Hangars			
43	A	C	NONE	
44	B	C	NONE	
45	C	C	NONE	

Equipment Condition Assessment

General Description	Manufacturer	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks
Blue 1/2 Ton	Dodge	7	B	14	
Black 1 Ton	Ford	8	B	14	
Blue 3/4 Ton	Dodge	31	D	5	The Port owns six maintenance pickups of which four are very old (13-31 years old) and in "D" condition. Replace 1 - 2 pickups per year over the next three years. 2013 - 2017.
Automatic Green 1/2 Ton	Dodge	13	D	7	Driver Door has hinge problem, does not close properly
Manual Green 1/2 Ton	Ford	18	D	5	
Manual Green 1/2 Ton	Dodge	20	D	5	
Dump Truck	Ford	35	D	5	The Port owns a 35 year old dump truck that is used for snow plowing and that can no longer be used for hauling bulk loads, e.g. gravel. Retain the present dump truck and obtain a newer, surplus dump truck from State or Federal surplus property sources.
Tractor	John Deere	5	B	20	
Welder	Lincoln	36	C	25	
Lawn Mowers	John Deere	1	A	9	
	John Deere	6	C	4	
	John Deere (Stand Up)	3	C	7	
Paint Striper	Graco	5	B	15	
Snow Blower	Briggs & Stratton	30	D	5	Used infrequently. Retain.
Chemical Sprayer	Briggs & Stratton	20	F	0	Replace before spring 2013.
Gator	John Deere	1	B	14	

	A	B	C	D	E	F
1	**Exterior Walls Condition Assessment**					
2	Building	Type e.g. Stucco	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks
3	Port Office Building & Shop					
4	Office					
5	South	Cedar Ship Lap	30+	D	10	Boards that are high up and exposed to weather are deteriorating. Replace the warped boards and repaint the South exterior wall. Before fall of 2013.
6	East	Cedar Ship Lap	30+	C	15	
7	North	Cedar Ship Lap & Brick	30+	C	15	
8	West	Cedar Ship Lap	30+	C	15	
9						
10	Shop					
11	South	Composite Ship Lap	3	A	30+	
12	East	Composite Ship Lap	3	A	30+	
13	North	Composite Ship Lap	3	A	30+	
14	West	Composite Ship Lap	3	A	30+	
15						
16	Marina Park Office					
17	South	Cedar Plank	30+	C	10	Some upper boards are showing signs of deterioration
18	East	Cedar Plank	30+	C	10	
19	North	Cedar Plank	30+	C	10	
20	West	Cedar Plank	30+	C	10	
21						
22	DMV					
23	South	4 x 8 Plywood Siding	30+	D	10	Most exposed board are showing signs of deterioration mostly on East and West exposures. Monitor and maintain.
24	East	4 x 8 Plywood Siding	30+	D	10	
25	North	4 x 8 Plywood Siding	30+	D	10	
26	West	4 x 8 Plywood Siding	30+	D	10	
27						
28	Yacht Club / Marina Restooms					
29	South	Cinder Block	30+	C	20	
30	East	Cinder Block	30+	C	20	
31	North	Cinder Block	30+	C	20	
32	West	Cinder Block	30+	C	20	
33						
34	Maritime Building					
35	South	Raised Metal Seam	30+	D	15	All sides are dented, screw heads are loose, metal has broken away, penetrations and repaired patches throughout. Maintain.
36	East	Raised Metal Seam	30+	D	15	
37	North	Raised Metal Seam	30+	D	15	
38	West	Raised Metal Seam	30+	D	15	

	A	B	C	D	E	F
1	**Exterior Walls Condition Assessment**					
2	Building	Type e.g. Stucco	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks
39						
40	Big 7					
41	South	Concrete	30+	C	20+	East wing appears to be brick and stucco
42	East	Concrete	30+	D	20+	Chronic leaks in East wall. Repair would require excavation to expose the wall and be costly. Monitor and maintain.
43	North	Concrete	30+	C	20+	
44	West	Concrete	30+	D	20+	Chronic leaks in West wall. Repair would require excavation to expose the wall and be costly. Monitor and maintain.
45						
46	Jensen Building					
47	South	Concrete with caulked joints	30+	D	20+	Missing caulk on joints & filled with expanding foam. Repair caulking and concrete on all building walls. 2013 - 2014.
48	East	Concrete with caulked joints	30+	C	20+	
49	North	Concrete with caulked joints	30+	D	20+	Missing caulk on joints & filled with expanding foam. Repair caulking and concrete on all building walls. 2013 - 2014.
50	West	Concrete with caulked joints	30+	C	20+	
51						
52	Breezeway Units					
53	South	Concrete with caulked joints	30+	D	30+	Cracked concrete and caulk joint failures are apparent. Repair caulking and concrete on all builidng walls. 2013- 2014
54	East	Concrete	30+	C	20+	
55	North	Concrete Block	30+	D	20+	Cracked concrete and caulk joint failures are apparent. Repair caulking and concrete on all builidng walls. 2013- 2014
56	West	Concrete	30+	C	20+	
57						
58	Expo Building					
59	South	Metal	30+	C	20+	
60	East	Concrete with caulked joints	30+	C	20+	Some caulk joints are failing. Repair caulkingin conjunction with similar work on Jensen Building. 2013-2014.
61	North	Concrete & concrete block	30+	C	20+	
62	West	Concrete block & glass	15	B	30+	
63						
64	Halyard Building					
65	South	Concrete with caulked joints & raised metal seam	3	A	50+	
66	East	Concrete with caulked joints & raised metal seam	3	A	50+	
67	North	Concrete with caulked joints & raised metal seam	3	A	50+	
68	West	Concrete with caulked joints & raised metal seam	3	A	50+	
69						
70						
71						
72	Wasco Building					
73	South	Metal	7	A	33	
74	East	Metal	7	A	33	
75	North	Metal	7	A	33	
76	West	Metal	7	A	33	
77						
78	Timber Incubator Building					
79	South	Metal and Block	10	B	40	
80	East	Metal and Block	10	B	40	
81	North	Metal and Block	10	C	40	
82	West	Metal and Block	10	B	40	
83						
84	Public Restrooms					
85	Event Site					
86	South	Block	20	B	30+	
87	East	Block	20	B	30+	
88	North	Block	20	B	30+	
89	West	Block	20	B	30+	
90						
91	Boat Launch					
92	South	Block	10	B	40+	
93	East	Block	10	B	40+	
94	North	Block	10	B	40+	
95	West	Block	10	B	40+	
96						
97	Swim Beach					
98	South	Block	10	B	40+	

	A	B	C	D	E	F
1	**Exterior Walls Condition Assessment**					
2	Building	Type e.g. Stucco	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks
99	East	Block	10	B	40+	
100	North	Block	10	B	40+	
101	West	Block	10	B	40+	
102						
103	Toll House Canopy					
104	East	Steel & Glass	30+	C	20+	
105	West	Steel & Glass	30+	C	20+	
106						
107	Airport FBO					
108	South	Cedar Ship Lap	30+	C-	15	Appearance is shabby and in need of painting.
109	East	4 x 8 Plywood Siding	30+	C-	15	Appearance is shabby and in need of painting.
110	North	Wood Plank	30+	C-	15	Appearance is shabby and in need of painting.
111	West	4 x 8 Plywood Siding	30+	C-	15	Appearance is shabby and in need of painting.

	A	B	C	D	E	F
1	**Exterior Walls Condition Assessment**					
2	Building	Type e.g. Stucco	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks
112						
113	Airport White Hangar					
114	South	Corregated Steel	30+	C-	20+	Appearance is in very shabby condition, paint peeling, in need of repainting.
115	East	Corregated Steel	30+	C-	20+	Appearance is in very shabby condition, paint peeling, in need of repainting.
116	North	Wood Plank	30+	C-	20+	Appearance is in very shabby condition, paint peeling, in need of repainting.
117	West	Corregated Steel	30+	C-	20+	Appearance is in very shabby condition, paint peeling, in need of repainting.
118						
119	Airport T-Hangars					
120	A					
121	South	Steel	30+	C	20+	
122	East	Steel	30+	C	20+	
123	North	Steel	30+	C	20+	
124	West	Steel	30+	C	20+	
125						
126	B					
127	South	Steel	30+	C	20+	
128	East	Steel	30+	C	20+	
129	North	Steel	30+	C	20+	
130	West	Steel	30+	C	20+	
131						
132	C					
133	South	Steel	15	B	35+	
134	East	Steel	15	B	35+	
135	North	Steel	15	B	35+	
136	West	Steel	15	B	35+	
137						
138	Picnic Shelter	Plywood North	30+	D	7	Staff repair.
139		Plywood West	30+	C	10	
140						
141	Water Play	Plywood All Walls	12	C	28	
142						
143	Brian's	4 x 8 Plywood All Walls	15	C	25	
144						

Fire Safety Systems Condition Assessment

Building	Sprinkler	Alarm	Escape Routes	Building Access	System Access	Remarks
Port Office Building & Shop						
Office	C	NONE	OK	OK	GOOD ACCESS TO SHUT OFFS	
Shop	NONE	NONE	OK	OK	NA	
Marina Park Office						
East Side	NONE	OK	OK	OK	NA	
West Side	NONE	NONE	OK	OK	NA	
DMV	NONE	OK- DMV AREA	OK	OK	NA	
Yacht Club / Marina Restooms	C	NONE	NONE	NONE	GOOD ACCESS TO SHUT OFFS	Sprinkler Garage and Office
Big 7		AUDIO ALARM	SOME AREAS POSTED	CHOPPED UP FLOOR PLAN	In First Floor Closet off of the East Walk - Difficult Access	
Electronic Assemblers Upstairs	B					
Elecctronic Assemblers Downstairs	B					
Slingshot	B					
Gorge Networks	B					
Insitu	B		YES on Escape Routes			
Vacant						
Maritime Building			OK		GOOD	Flow Bell Alarm On Exterior
Double Mountain	B	NONE				
Hood River Distillers Warehouse	B	NONE				
Hood River Distillers Office	B	NONE				
Hitch Source Office	B	NONE				
Hitch Source Storage	B	NONE				
CRG Freight Office	B	NONE				
Jensen Building			OK			
RBS	B			OK		
Turtle Island	B			OK	GOOD	Man doors open into the passageway between the Jensen Building and the Breezeway. For security, the pasageway is locked at both ends and this prevents emergency egress from the passageway. Install a vertical ladder on the North wall of the Breezeway units. 2012-2013.
Servpro	B			OK		
Northwave	B			OK		
Upstairs Units	B			OK		
Breezeway Units	NONE	NONE	NONE	NONE	NA	
Expo Building					GOOD	Fire Alarm Panel Good
Warehouse	B	B	OK	OK		
First Floor Office	B	B	OK	OK		
Second Floor Office	B	B	OK	OK		
Halyard Building						
Pfriem	B	NONE	OK	OK	GOOD	EXIT & Emergency lights Good
'102	B					
'103	B					
Real Carbon	B					
Wasco Building	NONE	AUDIO & LIGHT	OK	OK	GOOD	
Cloud Cap Downstairs	NONE	AUDIO & LIGHT	OK	OK		
Cloud Cap Upstairs	NONE	AUDIO & LIGHT	OK	OK		
MCCOG	NONE	AUDIO & LIGHT	OK	OK		
Renaissance Learning	NONE	AUDIO & LIGHT	OK	OK		
Refuge Closet	NONE	AUDIO & LIGHT	OK	OK		RESCUE PHONES IN CLOSET
Timber Incubator Building					GOOD	
100 / 200	B		OK	OK		
'300	B		OK	OK		
'400	B		OK	OK		
Toll House	NONE	NONE	OK	NONE	NA	
Public Restrooms						
Event Site	NONE	NONE	NONE	NONE	NA	

Fire Safety Systems Condition Assessment

Building	Sprinkler	Alarm	Escape Routes	Building Access	System Access	Remarks
Boat Launch	NONE	NONE	NONE	NONE	NA	
Swim Beach	NONE	NONE	NONE	NONE	NA	
Airport						
FBO	NONE	NONE	OK	OK	NA	
White Hangar	NONE	NONE	OK	OK	NA	
T Hangars						
A	NONE	NONE	OK	OK	NA	
B	NONE	NONE	OK	OK	NA	
C	NONE	NONE	OK	OK	NA	

Flooring Condition Assessment					
Building	Type e.g. Commercial Carpet	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks (Include notation of condition of stairs)
Port Office Building & Shop					
Office Port	Commercial Carpet, Linoleum	8	C	7	Bath Floors Starting to pull off of concrete, carpet wear in high traffic areas.
Office Gorge Innoventure	Commercial Carpet, Linoleum	1	A	15	New Space
Shop	Concrete	3	B	50	
Marina Park Office					
East	Carpet, Linoleum	1	A	15	Stairs in good condition, rock floor lobby C condition
West Downstairs	Carpet, Linoleum	10	D	5	Carpet old, Bath Linoleum good. Replace when upstairs carpet installed.
West Upstairs	Carpet		F		Carpet trashed. Replace when space is released.
DMV					
DMV	Carpet, Linoleum	10	C	7	
Hearts of Gold	Carpet	10	C	7	
Yacht Club / Marina Restooms	Tile and Concrete	30+	D	5	Replace floor covering when other improvements are made.
Big 7					Stairs and hall carpet are in D condition
Electronic Assemblers Inc Upstairs	Carpet	5	B	13	
Electronic Assemblers inc Downstairs	Concrete	30+		50	
Slingshot	Carpet	10	C	7	
Gorge Networks	Carpet	10	C	7	
Insitu Downstairs	Carpet	1	A	15	Concrete upstairs
Maritime Building					
Double Mountain	Concrete	30+	B	50	
HRD Warehouse	Concrete	30+	B	50	
HRD Office	Carpet		D	5	Hold
Hitch Source Office	Carpet		C	7	
Hitch Source Storage	Concrete	30+	B	50	
CRG Office	Carpet		D	5	CRG carpet damaged by urine, water & mold from downstairs men's restroom. Replace 2012-2013.
Middle office	Carpet		C	7	
Jensen Building					
RBS Office	Carpet	15	C	7	
RBS Manufacturing	Concrete	30+	B	50	
Servpro Office	Carpet	2010	A	15	Newer in office and Lobby Area
Servpro Storage	Concrete, Wood	30+	B	50	Wood Area 20 Year life
Northwave Manufacturing	Concrete	30+	B	50	Carpet office C Condition 7 years
Turtle Island	Concrete, Carpet	30+	B	50	Carpet in meeting room in C condition 7 years
Upstairs Units	Carpet	15	C	7	Stairs are good
Main Hall	Linoleum	30+	C	15	
Breezeway Units	Concrete	30+	B	50	
Expo Building					
Downstairs Office	Carpet	3	B	15	Stairs are in good condition
Upstairs Office	Carpet	3	B	15	
Warehouse	Concrete	30+	C	50	
Halyard Building					
Pfriem	Concrete	2	A	50	
102	Concrete	2	A	50	
103	Concrete	2	A	50	
Real Carbon	Concrete	2	A	50	
Wasco Building					Some Hallway Carpet in "C" condition
Cloud Cap Downstairs	Carpet, Linoleum	7	B	13	
Cloud Cap Upstairs	Carpet	7	B	13	
MCCOG	Carpet	7	B	13	
Renaissance Learning	Carpet	7	B	13	
Stairways	Carpet	7	C	10	
Timber Incubator Building					

Flooring Condition Assessment					
Building	Type e.g. Commercial Carpet	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks (Include notation of condition of stairs)
100 / 200	Concrete	10	B	50	
300	Concrete	10	B	50	
400	Concrete	10	B	50	
Public Restrooms					
Event Site	Concrete	20	B	50	
Boat Launch	Concrete	10	B	50	
Swim Beach	Concrete	10	B	50	
Toll House	Linoleum	6	B	12	
Airport					
FBO	Carpet	4	B	12	
	Tile Bath	4	B	20	

Foundation, Floor Joists, Decking & Porches Condition Assessment

Building	Foundation	Floor Joints	Decking	Porches	Remarks
Port Office Building & Shop					
Office	C	NONE	NONE	C	Side Walks Cracking
Shop	B	NONE	NONE	NONE	
Marina Park Office	C	C	A	A	Side Walks good, Deck Paint pealing
DMV	C	C	C	C	Side walks good
Yacht Club / Marina Restooms	C	NONE	NONE	NONE	
Big 7	C	C	C	NONE	
Jensen Building	C	C	NONE	NONE	Side walks good. Loading dock good condition, metal stairs cracked, upstairs wood floor joists for RBS Turtle Island & ServPro appear to be strong
Breezeway Units	C	NONE	NONE	NONE	
Expo Building	C	NONE	NONE	NONE	Office Steel Construction is in good condition
Halyard Building	A	NONE	NONE	NONE	
Wasco Building	B	B	NONE	NONE	
Timber Incubator Building	B	NONE	NONE	NONE	
Maritime Building	C	NONE	NONE	NONE	
Public Restrooms					
Event Site	B	NONE	NONE	NONE	
Boat Launch	B	NONE	NONE	NONE	
Swim Beach	B	NONE	NONE	NONE	
Toll House Canopy	B	NONE	NONE	NONE	
Airport FBO	C	NONE	NONE	NONE	
Airport White Hangar	C	NONE	NONE	NONE	
Airport T-Hangars					
A	C	NONE	NONE	NONE	
B	C	NONE	NONE	NONE	
C	C	NONE	NONE	NONE	

Gutters Condition Assessment

Building	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks
Port Office Building & Shop				
Office	7	B	25	
Shop	3	A	30	
Marina Park Office	30+	C	15	
DMV	30+	C	15	
Yacht Club / Marina Restooms	30+	D	5	Replace when roof replaced before fall of 2013.
Big 7	NONE		NA	
Jensen Building	NONE		NA	
Breezeway Units	30+	C	15	
Expo Building	30+	C	15	
Halyard Building	NONE		NA	
Wasco Building	7	A	33	
Timber Incubator Building	10	C - D+	30	Partial replacement 2013-2014
Maritime Building	30+	C	15	
Public Restrooms				
Event Site	20	C	10	
Boat Launch	10	C	10	South downspout is missing
Swim Beach	10	F	0	Badly dented. Remove gutters and downspouts. Spring 2013.
Toll House Canopy	NONE		NA	

Gutters Condition Assessment				
Building	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks
Airport FBO	30+	C	15	
Airport White Hangar	2	B	15	
Airport T-Hangars				
A	NONE		NA	
B	NONE		NA	
C	NONE		NA	

HVAC Units Condition Assessment									
Building	Unit #	Type e.g. Forced Air Gas	AC (Y or N)	Manufacturer	Estimated Date Made	Condition (A - F)	Estimated Remaining Life in Years	Filter Size	Comments
Port Office Building & Shop									
	1	Forced air gas	Y	Comfort Maker	2006	A	15	20X25X2	
	2	Forced air gas	Y	Comfort Maker	2007	A	15	20X25X2	
	3	Forced air gas	Y	Comfort Maker	2007	A	15	16X25X2	
	4	Forced air gas	Y	Comfort Maker	2007	A	15	16X25X2	
Shop Office	5	Co-ray-vac	N	Robert Gordon/Vantage II	2008	A	15	Vantage II	
Money room	6	AC Only	Y	Mitsubishi	2009	B	12		Runs a lot
Port shop office	7	Gas unit heater	N	Morine	2004	C	12		
Gorge Innoventure	8	Forced air gas	Y	Comfort Maker	2012	A	20	16 x 25 x 2	
Marina Park Office									
	1	Forced air gas	Y	Carrier	2012	A	20	20x20x4 1/4	
	2	Forced air gas	Y	Carrier	2012	A	20	20x20x12	
	3	Forced air gas	Y	Carrier	2012	A	20	20x20x12	
	4	Forced air gas	Y	Carrier	2011	A	20	25x25x2	
DMV	1	Forced air gas	Y	Rheem Rund	2009	B	12	20x25x2	
Yacht Club / Marina Restooms	1	Forced air gas	N	Rheem Rund	1987	D	6	20x25x1	There is only one heating unit in the building. It is old and in "D" condition. If it quits during very cold weather, restroom piping will likely freeze and break. Replace this furnace before fall of 2013.

HVAC Units Condition Assessment									
Building	Unit #	Type e.g. Forced Air Gas	AC (Y or N)	Manufacturer	Estimated Date Made	Condition (A - F)	Estimated Remaining Life in Years	Filter Size	Comments
Big 7									
Roof Top 1	1	Forced air gas	y	Comfort Maker	1990	C	10	(4)16x20x2	
Roof Top 2	2	Forced air gas	y	Comfort Maker	1990	D	4	20x25x1	One roof top unit appears to be unused. It is in "D" condition. Evaluate the need for this unit. If it is needed to condition an occupied space, replace it in 2013-2014.
EAI Reception	3	Forced air gas	y	Unknown	2009	A	20	20x25x1	
EAI Production	4	Forced air gas	y	Armstrong Air	2012	A	20	20x25x1	
EAI Production	5	Forced air gas	y	Trane	2012	A	20	20x25x1	
EAI Production	6	Forced air gas	y	Armstrong Air	2012	A	20	20x25x1	
EAI Parts	7	Forced air gas	y	Trane	2012	A	20	20x25x1	
INSITU									
Bsmt Break Room	8	Forced air gas	y	Armstrong	2010	A	12	20x25x1	
First Floor Breakroom	9	Forced air gas	y	Trane	2010	A	12	20x30x2	
First Floor South of Breakroom	10	Forced air gas	y	Trane	2010	A	12	20x30x2	
First Floor North AC	12	Forced air gas	y	Trane	2010	A	12	20x30x2	
First Floor North AC	13	Forced air gas	y	Trane	2010	A	12	20x30x2	
First Floor North AC	14	Forced air gas	y	Trane	2010	A	12	20x30x2	
Jensen Building									
Bad Belt	1	Forced air gas	Y	Trane	1968	F	0	4 16x25x1	Four HVAC units are in "F"
	2	Forced air gas	Y	Trane	1968	F	0	2 14x25x1	condition, but may not serve
	3	Forced air gas	Y	Trane	1968	F	0	2 14x25x1	an occupied space. Evaluate
	4	Forced air gas	Y	Trane	1968	F	0	4 16x30x1	whether the units are
	5	Forced air gas	Y	Rheem	1996	C	10	6 20x20x2	needed. Keep one unit in
	6	Forced air gas	Y	Rheem	1996	C	10	6 20x20x2	reserve and replace needed
Apt	7	Forced air electric	Y	Amanda	2008	B	15	None	units as old units fail.
									2013-2018.
Expo Building Above front desk	0	Forced air gas	y	Comfort Maker	1999	C	10	16x24x1	
	1	Forced air gas	y	Trane	1995	C	10	3 16x25x1	
	2	Forced air gas	y	Trane	1995	C	10	3 16x25x1	
	3	Forced air gas	y	Trane	1995	C	10	3 16x25x1	
	4	Forced air gas	y	Trane	1995	C	10	3 16x25x1	
	5	Forced air gas	y	Trane	1995	C	10	6 20x20x2	Could not turn off power
	6	Forced air gas	y	Trane	1995	C	10	2 20x20x2 & 4 20x25x2	
	7	Forced air gas	y	Trane	1995	C	10	6 20x20x2	
	8	Forced air gas	y	Trane	1995	C	10	3 20x25x2 & 3 20x20x2	
	9	Forced air gas	y	Trane	1995	C	10	4 20x20x2 & 4 20x25x2	
	10	Forced air gas	y	Trane	1995	C	10	2 20x20x2 & 4x25x2	
	11	Forced air gas	y	Trane	1995	C	10	4 20x20x2 & 4x25x2	
	12	Forced air gas	y	Trane	1995	C	10	4 20x20x2 & 4x25x2	
Halyard Building									
RTU East	1	Forced air gas	y	Trane	2010	A	20	12 20x20x2	
RTU West	2	Forced air gas	y	Trane	2010	A	20	12 20x20x2	
Wasco Building									
	1	Forced air gas	Y	Lennox	2003	B	15	2 16x25x2	
	2	Forced air gas	Y	Lennox	2003	B	15	2 16x25x2	
	3	Forced air gas	Y	Lennox	2003	B	15	2 16x25x2	
	4	Forced air gas	Y	Lennox	2003	B	15	2 16x25x2	
	5	Forced air gas	Y	Lennox	2003	B	15	2 16x25x2	
	6	Forced air gas	Y	Lennox	2003	B	15	2 16x25x2	
	7	Forced air gas	Y	Lennox	2003	B	15	2 16x25x2	Running?
	8	Forced air gas	Y	Lennox	2003	B	15	2 16x25x2	
Cloud cap chamber room	9	AC	Y	Mitsubishi	2012	A	20	16 3/4x23 3/4x2	
Cloud cap chamber room	10	AC	Y	Mitsubishi	2012	A	20	16 3/4x23 3/4x2	
Cloud cap chamber room	11	AC	Y	Mitsubishi	2012	A	20	16 3/4x23 3/4x2	

HVAC Units Condition Assessment									
Building	Unit #	Type e.g. Forced Air Gas	AC (Y or N)	Manufacturer	Estimated Date Made	Condition (A - F)	Estimated Remaining Life in Years	Filter Size	Comments
Timber Incubator Building									
Unit 100	1	Wall heater	N	Vantage	1978	B	15	None	
Unit 100	2	Co-ray-vac	N		1978	B	15	None	
Unit 200	3	Wall heater	N	Vantage	1978	B	15	None	
Unit 200	4	Co-ray-vac	N		1978	B	15	None	
Unit 300	5	Wall heater	N	Vantage	1978	B	15	None	
Unit 300	6	Co-ray-vac	N		1978	B	15	None	
Unit 400	7	Wall heater	N	Vantage	1978	B	15	None	
Unit 400	8	Co-ray-vac	N		1978	B	15	None	
Maritime Building									
200,000 BTU	1	Unit Heater	N	Hastings		C		Southwest Door	
170,000 BTU	2	Unit Heater	N	Renzor		C		Northwest Door	
75,000 BTU	3	Unit Heater	N	Hastings		C		West Wall	
300,000 BTU	4	Unit Heater	N			D		East Wall	One unit in "D" condition. Check regularly and replace if it fails.
50,000 BTU	5	Unit Heater	N	Hot Dawg		B		Southeast Wall	
50,000 BTU	6	Unit Heater	N	Hastings		C		Southeast Wall	
50,000 BTU	7	Unit Heater	N	Fraser - Johnston		C		North Wall	
First Floor Office	10	Electric Base Board Heaters				C			
	2	Window AC Units				C			
Second Floor Office East	4	Electric Base Board Heaters				C			
Second floor Office West	15	Electric Base Board Heaters				C			
	3	Window AC Units				C			
Toll House	1	Forced air elec.	Y	Trane	2009	A	15	12 x12 x 1	
Airport White Hangar	1	Unit heater gas	N	Renzor	1970	C	10		
	2	Unit heater gas	N	Renzor	1970	C	10		
Airport FBO		Wood Stove	N						
Window Unit		Air conditioner	Y	Sharp	2006	C	10		
Restrooms									
Beach Restroom		Forced Air Elec	N	Rheem	1998	C	10	Washable filter	
Event Site Restroom		Forced Air Elec	N	Rheem	1998	B	12	Washable filter	
Boat Launch Restroom		Forced Air Elec	N	Rheem	1998	C	10	Washable filter	

Interior Walls Condition Assessment					
Building	Type e.g. Plastic Sheeting Over Insulation	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks
Port Office Building & Shop					
Office	Sheetrock	30+	B	25	Building is over 30 years old. Block and frame walls. Remodeled about seven years ago.
Gorge InnOventure	Sheetrock	1	A	30	
Shop	Sheetrock	3	B	50	
Marina Park Office					
East Side	Sheetrock	30+	C	20	Some seams visable and some screw heads visible
West Side Downstairs	Sheetrock	30+	C	20	Some unmudded sheetrock in hallway. Remodeled in 2012
West Side Upstairs	Sheetrock	30+	C	20	Seams popping, unpainted dry wall, mud, screw heads showing. Remodeled in 2012
DMV					
DMV	Sheetrock	30+	C	20	Walls are 2x4 studs.
Hearts of Gold	Sheetrock	30+	C	20	
Yacht Club / Marina Restooms					
Club Premises	Cinderblock	30+	C	20	
Restrooms / Showers	Tile & cinderclock	30+	D	10	Badly stained. Replace when the roof is replaced. 2012-2013
Big 7					
Office Downstairs	Concrete block	30+	C	20	
Office Upstairs	Sheetrock & concrete block	30+	C	20	
Warehouse	Sheetrock & concrete block	30+	C	20	
Maritime Building					
Double Mountain	beadboard, plastic, F G	30+	D	15	New sheet rock wall on Hallway & between Double Mountain and HRD warehouse
Hood River Distillers Warehouse	beadboard, plastic, F G	30+	D	15	Repaint the walls in the upstairs restrooms when released. Hold on all others.
Hood River Distillers Office	sheetrock	30+	D	15	
Hitch Source Offices	sheetrock	30+	D	15	
Other Upstairs Offices	sheetrock	30+	D	15	
Other Downstairs Offices	sheetrock	30+	D	15	
Restrooms	sheetrock	30+	D	15	
Jensen Building					
RBS Office	sheetrock	30+	C	20	
RBS Manufacturing	sheetrock & cinderblock	30+	C	20	upstairs manufacturing walls are C

Interior Walls Condition Assessment					
Building	Type e.g. Plastic Sheeting Over Insulation	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks
Tutle Island Office	sheetrock	30+	C	20	
Turtle Island Manufacturing	concrete	30+	C	20	
Servpro Office	sheetrock	2	B	30	Many new Walls in Remodel
Servpro Storage	sheetrock		C	20	
Northwave	sheetrock	30+	C	20	
Upstairs Units	sheetrock	30+	B	20	

Interior Walls Condition Assessment					
Building	Type e.g. Plastic Sheeting Over Insulation	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks
Breezeway Units					
1	Concrete & Block	30+	C	20	
2	Concrete & Block	30+	C	20	
3	Concrete & Block	30+	C	20	
4	Concrete & Block	30+	C	20	
5	Concrete & Block	30+	C	20	
6	Concrete & Block	30+	C	20	
7	Concrete & Block	30+	C	20	
8	Concrete & Block	30+	C	20	
Expo Building					
Office Downstairs	Sheetrock	15	B	20	
Office Upstairs	Sheetrock	15	B	20	
Warehouse	Sheetrock	15	B	20	
Halyard Building					
Pfriem	Sheetrock & Wood	2	A	30	
102	NONE				
103	NONE				
Real Carbon	Sheetrock	2	B	25	
Wasco Building					
Cloud Cap Downstairs	Sheetrock	7	B	25	
Cloud Cap Upstairs	Sheetrock	7	B	25	
MCCOG	Sheetrock	7	B	25	
Renaissance Learning	Sheetrock	7	B	25	
Timber Incubator Building					
100	Sheetrock & Pastic Insulation	10	C	20	
200	Sheetrock & Pastic Insulation	10	C	20	
300	Sheetrock & Pastic Insulation	10	C	20	
400	Sheetrock & Pastic Insulation	10	C	20	
Public Restrooms					
Event Site	Cinderblock	20	B	40	
Boat Launch	Cinderblock	10	B	40	
Swim Beach	Cinderblock	10	B	40	

Interior Walls Condition Assessment					
Building	Type e.g. Plastic Sheeting Over Insulation	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks
Toll House & Canopy	Metal	6	B	30	
Airport FBO		30+	C	20	
Airport White Hangar	sheetrock	30+	C	20	
Airport T-Hangars					
A	Metal	30	C	30	
B	Metal	30	C	30	
C	Metal	20	C	30	

	A	B	C	D	E
1	**Lawns, Landscaping & Irrigation Condition Assessment**				
2	**Building**	**Lawns**	**Landscaping**	**Irrigation**	**Remarks**
3	Port Office Building	C	B	C	West fence of maintenance yard is wobbly.
4					
5	Marina Park Office	B	B	B	
6					
7	DMV	C	C	C	
8					
9	Yacht Club / Marina Restooms	NONE	D	D	Four small landscape islands are raggedy. Replace landscaping and install irrigation. 2012-2013.
10					
11	Maritime Building	NONE	C	NONE	
12					
13	Big 7	NONE	F	NONE	Explore landscaping with native vegetation on a steep North bank. Perhaps an "education" project. 2012-2013.
14					
15	Jensen Building	C	D	D	Landscaping between Portway Ave and the Breezeway units exhibit neglect from Portway Ave reconstruction and lack of irrigatgion in 2012. Replace irrigation system. Restore existing landscaping. Explore art installation as a part ofa community art project. 2012-2013.
16					
17	Expo Building	NONE	D	D	Landscaping is generally in a "D" condition. Upgrade landscaping on Portway Ave to a B - C condition in 2013. Perform minimal maintenance on the balance of landscaping until 2014 when the building will be evaluated for repurposing.
18					
19	Halyard Building	B	A	A	
20					
21	Wasco Building	B	B	B	
22					
23	Timber Incubator Building	C	NONE	F	The only landscaping is grass. The irrigation system is dysfunctional and expensive to maintain. Fertilize and mow grass during the wet seasons. Let grass go dormant during the dry season. Abandon the irrigation system. 2013.
24					
25	Airport	NONE	D	NONE	There is mostly grass adjacent to runways, taxiways and aprons. Have the grass mown under contract with John Benton. Noxious weeds, especially Scotch Broom, are a consant problem, Cut and treat noxious plants annually. Wet areas have the potential of expanding. Keep drainage sysems clear annually.
26					
27	Event Site	C	C	C	
28					
29	Spit	NONE	NONE	NONE	
30					
31	Hook	NONE	NONE	NONE	
32					
33	Swim Beach	D	NONE	D	1. At the swim beach there is extensive erosion in the lawn and irrigated areas. Restore the grassy areas. 2. Throughout Port waterfront properties noxious plants, e.g. Scotch Broom and knap weed, are a constant problem. Use summer crews annually for noxious plant control.
34					
35	Hood River East Bank	NONE	NONE	NONE	
36					
37	Hood River West Bank	NONE	NONE	NONE	
38					
39	Marina Park	C	C	C	
40					
41	Soccer Field	C	B	B	
42					
43	Marina Edge	C	C	E	
44					
45	Nichols Basin Edge	NONE	NONE	NONE	
46					
47	Lot 1	NONE	NONE	NONE	
48					
49	Water Pumps				
50					

Lighting Condition Assessment

Building	Type, e.g. Metal Hallide, Flourescent Motion Activated	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks
Port Office Building & Shop					
Office Port	Flourescent	7	B	18	
Office Gorge Innoventure	Flourescent	1	A	24	
Shop	Flourescent	3	A	22	
Marina Park Office	Can, Track & Flourescent	30+	D	5	New in the Chamber & Director's Office. Hold pending future demolition decisions.
DMV	Flourescent & Can	30+	D	5	New in the Chamber & Director's Office. Hold pending future demolition decisions.
Yacht Club / Marina Restooms	Flourescent	30+	D	5	Replace as fixtures fail.
Big 7	Fourescent & Can	30+	D	5	Mix of old and new fixtures throughout the building. Replace as fixtures fail.
Maritime Building					
Warehouse	Motion activated Flourescent	1	A	24	
Offices	Flourescent	30+	D	5	
					Hold pending replacement decision.
Jensen Building					
Manufacturing	Flourescent	30+	D	5	Replace as fixtures fail with motion activated flourescents
Offices	Flourescent	30+	D	5	Replace as fixtures fail.
Upstairs Units	Flourescent	30+	D	5	Replace as fixtures fail.
Breezeway Units	Fourescent	30+	D	ReR	Replace as fixtures fail.
Expo Building					
Offices	Flourescent	20	D	5	Hold pending repurpose discussion
Warehouse	Metal Hallide	20	C	10	Hold pending repurpose discussion
Halyard Building	Motion activated flourescant	3	A	20	
Wasco Building	Flourescent & Flourescant Cans	7	B	18	

Lighting Condition Assessment

Building	Type, e.g. Metal Hallide, Flourescent Motion Activated	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks
Timber Incubator Building					
Manufacturing	Metal Hallide	10	C	20	Consided replacement with motion activated fourescents upon releasing.
Offices	Fourescent	10	C	10	
Public Restrooms					
Event Site	Flourescant	20	D	5	Replace as fixtures fail.
Boat Launch	Fourescent	10	C	20	
Swim Beach	Flourescent	10	C	20	
Toll House	Flourescent	6	B	14	
Airport					
FBO	Flourescent	30+	D	5	Hold pending relocation to North side of North apron
Maintenance Hangar	Flourescent	30+	D	5	Hold pending relocation to North side of North apron

Restroom Fixtures & Kitchenettes Condition Assessment							
Building	Restroom #	Sinks	Faucets	Toilets	Toilet Paper Dispensers	Hand Drying Equipment / Dispensers	Remarks
Port Office Building & Shop	East Side	A	A	A	A	A	
	Women	B	B	B	B	B	
	Men	B	B	B	B	B	
	Shop	C	C	C	C	C	Heavy Use
Kitchenette		Sink	Counter	Cabinets	Dishwasher		
Port Office		B	B	B	None		
Marina Park Office	Chamber Public Restroom	A	A	A	A	A	
	Chamber Employee Restroom	A	A	A	A	A	Shower A
	West Side Restroom	B	B	B	B	B	
Kitchenette		Sink	Counter	Cabinets	Dishwasher		
	West Side Kitchenette	D	D	None	None		
	Upstairs East	C	C	C	None		
DMV	Womens	C-	C-	C-	C-	C-	Outdated fixtures
	Mens	C-	C-	C-	C-	C-	Outdated fixtures
Kitchenette		Sink	Counter	Cabinets	Dishwasher		
		C-	C-	C-	None		Outdated fixtures
Yacht Club / Marina Restooms	4	D	D	D	D	D	All four bathrooms are heavily used with dated fixtures. Replace fixtures 2012-2013.
Big 7	Men Bsmt	C	C	C	C	C	
	Women Bsmt	C	C	C	C	C	
	Women's 1st	C	C	C	C	C	
	Men's 1st	C	C	C	C	C	
	Women's 2nd	C	C	C	C	C	
	Men's 2nd	C	C	C	C	C	
	Women's 3rd	B	B	B	B	B	
	Men's 3rd	B	B	B	B	B	
Kitchette Bsmt		Sink	Counter	Cabinets	Dishwasher		
		B	B	B	None		

Restroom Fixtures & Kitchenettes Condition Assessment							
Building	Restroom #	Sinks	Faucets	Toilets	Toilet Paper Dispensers	Hand Drying Equipment / Dispensers	Remarks
Jensen Building	RBS Break Rm	C	C	C	C	None	
	RBS Office	C	C	C	C	None	
	Turtle Men	D	D	D	D	D	Turtle Island restrooms are in "D" condition because of age. Redo one Turtle Island
	Turtle Wom	D	D	D	D	D	restroom per year for three years beginning with the women's restroom.
	Turtle Extra	D	D	D	D	D	
	Residential	C	C	C	C	None	
	Wom Hall	C	C	C	C	C	The women's hallway restroom is large and has many fixtures. The men's hallway
	Men Hall	C	C	C	C	C	restroom is small with few fixtures. Many more men work in the building than women. Exchange appropriate fixtures between restrooms and appropriately designate the two restrooms for gender. 2013-2014.
Kitchenettes	Sink	Counter	Cabinets	Dishwasher			
Northwave Manufacturing	B	C	C	None			
Turtle Island Office	B	B	B	None			
RBS Office	B	B	B	None			
RBS Manufacturing	B	B	B	None			
Servpro Office	B	B	B	B			
Expo Building							
Upstairs Office	B	B	B	B	B	B	
Women's Office	B	B	B	B	B	B	
Men's Office	B	B	B	B	B	B	
Atrium Men	B	B	B	B	B	B	
Atrium Women	B	B	B	B	B	B	
Halyard Building							
Pfriem Brewing	101	A	A	A	A	A	
None	102	None	None	None	None	None	
None	103	None	None	None	None	None	
Real Carbon	104	B	B	B	B	B	Shower in Unit B
Wasco Building	Men 1st	B	B	B	B	B	Linoleum floor edges are loose
	Women 1st	B	B	B	B	B	Both doors scratched
	Men 2nd	B	B	B	B	B	
	Women 2nd	B	B	B	B	B	
	Sink	Counter	Cabinets	Dishwasher			
Cloud Cap Break Room	B	B	B	None			
Cloud Cap Lab	B	B	B	None			
Renaissance Break Room	B	B	B	B			
Career Center	B	B	B	None			
Timber Incubator Building	1	C	C	C	C	C	
	2	C	C	C	C	C	
	3	C	C	C	C	C	
	4	C	C	C	C	C	
Maritime Building	Down Men	D	D	D-	D	D	New disabled toilet, but dysfunctional urinals. Remove all but two urinals. Hold.
	Down Wom	D	D	A	D	D	Hold.
	Up Common	D	D	D	D	D	Aged fixtures and walls need painting. Repaint upon new lease.
	Up Men	D	D	D	D	D	Aged fixtures and walls need painting. Repaint upon new lease.
	Up Wom	D	D	D	D	D	Aged fixtures and walls need painting. Repaint upon new lease.
Toll House	Common	B	B	B	B	B	
Public Restrooms							
Event Site		C	C	C	B	C	
Boat Launch		B	B	B	B	C	

Restroom Fixtures & Kitchenettes Condition Assessment							
Building	Restroom #	Sinks	Faucets	Toilets	Toilet Paper Dispensers	Hand Drying Equipment / Dispensers	Remarks
Swim Beach		B	B	C	B	C	
Airport FBO		B	B	B	B	B	

Roofing Condition Assessment					
Building	Type e.g. Asphalt Shingle	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks
Port Office Building & Shop					
Office	Asphalt Shingle	7	B	13	
Shop	Asphalt Shingle	3	A	17	
Marina Park Office	Asphalt Shingle	7	B	13	
DMV	Asphalt Shingle	12	C	8	
Yacht Club / Marina Restooms	Rolled Asphalt	30+	F	0	Extensive leaking. Small area, therefore low cost. Replace before fall 2013.
Big 7	Rolled Asphalt	20+	C	10	East wing is concrete slab with a deck on top. Roof extensively patched in late 1990s.
Jensen Building	Rolled Asphalt	30+	C - D	5	Several leaks, many penetrations, skylights, cracks & bubbles. Monitor for potential replacement in 2015-2016
Breezeway Units	Rolled Asphalt	30+	D-	5	East half is good. West half is failing. Small area, therefore low cost. Replace before fall 2013.
Expo Building	Membrane & Metal	15	C	10	Metal roof life should be 25 years
Halyard Building	Membrane	3	A	22	
Wasco Building	Membrane	7	B	18	
Timber Incubator Building	Metal	10	B	30	
Maritime Building	Metal	30+	F	0	Many repairs and patches, old skylights, penetrations & leaky air vents. High potential liability for damage to stored products. Replace before fall of 013.
Public Restrooms					
Event Site	Metal Shingle	20	B	20	
Boat Launch	Asphalt Shingle	10	C	10	
Swim Beach	Metal Shingle	10	B	30	
Toll House Canopy	Metal	30+	C	20+	

Roofing Condition Assessment					
Building	Type e.g. Asphalt Shingle	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks
Airport FBO	Asphalt Shingle	10	C	10	
Airport White Hangar	Membrane	15	C	5	
Airport T-Hangars					
A	Steel	30+	C	20+	
B	Steel	30+	C	20+	
C	Steel	15	B	35+	
Picnic Shelter	Asphalt Shingle	5	B	15	
Waterplay	Asphalt Shingle	12	C	7	
Brian's	Asphalt Shingle	15	C	5	

Water Heater Condition Assessment					
Building	Type e.g. Electric or Gas	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks
Port Office Building & Shop	GE Electric	Unknown	C	7	30 Gal. 240
Port Office East Side	Bradford - White	2012	A	15	50 Gal.
Marina Park Office	AO Smith	2012	A	15	50 Gal.
Marina Park Office (West Side)	Controlled Energy Corp	2008	B	10	Instant Hot Electrical
DMV	Bradford White Electrical	2003	C	7	10 Gal.
Yacht Club / Marina Restoom	Gas	2008	A	15	97 Gal. Commercial
Big 7 Top Floor Restroom	Rheem Electric	2000?	D	5	15 Gal. in upstairs janitorial closet
Main Floor Restroom	Unknown	2000	D	5	6 Gal.
Lower Floor Restroom	Rheem Electric	2010	A	12	30 Gal.
Basement Floor Restroom	Unknown	2000	D	5	6 Gal.
Jensen Building	Rund Electric	Unknown	D	5	40 Gal. in Tofurky warehouse above office
	Rund Electric Comm	2003	C	7	119 Gal. in RBS
in Servpro	Unknown mid-size	Unknown	Unknown	Unknown	Wrapped and not visible
In RBS Office	Rund Electric	2000?	D	5	30 Gal. in closet near office sink
Expo Building Office	Hotpoint Electric	2007	B	12	40 Gal.
Men's Atrium	Bradford White Electric	1998	D	5	30 Gal.
Women's Atrium	Rund Electric	1998	D	5	30 Gal.
					Budget to replace two water heaters per year throughout all Port properties.
Halyard Building	Bradford White	2011	A	15	47 Gal.
	American Polaris Gas	2011	A	15	34 Gal.
Wasco Building	DA Smith	2003	B	12	30 Gal.
Timber Incubator Building	DA Smith	2003	C	7	5 Gal.
	DA Smith	2003	C	7	5 Gal.
	DA Smith	2003	C	7	5 Gal.
	DA Smith	2003	C	7	5 Gal.
Maritime Building	Rheem Electric	2012	A	15	67 Gal.
Event Site Restroom	None				
Boat Launch Restroom	None				
Swim Beach Restroom	None				
Toll House	Ariston	2007	B	12	2.75 Gal.
Airport White Hangar	None				
Airport FBO	EEMAX Electric	2012	A	15	4 Gal.

Windows Condition Assessment					
Building	Type e.g. Vinyl, Wood, Aluminum	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks (Include notation of condition of stairs)
Port Office Building & Shop		7	A	23	
Office Port	Vinyl	7	A	23	
Office Gorge Innoventure	Vinyl	7	A	27	
Shop	Vinyl	3			
Marina Park Office					
East	Fixed	30+	C	10	
West Downstairs	Fixed	30+	C	10	
West Upstairs	Fixed & Push Out	30+	C	10	
DMV					
DMV	Fixed	30+	C	10	
Hearts of Gold	Fixed	30+	C	10	
Yacht Club / Marina Restooms	Fixed	30+	D	5	Replace as part of lease negotiations.
Big 7					
Electronic Assemblers Inc Upstairs	Metal Fixed & Pull In	30+	C	10	
Electronic Assemblers inc Downstairs	Metal Fixed & Pull In	30+	C	10	
Slingshot	Metal Fixed & Pull In	30+	C	10	
Gorge Networks	Metal Fixed & Pull In	30+	C	10	
Insitu Downstairs	Metal Fixed & Pull In	30+	C	10	
Maritime Building					
Double Mountain	None				
HRD Warehouse	Vinyl	30	D	5	Hold pending demolition & replacement decision
HRD Office	Vinyl	20	C	10	
Hitch Source Office	Vinyl	20	C	10	
Hitch Source Storage	Fixed	30+	C	10	
CRG Office	Vinyl	30	D	5	Hold pending demolition & replacement decision
Middle office	Vinyl	20	C	10	
Jensen Building					
RBS Office	Fixed	30+	D	5	Replace when Fs
RBS Manufacturing	None				
Servpro Office	Fixed	30+	D	5	Replace when Fs
Servpro Storage	None				
Northwave Manufacturing	Fixed	30+	D	5	Replace when Fs
Turtle Island Office	Fixed	30+	C	10	
Upstairs Units	Metal	30+	D	5	Window Brackets are Bad. Replace 2012-2013
Main Hall	Fixed	30+	C	10	
Breezeway Units	Fixed	30+	D	5	Replace when Fs
Expo Building					
Downstairs Office	Fixed	20	C	10	
Upstairs Office	Fixed & Sash	20	C	10	
Warehouse	None				

Windows Condition Assessment					
Building	Type e.g. Vinyl, Wood, Aluminum	Estimated Age in Years	Condition (A - F)	Estimated Remaining Life in Years	Remarks (Include notation of condition of stairs)
Halyard Building					
Pfriem	Fixed	3	A	20	
102	Fixed	3	B-	20	Scratches from improper construction cleaning
103	Fixed	3	B-	20	Scratches from improper construction cleaning
Real Carbon	Fixed	3	B-	20	Scratches from improper construction cleaning
Wasco Building					
Cloud Cap Downstairs	Aluminum Fixed & Opening	7	C	23	Significant hard water deposits on North windows.
Cloud Cap Upstairs	Aluminum Fixed & Opening	7	A	23	
MCCOG	Aluminum Fixed & Opening	7	C	23	Significant hard water deposits on East windows.
Renaissance Learning	Aluminum Fixed & Opening	7	A	23	
Timber Incubator Building					
100 / 200	Vinyl	10	C	20	
300	Vinyl	10	C	20	
400	Vinyl	10	C	20	
Toll House	Aluminum Sliding	7	D	23	Track & Rollers are Being Replaced
Airport					
FBO	Fixed & Sliding	30+	C	10	

BRIDGE LONG-TERM PRESERVATION MODELING

DETERIORATION MODELING & FUTURE EXPENDITURES FOR THE HOOD RIVER – WHITE SALMON BRIDGE

June 9, 2011

PREPARED FOR

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1. EXECUTIVE SUMMARY

HNTB conducted an investigation into the long-term capital improvement needs to preserve the Hood River-White Salmon Bridge (Bridge) for the Port of Hood River (Port). HNTB was asked to evaluate future maintenance, repair, and rehabilitation project planning level construction cost estimates over a 30-year period. This work provided input into the Long-term Operational Model (LTOM) being developed by the Port.

The river crossing between Bingen and Hood River is essential to the economic vitality and quality of life throughout the Mid-Columbia region encompassing both sides of the Columbia River. The Port has commissioned this evaluation because:

- Reasonable alternatives to crossing the Columbia River do not exist;
- Replacement of the existing Bridge is expected to be very costly and adequate funding is not expected to be available for many years;
- The Port has a responsibility to operate, inspect, and maintain the Bridge for the safety of all users until a new Bridge is constructed; and
- The Port must anticipate maintenance, repair, and rehabilitation (MR&R) costs and must have adequate resources available.

It is important to emphasize the lack of an alternate Columbia River crossing. It is a 45-mile alternate detour route to the west across the Columbia River at the "Bridge of Gods" in Cascade Locks and 46-mile alternate detour to the east at The Dalles. If the Bridge was closed or weight limits were decreased, Hood River and Klickitat Counties would be severely impacted.

Furthermore, the physical demand on the Bridge is increasing from area population growth at the same time the functional and structural condition decreases (if proactive steps are not taken). It is understood that the age of the Bridge already exceeds its anticipated useful life. Present day state-of-the-art bridge design standards assume a 75-year useful life. The Bridge is now 86-years-old and was constructed before the use of modern standards, material science, and technological innovations that allow present day engineers to ensure a longer bridge life. Despite its age, however, the Bridge is in good condition due to regular inspection, routine maintenance, and environmental conditions.

The investigation by HNTB included the following steps:

- Collect & Organize Bridge Data (facts)
- Collect & Organize Inspection Data (findings)
- Develop a Timeline of Conditional Changes
- Estimate the Functional Life of the Bridge Components
- Determine Costs of Repair & Rehabilitation

HNTB identified capital improvements under three different rates of deterioration: low, moderate, and severe. This was done to assess the potential capital improvement needs should the rate of deterioration exceed the predicted baseline estimate.

HNTB's investigation reaffirmed that the single-most important attribute affecting the rate of deterioration for the Bridge is the protective coating (paint) on the steel components, particularly the fracture critical members. A proactive paint system monitoring and rehabilitation approach will preserve and extend the life of many bridge components by reducing corrosion. Paint system preservation should continue to be a focus area for ensuring a longer bridge life.

The condition and predicted deterioration rates for the foundation are more difficult to determine. Although

regular underwater inspections have taken place since 1993, minimal maintenance, repair, and rehabilitation work has been done on the bridge foundations since 1938. Given the difficult access and high cost for inspection procedures, there is a limited ability to accurately assess the condition of the subaqueous and subsurface foundations. Limited data is available for these components. An accurate understanding of the existing foundation condition cannot be determined without more detailed investigation. Bridge foundations are generally only compromised due to river streambed scouring or natural disasters such as earthquakes. Available streambed scour data shows a stable scour condition. This condition is assumed to continue due to the controlled flow and water elevations of the Columbia River. These predictions of deterioration do not include losses from natural or other disasters.

This report describes the methodology, assumptions, findings, conclusions, and recommendations resulting from this investigation. HNTB's work products included order-of magnitude (planning level) cost estimates for anticipated future maintenance, repair, and rehabilitation projects.

2. BACKGROUND

2.1. BRIDGE HISTORY

The 4,418-foot long steel deck-truss Bridge was originally constructed in 1924 and was reconstructed in 1938. When the Bonneville Dam was constructed circa 1937 the Bridge was also reconstructed to accommodate the increased water pool elevation. To allow for increased vertical navigational clearances the main span of the bridge was converted to a vertical lift span. As part of this 1938 reconstruction project, an outer "auxiliary" truss was added to the adjacent spans to help stabilize the bridge during vertical lift operations. Foundations on the piers were also modified to increase the resistance against additional forces resulting from the raising of the water elevation and the bridge height. The bridge has very narrow substandard lane widths, no provision for safe pedestrian passage, and insufficient reserve structural capacity to cost-effectively widen its roadway deck and/or provide a safe pedestrian sidewalk.

Alternate detour routes for bridge closure are provided in Appendix A. Select photos of the bridge are provided in Appendix B. A historical listing of significant bridge construction projects is provided in Appendix C.

2.2. SOURCES OF INFORMATION

Sources of information available for this project which were used to assess the condition and history of deterioration and projects for the Bridge include as-built drawings, inspection reports, a load rating, and other miscellaneous investigative reports. As is common for bridges of this vintage, original design calculation and material specifications are not available. The most useful source of information was the conditions reported in the inspection reports over time.

In order to mitigate some of the problems associated with a lack of information two additional sources were utilized: the Oregon Department of Transportation's (ODOT) Condition State history for similar bridges and detailed studies by the New York Department of Transportation (NYDOT) were utilized. Deterioration trend data from these other sources is compared to data from the Bridge.

The original bridge design criteria are unknown (e.g., vehicle design loading). Material composition (e.g., carbon content in structural steel) and material properties are not known without further scientific sampling. There are, however, no recorded defects from the construction of the Bridge. It is assumed that the Bridge was constructed according to the geometry and detailing of the available as-built drawings from both 1924 and 1938. Information was collected from inspection reports, but these reports were not standardized until 1992. Much of the deterioration between the time of construction and 1992 is unknown, but can be inferred

from the information provided.

For the substructure, the newest set of complete as-built drawings is from 1938 when the Bridge was reconstructed to accommodate the installation of the downstream dam. As-built drawings available from the original 1924 construction are not all available.

2.3. BRIDGE LOAD RATINGS

A load rating was done on the bridge in 2000. The load rating includes an estimate of the vertical load on the piers (dead and live load reactions from the supported truss spans) to be used for the detailed analysis. Bridge load ratings are strictly for determining a "snapshot" of the bridge's capacity to carry service loading and do not consider the rate of deterioration. In addition, load ratings only evaluate beams, girders, trusses, and other superstructure that span between piers and foundations. For this reason, the load rating provided little additional information about the rates of deterioration.

2.4. NBIS CONDITION RATIINGS

To understand the overall concept behind the methodology used to determine the rates of deterioration, it is important to understand the National Bridge Inventory System (NBIS) Condition Rating. The NBIS Condition Rating includes a nationally standardized way of categorizing the structural conditions for various components of a bridge. An example of the NBIS Condition State for concrete piers is provided in Table 1.

Table 1. NBIS Condition Ratings (concrete pier example)

Condition State	**Condition**
9	Excellent Condition
8	Very Good Condition
7	Good Condition (*Minor Cracking, Leaching or Spalls*)
6	Satisfactory Condition (*Minor Deterioration or Disintegration, palls, Cracking, and Leaching*)
5	Fair Condition (*Some Spalling or Scaling with Exposed Reinforcing Steel Possible but No Loss of Section in Main Bars*)
4	Poor Condition (*Structural Cracks and Advanced Deterioration. Substantial Spalling with Loss of Section on Main Rebars*)
3	Serious Condition (*Severe Disintegration of Concrete*)
2	Critical Condition (*Bridge will be Closed Until Condition is Repaired*)
1	Imminent Failure Condition
0	Failed Condition

It is important to note that although the Condition Rating has been standardized the actual condition of the bridge is very subjective. Each time a bridge is inspected it is subject to the diligence and interpretation of the inspector. For this reason there is an inherent variability of the Condition Rating for a component for any bridge. The benefit of the NBIS for the purpose of this study is that a general trend can be extracted from the reports and NBIS Condition Ratings.

2.5. CURRENT BRIDGE CONDITION

Inspection data was used to identify discernible Condition State and deterioration trends for the bridge. There are two different types of inspection reports available for these components: the bridge inspection reports and the underwater inspection reports. The bridge inspection reports are available from 1999 to 2009 from the

Federal Highway Administration (FHWA) website (www.fhwa.dot.gov).

Of particular interest, during the time from 1999 to the present, the substructure has maintained an average Condition Rating of 6. An NBIS Condition Rating of 6 is considered "satisfactory," as explained in Table 1. The most recent inspection report contains no recommendations for substructure repairs or maintenance. Using the bridge inspection reports, the NBIS ratings of the entire substructure were used to create deterioration curves. The deterioration curves utilize current condition of the substructure into perspective. Based on the known condition of the bridge and data tempered with the conditional variation from ODOT, the future condition of the substructure was extrapolated. ODOT bridge inspection reports were downloaded and filtered for bridges with similar attributes (type, size, location, material, and environmental conditions) to assist in developing deterioration curves.

During the 1938 retrofit, all of the piers were modified to handle the increased depth of water. Due to this significant reconstruction, the substructure was assumed 72 years old instead of 86. The typical substructure on the Bridge includes a reinforced concrete pier supported on a foundation of either a spread footing or H-piles. The piers typically consist of two pier columns connected by a web wall. HNTB performed a preliminary assessment of the bridge piers in late 2010. To first determine the severity of the condition, a deterioration rate will be estimated in a later step. Using both estimated deterioration curves, the overall trend of the substructure became apparent. In addition, both curves will be compared against a curve created using NYDOT methods.

The current state of deterioration was estimated from the both the NBIS Condition Ratings and the ODOT element ratings from available inspection reports. This was further tempered by comparing it to a deterioration curve that NYDOT has created. Based on these two sources, the current condition and rate of deterioration was estimated. More precise deterioration rates could be determined by performing detailed scientific investigations. Such investigations were not part of this planning level work.

3. RESEARCH

3.1. DETERIORATION MODELING BY OTHERS

To prioritize spending, a few other agencies have used deterioration rates to help in the allocation of funds for their maintenance, repair, and rehabilitation (MR&R) work. ODOT, like many other agencies, uses a program called *Pontis* to store their inspection data and estimate the deterioration of their bridges to make funding decisions. An agency like ODOT with a bridge inventory could use this information to create a deterioration curve based on a statistical model of the inspection rating information. To date, ODOT has not done this type of statistical determination of deterioration. For the Port, where an extensive database does not exist, statistical modeling is not a viable option. Another challenge for the Port is the large amount of variability in the Bridge's construction due to the major reconstruction project in 1938. It is unlikely that a similar structure with similar traits and history would be found. However, it is common for old bridges to undergo rehabilitation and reconstruction projects that alter the useful life of some or all of the bridge components.

For this project, HNTB utilized information from ODOT and the Port to estimate deterioration curves for the Bridge. These deterioration curves were tempered by deterioration curves created by the NYDOT which utilized a larger database and more sophisticated statistical analysis methods (Agrawal & Kawaguchi, 2009). For added assurance, the NBIS and ODOT element deterioration curves were compared with the NYDOT deterioration curve for concrete piers. NYDOT created a program that utilized a Weibull-based statistical model to estimate the amount of time a bridge component will stay in a particular condition state. With over 17,000 bridges in their inventory, NYDOT used a large amount of data to create an accurate statistical curve. By using a statistical model, NYDOT was able to take into account the scatter in data. NYDOT did this by estimating the likelihood that a structural element will transition to a lower Condition State.

Using NYDOT's deterioration curve, a typical concrete pier was estimated to be in Condition State 3 at an age of 75 years. Using this estimate, the piers would be at Condition State 3 in three years from today as opposed to the nine years estimated by the NBIS curve and eight years by the ODOT element curve. NYDOT's deterioration curve leads to an estimate of a much shorter life for the pier than the other curves, most likely due to the different data filtering methods. For the NYDOT data, the focus was on a deterioration curve which could fit the entire bridge inventory. For this bridge, the focus is on a more customized bridge deterioration curve specific to this bridge. NYDOT created a broad reaching model and using their program could result in a more accurate estimate if the source data matched this Bridge's attributes. For this particular deterioration curve, it appears to be conservative and not as accurate as the NBIS and ODOT element deterioration curves.

An example of the NYDOT concrete pier deterioration curve is provided in Appendix D.

3.2. ODOT BRIDGE DETERIORATION DATA

Pontis is the Bridge Management System (BMS) that ODOT uses to record the deterioration of their bridges. This deterioration data could be used to estimate the remaining life and future performance of the Bridge; both are important inputs for the decision model of a BMS (Ng and Moses). The problem with using the *Pontis* data exclusively is that it does not take into account MR&R activities performed because of unforeseen natural or other disasters. This project explored ways to create a more accurate deterioration estimate by filtering the data collected in *Pontis*. Utilizing the inspection reports for similar bridges across Oregon, an average deterioration rate of similar bridges in the area was estimated (www.fhwa.dot.gov). By filtering this data to include steel bridges that cross a waterway (in-water piers), a list of similar bridges were created, and their changing condition ratings were tracked. To improve the model, the bridges were filtered by age, and only data for bridges that were built between 1900 and 1941 was included, in order to match craftsmanship and materials used for this bridge. Further filtering of the data was necessary as either some of the bridges had substructures which had ratings that plummeted for undocumented reasons, or they had ratings which improved for undocumented reasons. Reasons for rapid change in condition, of two or more condition points, might include MR&R work done on the bridge, or damage due to collision or natural disaster. Without a better understanding of the cause of change in condition, some data points are unusable. A summary of the data collected for ODOT bridges with similar attributes is provided in Table 2.

Table 2. Condition State Data for ODOT bridges with Similar Attributes

ODOT Steel Deck Truss Bridge Condition (Bridges built between 1910 and 1941)		
Condition State	**Average Years to Condition State**	**Std. Dev.**
3	79.5	N/A
4	76.0	4.55
5	73.9	7.87
6	70.8	6.50
7	66.7	6.14
9	0	N/A

4. APPROACH

4.1. BRIDGE COMPONENT GROUPING

One of the early challenges of determining a method for bridge deterioration modeling was how to organize the numerous components of the bridge. It became apparent that the way in which deterioration was estimated needed to be consistent with the way construction work would be calculated. Furthermore, the known history of work was a key indicator in the frequency of work that might occur in the future. The first step in grouping bridge components was to define the grouping. For purposes of this project, the bridge was divided up as follows:

- **DIVISION**
  - **Subdivision**
    - Component
      - Member
        - Piece

This organization is simply explained by; the "Bridge" is a "division" of the Port's overall assets which in turn, the Bridge is comprised of "subdivisions" which are groupings of "components," which are in turn made of "members," which lastly are made up of pieces and parts. An example of this would be as follows:

- **DIVISION: Bridge**
  - **Subdivision: Superstructure Steel Truss**
    - Component: Span 10
      - Member: Lower Chord Truss Member L01L02
        - Piece: Main Longitudinal Channel on L01L02

This organizational structure was necessary given that bridge components made of steel will deteriorate at different rates than components comprised of concrete. This led to the ability to create a model for deterioration at the Component or Subdivision level. Deterioration at the Division level would be too general and broad and might only be an indicator of when the Bridge needs to be replaced, not when specific work should occur to maintain the Bridge. HNTB also investigated work by others to understand how deterioration has been estimated.

Components of the Bridge were grouped according to like "attributes" which allowed the data of known deterioration history of this bridge and similar bridges in Oregon and Washington to be utilized. Components were grouped based on type of material, corrosion projection, structural use, and environmental exposures. Components were also grouped based on capital improvement versus maintenance, known work history, and functionality.

The selected subdivisions or component groups for this bridge were:

1. Approach Structures
2. Foundations
3. Substructure (Piers)
4. Super-structure (Steel Trusses)
5. Painting
6. Deck Systems & Bridge Railing
7. Lift Span E & M
8. Ancillary Items
9. Inspections & Studies Maintenance

Component groups 1 to 7 were "modeled" for deterioration. Other groupings were treated as recurring work using an average estimated time required to a needed expenditure (i.e., construction work).

In order to model the deterioration, HNTB utilized the known NBIS of Condition Ratings as described above. This allowed the models for deterioration to use a simplified historical tracking of this Bridge and other bridges of similar design and environmental exposure. An example of the resulting deterioration model for the Painting System component grouping is provided in Figure 1.

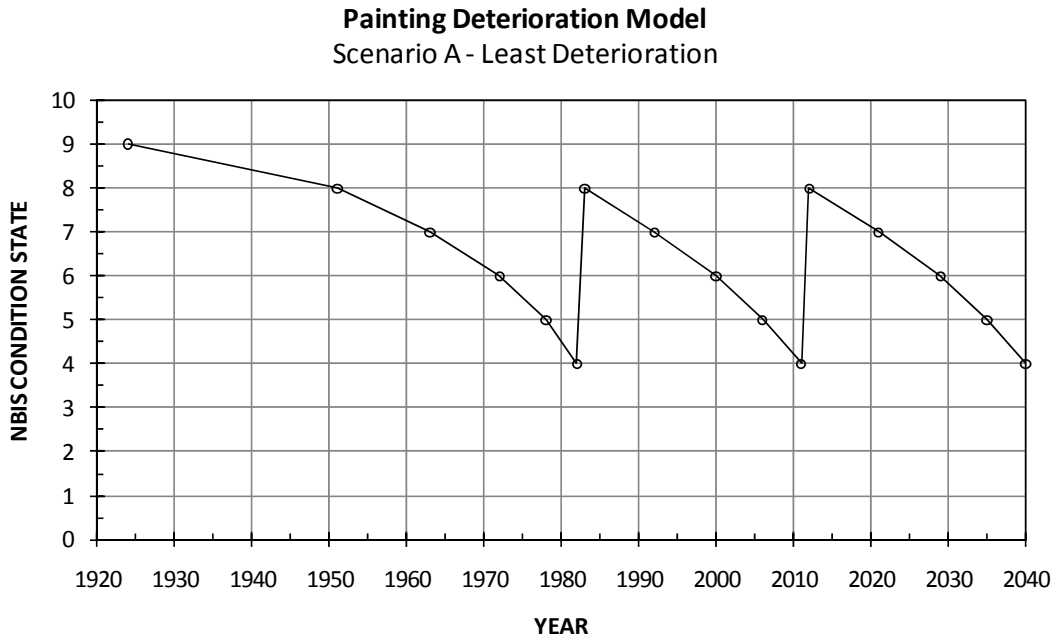


Figure 1. Painting System deterioration model for Scenario A – Least Deterioration

Essentially, whenever the average component group NBIS Condition State reaches "4" it is assumed that work (i.e., a project) must and will occur. As you can see in Figure 1, the painting system was assumed new in 1924, refurbished in 1982 at which time it was assumed to be in Condition State 4. Following along this path of Condition State deterioration, the painting system would be in Condition State 4 in 2011, which is very consistent with the known condition of the paint. Using this continued trend, an additional project would need to occur around year 2040, at which time the Painting System component grouping would again be in Condition State 4 and would require a project to bring it back up to Condition State 8.

4.2. DETERIORATION SCENARIOS

HNTB developed three different scenarios for deterioration as requested by the Port.

- Scenario A – Least Deterioration: Following a mild path of deterioration based on known history, work, inspections, and calculated deterioration rates. This scenario reflects the unmodified deterioration models.
- Scenario B – Moderate Deterioration: Following a more rapid rate of deterioration than the least deterioration model. In some cases this also assumes that repairs are not able to bring component groupings to as high a condition as in Scenario A.
- Scenario C – Most Deterioration: Following a more aggressive rate of deterioration.

It is important to recognize that as you progress through the different deterioration models the resulting outcome is simply that work is predicted to occur sooner and be more extensive. These models are not based on scientific measurements and are not intended to imply that a known life-span of the bridge components has been calculated. Instead, these use the known history of the bridge and changing condition with time to predict when work will need to occur. An example of how Scenario A and B compare is provided in Figure 2.

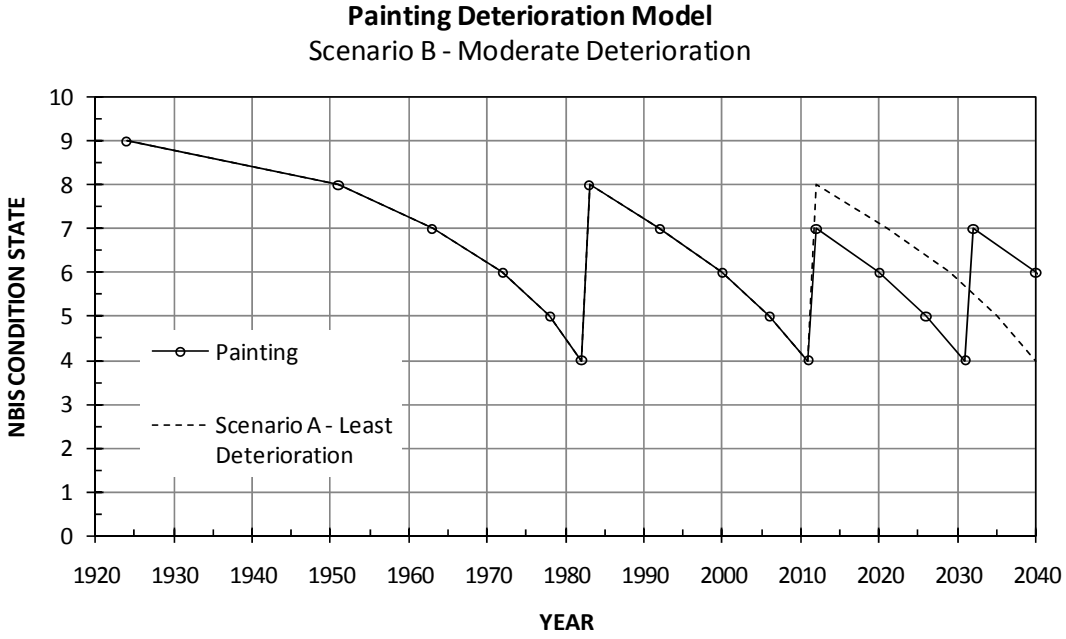


Figure 2. Scenario B with Scenario A superimposed for Painting Systems

As can be seen in Figure 2, the deterioration model prior to 2011 is equivalent for both Scenario A and B as the history is assumed equivalent. Two changes are incorporated into the model for this component group after 2011: the maximum NBIS Condition State to which a project is able to bring the Painting System to in 2011 and the rate of deterioration increases beyond 2011. For this comparison the result is a painting project that needed to occur in 2040 for Scenario A is now assumed to need to occur in 2031. Similar comparisons can be drawn from the deterioration curves that follow.

4.3. COST ESTIMATING PROCEDURES

Cost estimates for future work expenditures were calculated by first estimating the work that would need to occur once a component grouping reaches Condition State 4. For example, if the entire substructure component grouping reached Condition State 4 then it was assumed that a repair or replacement project needed to occur on one or more piers, depending on the deterioration scenario. The scope of work was largely based on historic project data from ODOT preservation projects. Once the scope was defined the cost items for that scope were tabulated and quantities were estimated. Depending on the type of work, previous cost data for the Bridge was utilized. The scope of the work predicted is a planning level estimate which includes some amount of contingencies. Specific scoping should be done by the Port as the project needs arise in the future. Using cost data from ODOT for 2009 and 2010 the cost for the project were estimated for that scope of work assumed. Cost estimates were calculated in 2010 dollars and then adjusted by the Port in the LTOM.

4.4. ASSUMPTIONS

The following primary assumptions were used to develop these models:

- Seismic vulnerability, ship impact, or other extreme events (i.e., "disasters") are not included.
- The Bridge is assumed to continue to operate in its current environment, including similar levels of traffic volumes.
- Increased cycles of loading and increased weights of vehicles are not modeled.
- No new loads or damage is applied to bridge.
- The Port will proactively perform work when the Bridge requires it, avoiding closure or deterioration beyond Condition State 4.
- Components can be lumped together to represent an approximate time when deterioration will occur.
- Painting will begin in 2011 regardless of the deterioration scenario.
- Expenditures do not include upgrades or improvements beyond the current operations.
- Tolling facility MR&R needs are not included.
- All construction cost estimates are in 2010 dollars.
- Unit cost data collected from 2009 do not appreciably change for the next 30 years.

5. RESULTS

Complete results of the deterioration modeling and resulting work estimates are provided in this section.

5.1. Deterioration Curves

Eight curves are presented for each of the three deterioration scenarios. Scenario A is described by Figures 4 through 11. Scenario B is described by Figures 12 through 19. Scenario C is described by Figures 20 through 27.

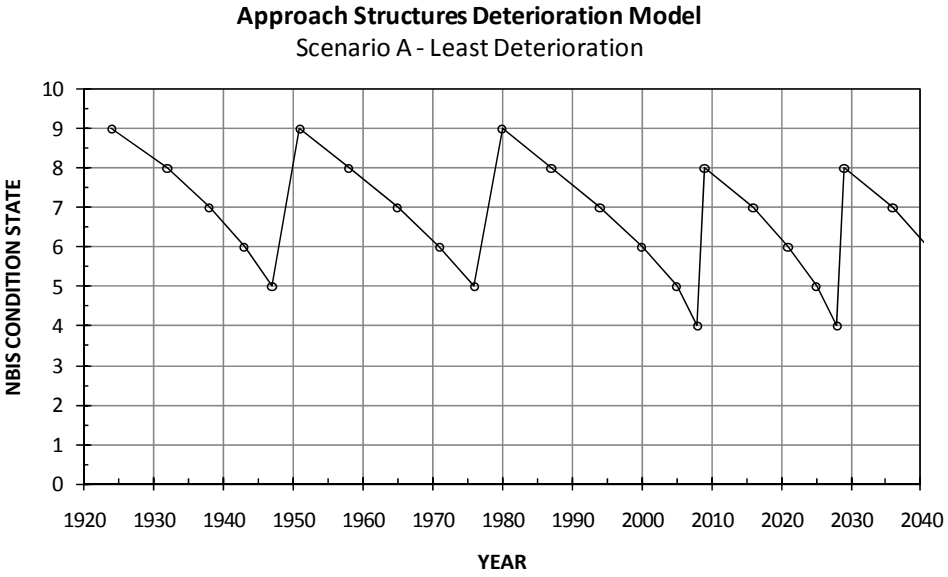


Figure 4. Approach Structures Deterioration Model for Scenario A – Least Deterioration

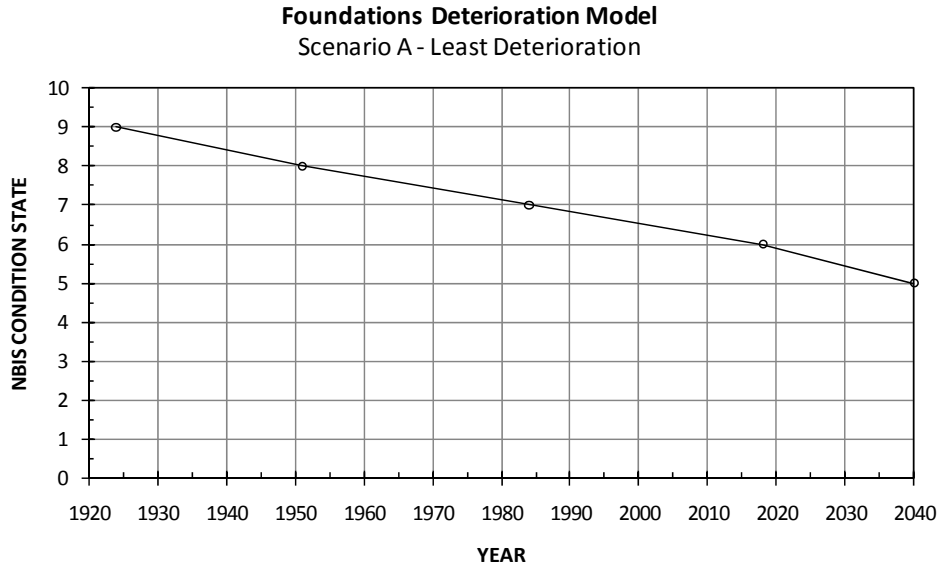


Figure 5. Foundations Deterioration Model for Scenario A – Least Deterioration

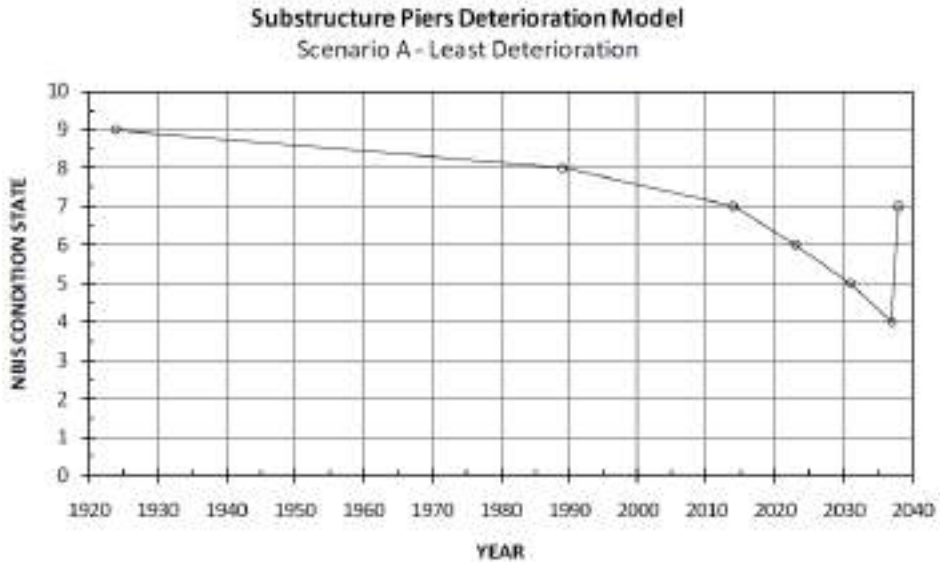


Figure 6. Substructure Piers Deterioration Model for Scenario A – Least Deterioration



Figure 7. Superstructure Steel Truss Deterioration Model for Scenario A – Least Deterioration

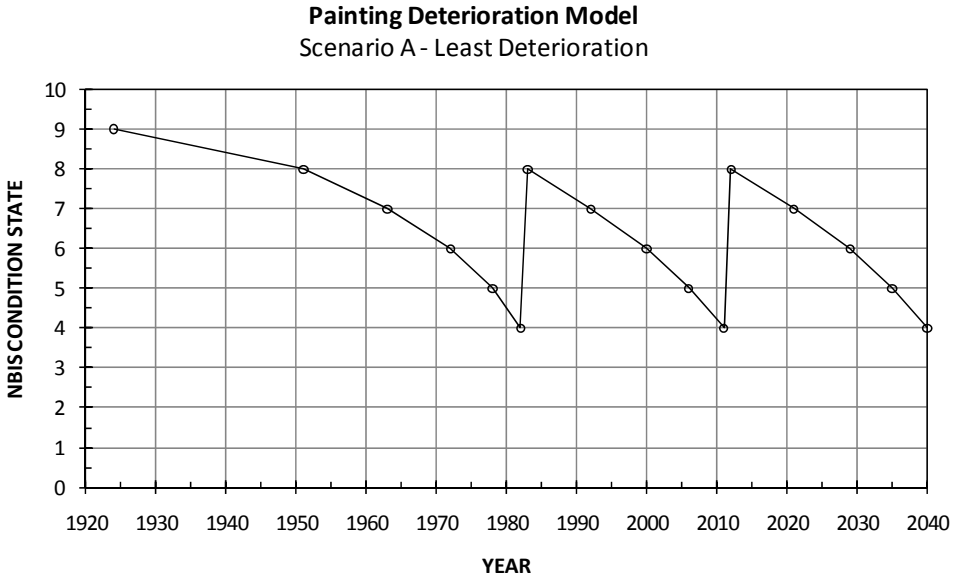


Figure 8. Painting Deterioration Model for Scenario A – Least Deterioration

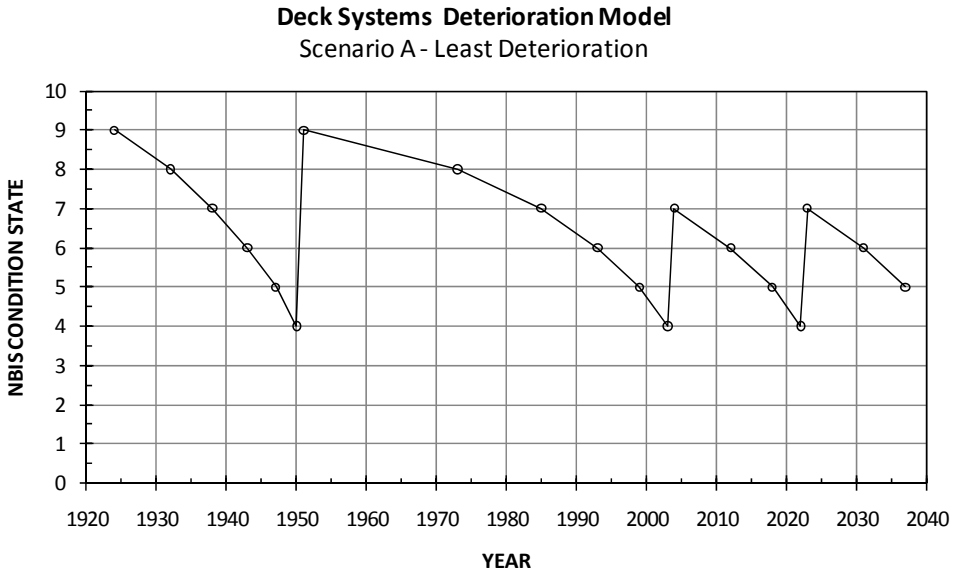


Figure 9. Deck Systems Deterioration Model for Scenario A – Least Deterioration

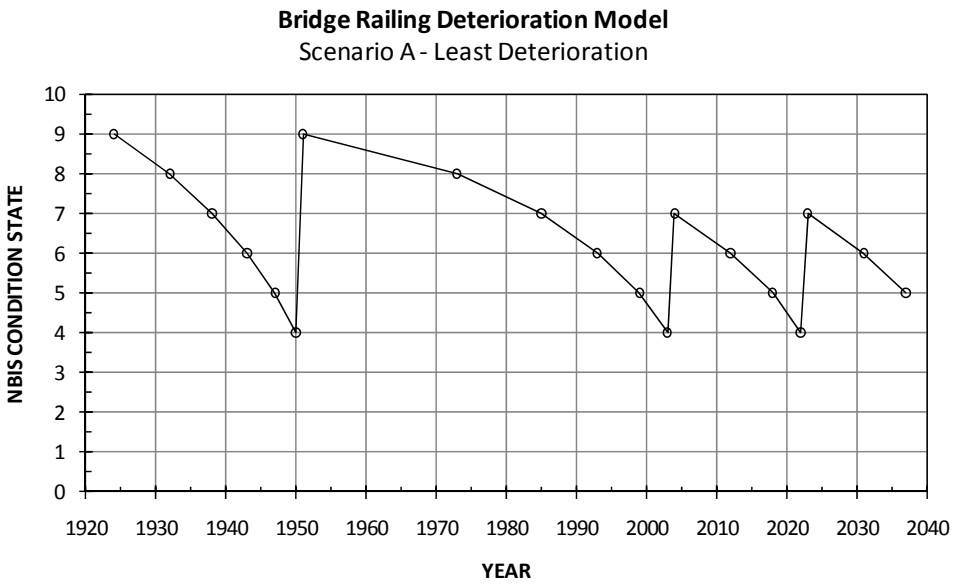


Figure 10. Bridge Railing Deterioration Model for Scenario A – Least Deterioration

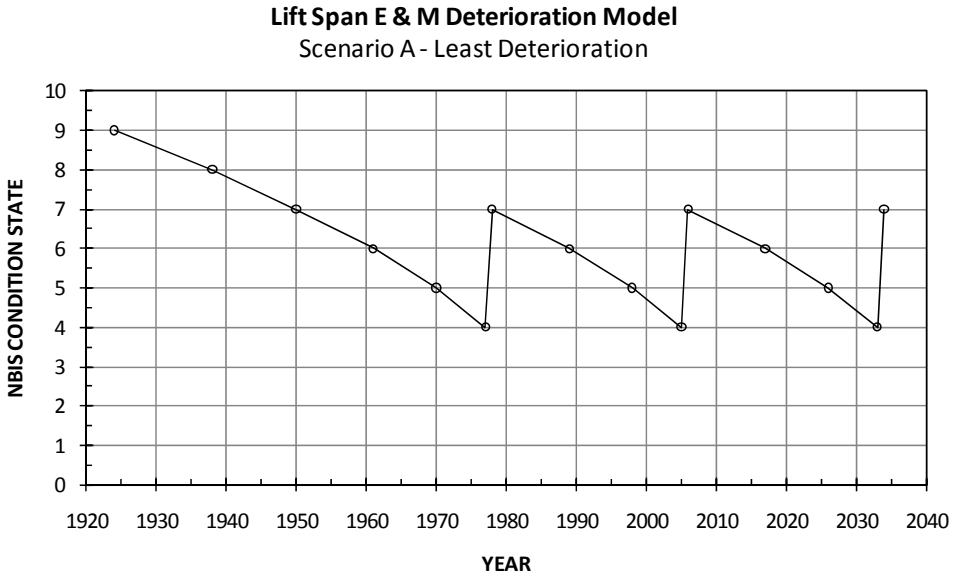


Figure 11. Lift Span E&M Deterioration Model for Scenario A – Least Deterioration

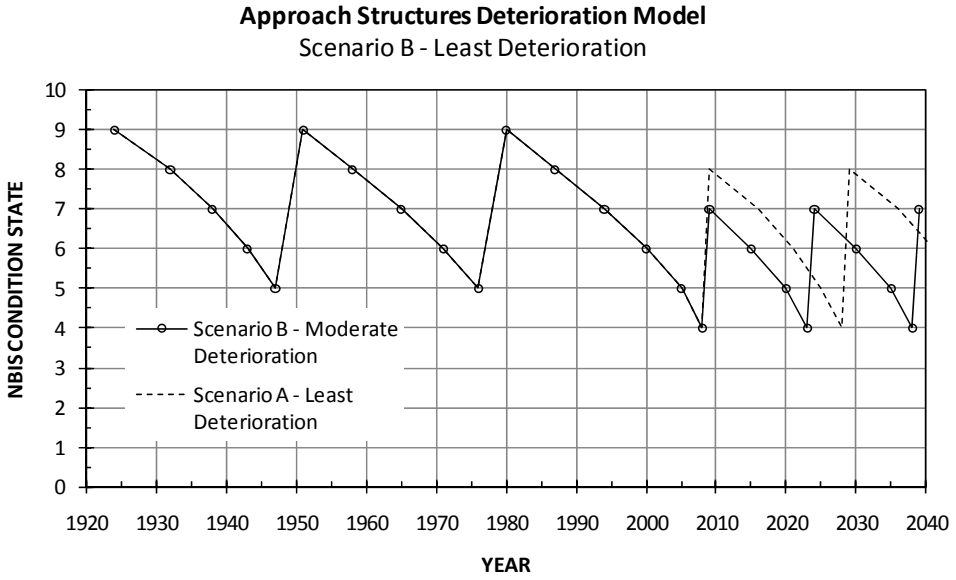


Figure 12. Approach Structures Deterioration Model for Scenario B – Moderate Deterioration

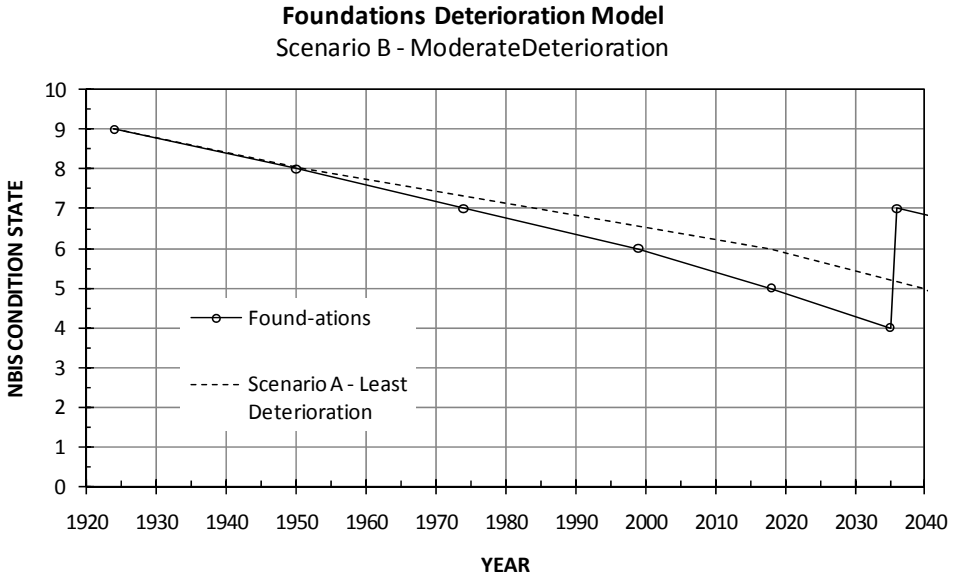


Figure 13. Foundations Deterioration Model for Scenario B – Moderate Deterioration

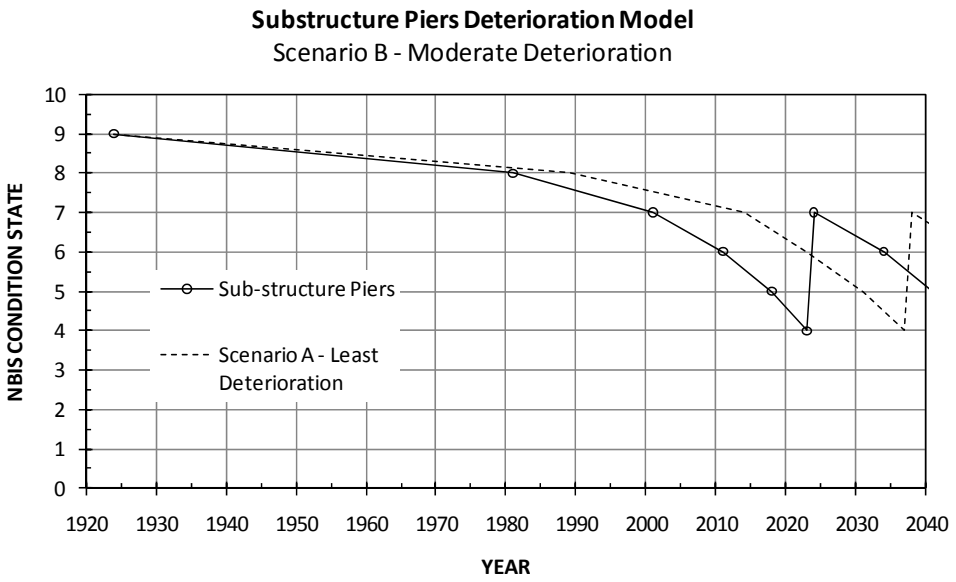


Figure 14. Substructure Piers Deterioration Model for Scenario B – Moderate Deterioration

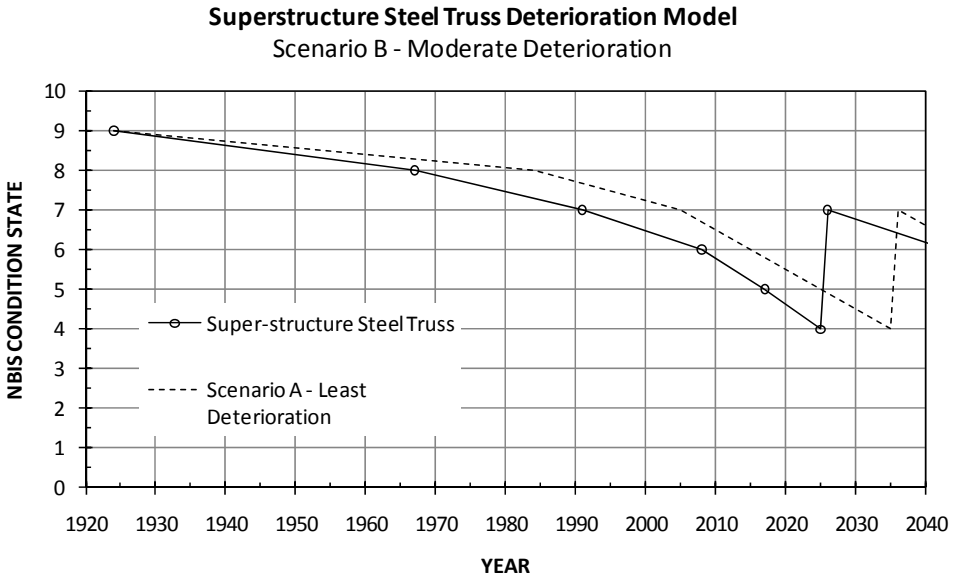


Figure 15. Superstructure Steel Truss Deterioration Model for Scenario B – Moderate Deterioration

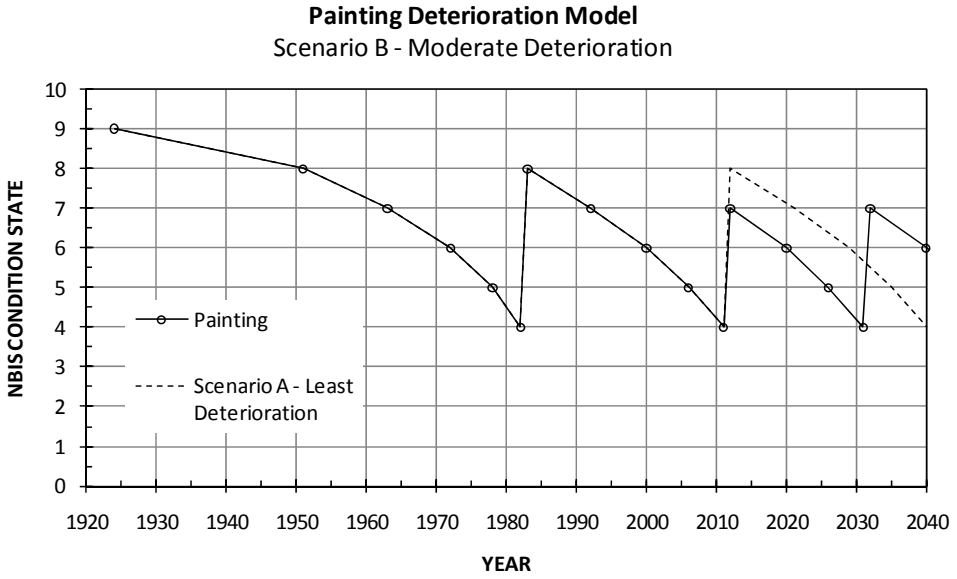


Figure 16. Painting Deterioration Model for Scenario B – Moderate Deterioration

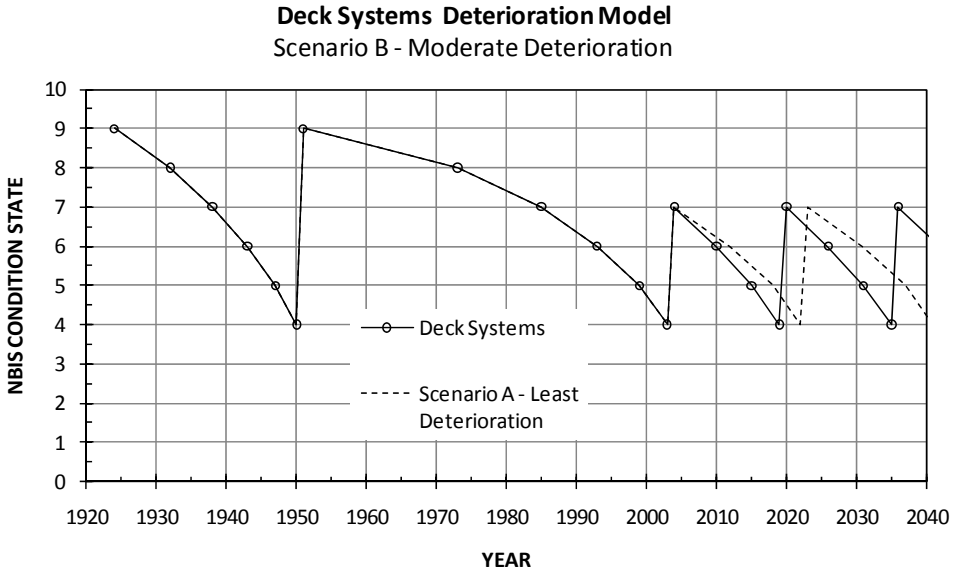


Figure 17. Deck Systems Deterioration Model for Scenario B – Moderate Deterioration

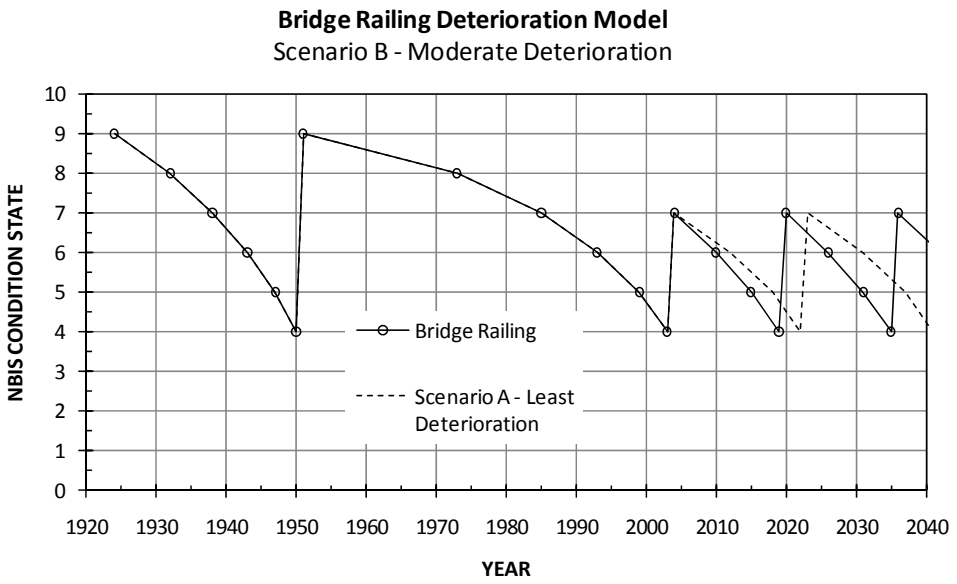


Figure 18. Bridge Railing Deterioration Model for Scenario B – Moderate Deterioration

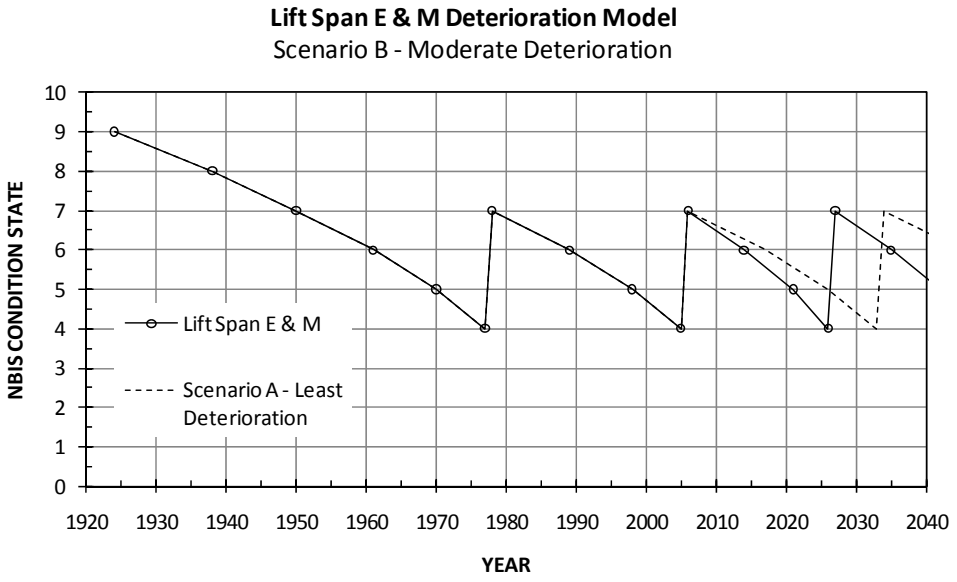


Figure 19. Lift Span E&M Deterioration Model for Scenario B – Moderate Deterioration

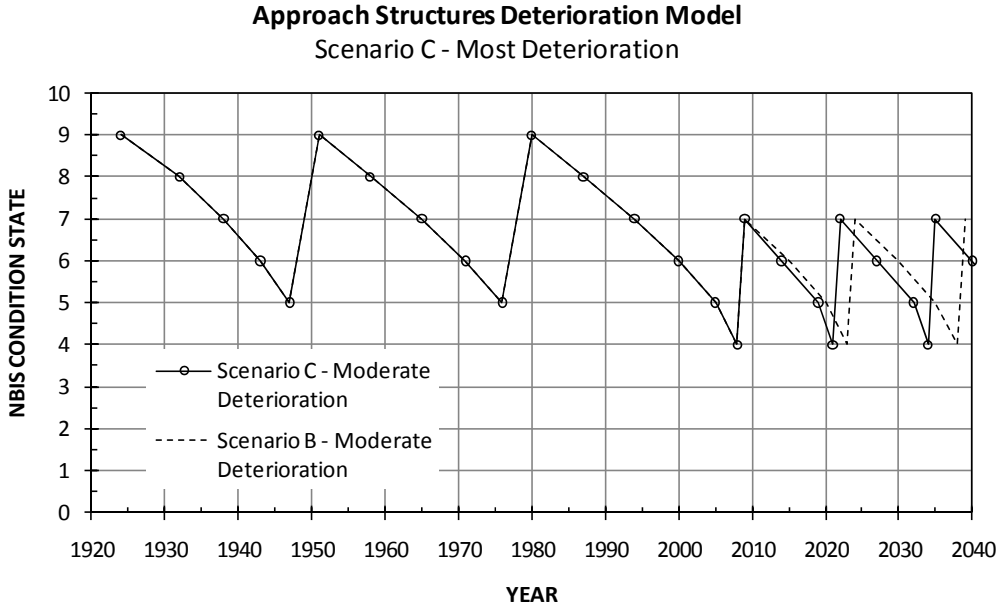


Figure 20. Approach Structures Deterioration Model for Scenario C – Most Deterioration

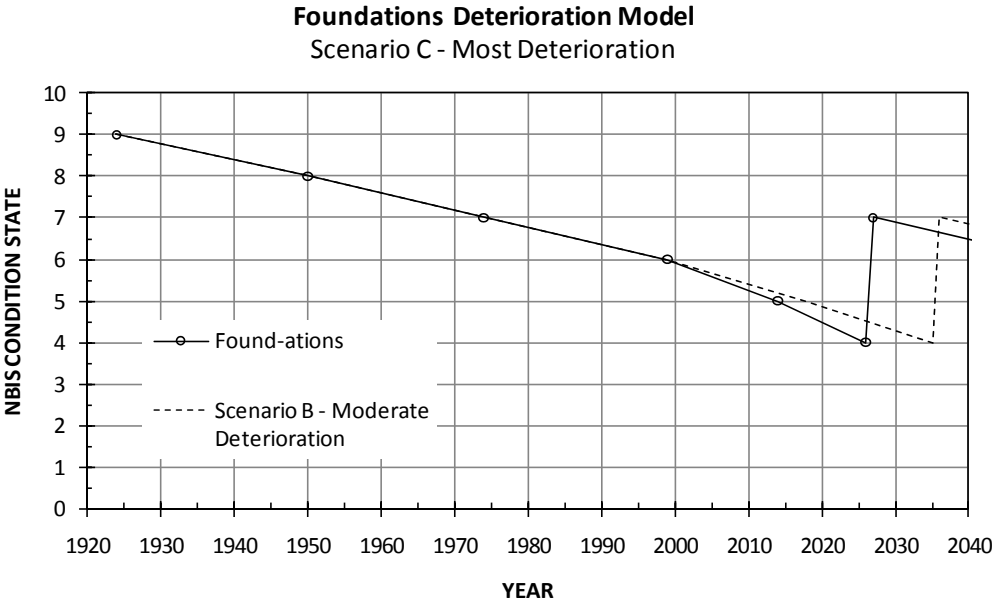


Figure 21. Foundations Deterioration Model for Scenario C – Most Deterioration

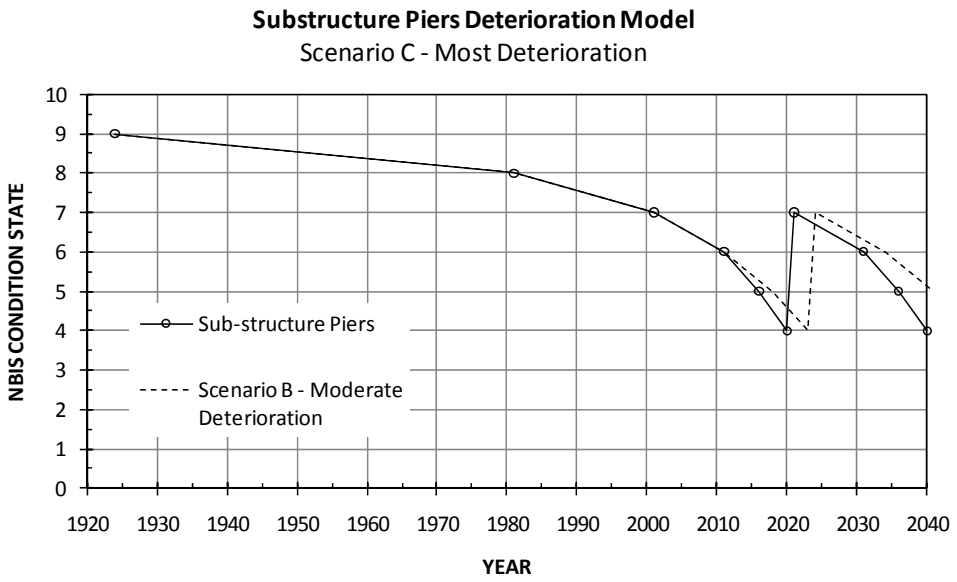


Figure 22. Substructure Piers Deterioration Model for Scenario C – Most Deterioration

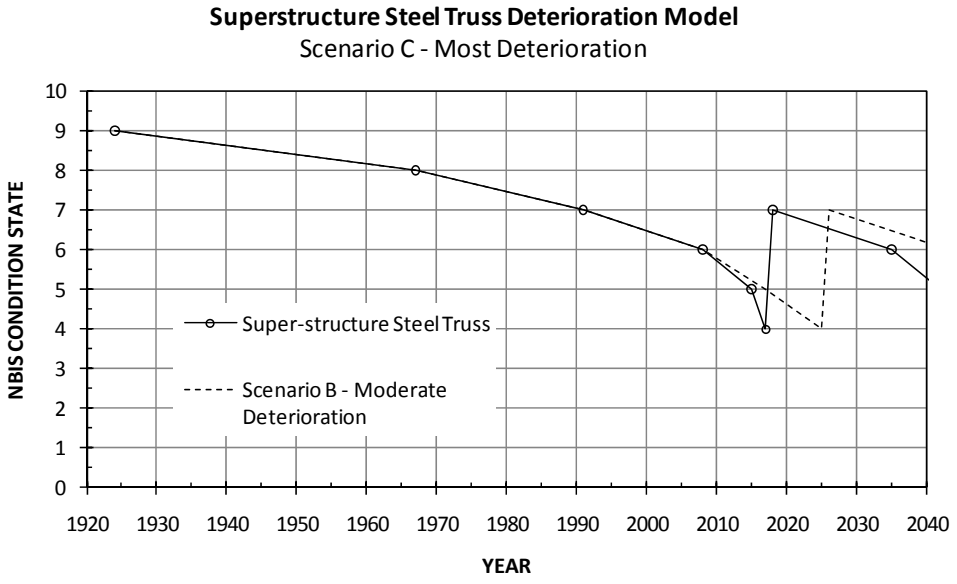


Figure 23. Superstructure Steel Truss Deterioration Model for Scenario C – Most Deterioration

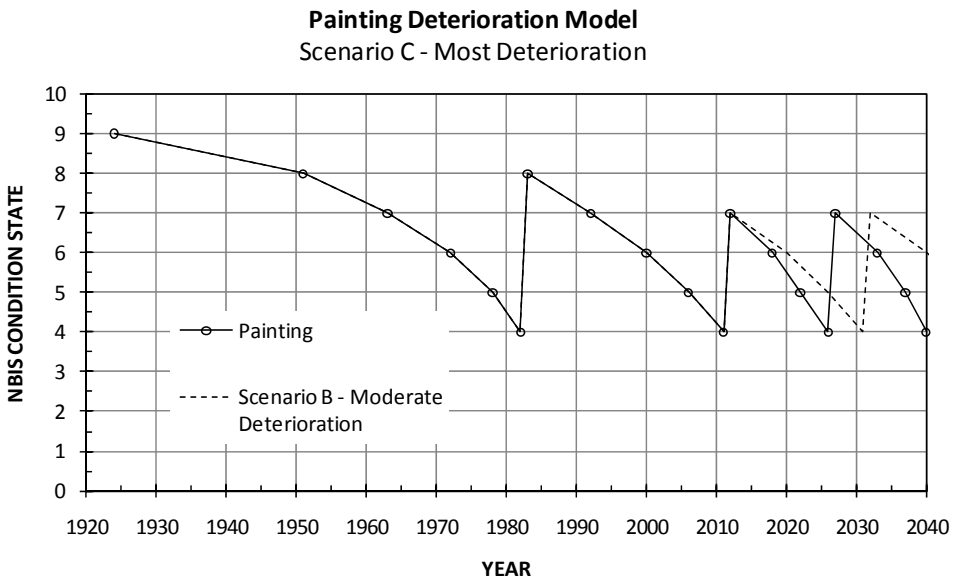


Figure 24. Painting Deterioration Model for Scenario C – Most Deterioration

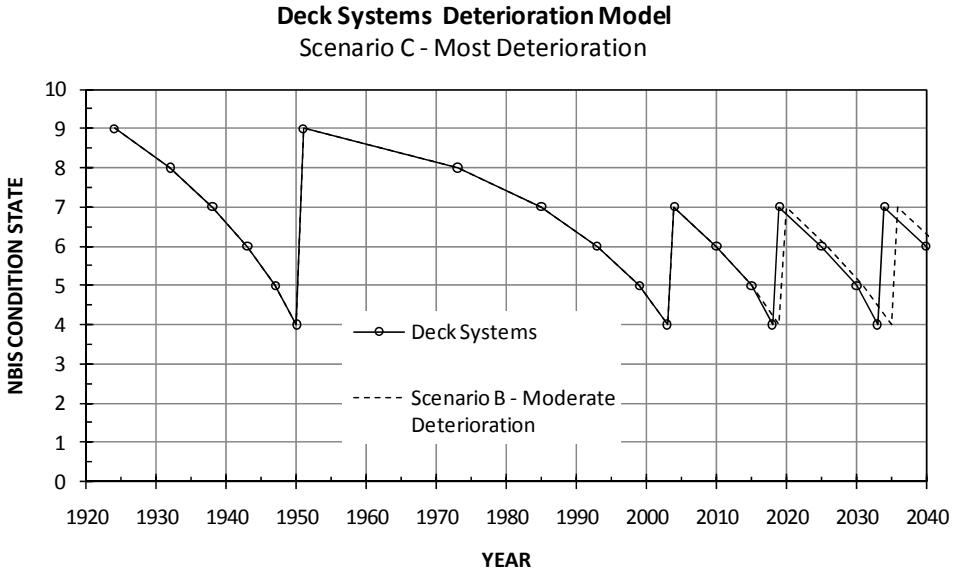


Figure 25. Deck Systems Deterioration Model for Scenario C – Most Deterioration

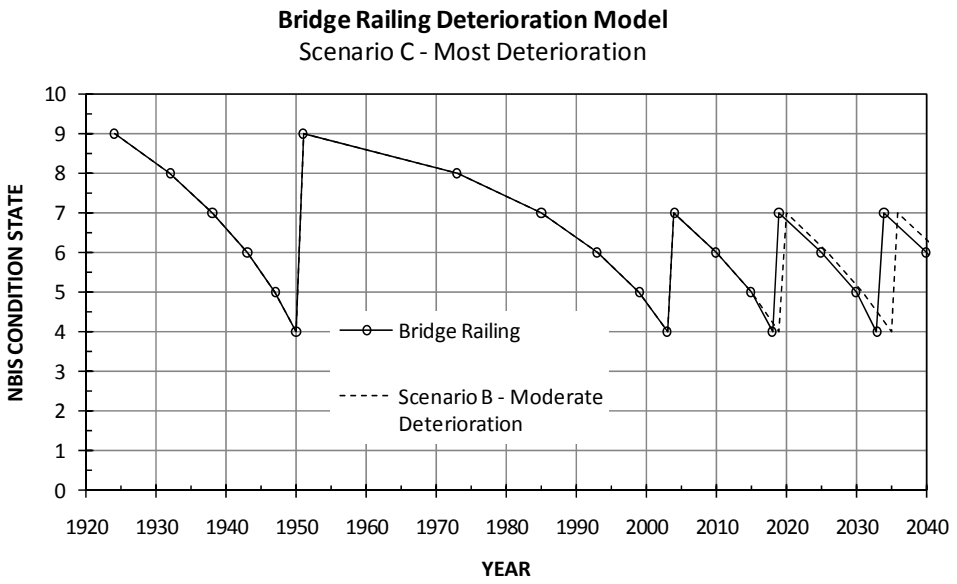


Figure 26. Bridge Railing Deterioration Model for Scenario C – Most Deterioration

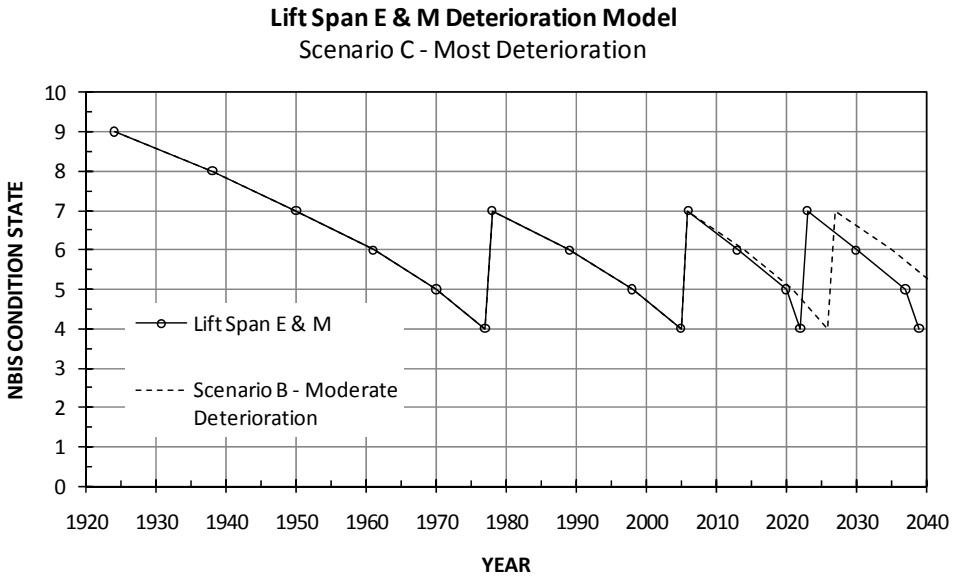


Figure 27. Lift Span E&M Deterioration Model for Scenario C – Most Deterioration

5.2. SUMMARY OF FUTURE BRIDGE WORK EXPENDITURES

For each of the three scenarios, one table, and one figure is provided below which represent the summary of estimated expenditures for bridge MR&R work in 2010 dollars for the three deterioration scenarios. Although painting is simplified for modeling purposes, the cost of the project work that results from the Painting System reaching Condition State 4 in 2031 (and other occurrences) is spread out over a five-year period. It is shown in the tables that a cost under a component grouping indicates that the component has reached Condition State 4 and that work will occur in the amount indicated.

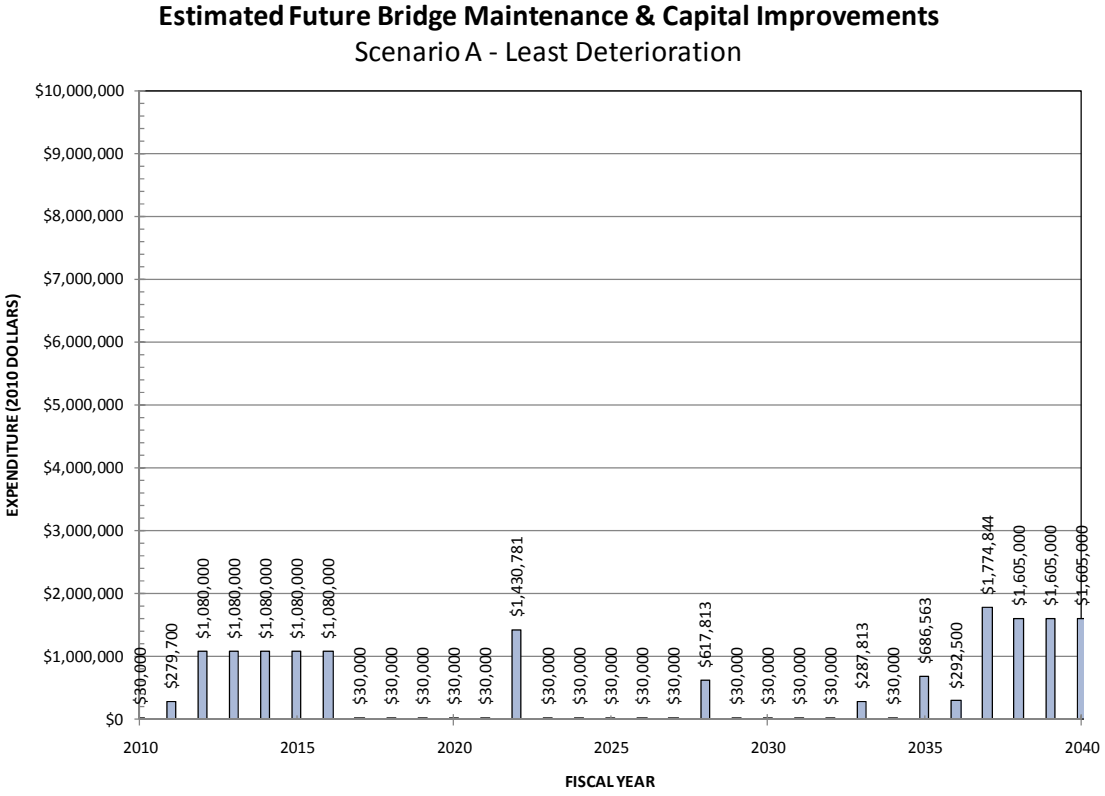


Figure 28. Estimated future bridge work for Scenario A – Least Deterioration

Estimated Future Bridge Work

Scenario A - Least Deterioration

Fiscal Year of Expenditure	Subdivision (Component Group)											Year Total
	Approach Structures	Found-ations	Sub-structure Piers	Super-structure Steel Truss	Painting	Deck Systems	Bridge Railing	Lift Span E & M	Ancillary Items	Inspections & Studies	Maintenance	
2010	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2011	$ -	$ -	$ -	$ -	$ 248,700	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 278,700
2012	$ -	$ -	$ -	$ -	$ 1,050,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,080,000
2013	$ -	$ -	$ -	$ -	$ 1,050,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,080,000
2014	$ -	$ -	$ -	$ -	$ 1,050,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,080,000
2015	$ -	$ -	$ -	$ -	$ 1,050,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,080,000
2016	$ -	$ -	$ -	$ -	$ 1,050,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,080,000
2017	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2018	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2019	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2020	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2021	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2022	$ -	$ -	$ -	$ -	$ -	$ 1,057,051	$ 343,730	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,430,781
2023	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2024	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2025	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2026	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2027	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2028	$ 587,813	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 617,813
2029	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2030	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2031	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2032	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2033	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 252,813	$ 5,000	$ 10,000	$ 15,000	$ 282,813
2034	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2035	$ -	$ -	$ -	$ 656,562	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 686,562
2036	$ -	$ -	$ -	$ -	$ 262,500	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 292,500
2037	$ -	$ -	$ 857,344	$ -	$ 787,500	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,774,844
2038	$ -	$ -	$ -	$ -	$ 1,575,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,605,000
2039	$ -	$ -	$ -	$ -	$ 1,575,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,605,000
2040	$ -	$ -	$ -	$ -	$ 1,575,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,605,000

Table Notes:

1. All cost estimates for work are in 2010 dollars and are not adjusted for inflation or variable Consumer Price Index.
2. Results derived from least aggressive deterioration modelling assumptions and calculations described in the report.
3. Component Groups (Sub-divisions) include items as described in the report.

Table 3. Component group expenditures for Scenario A deterioration (2010 dollars)

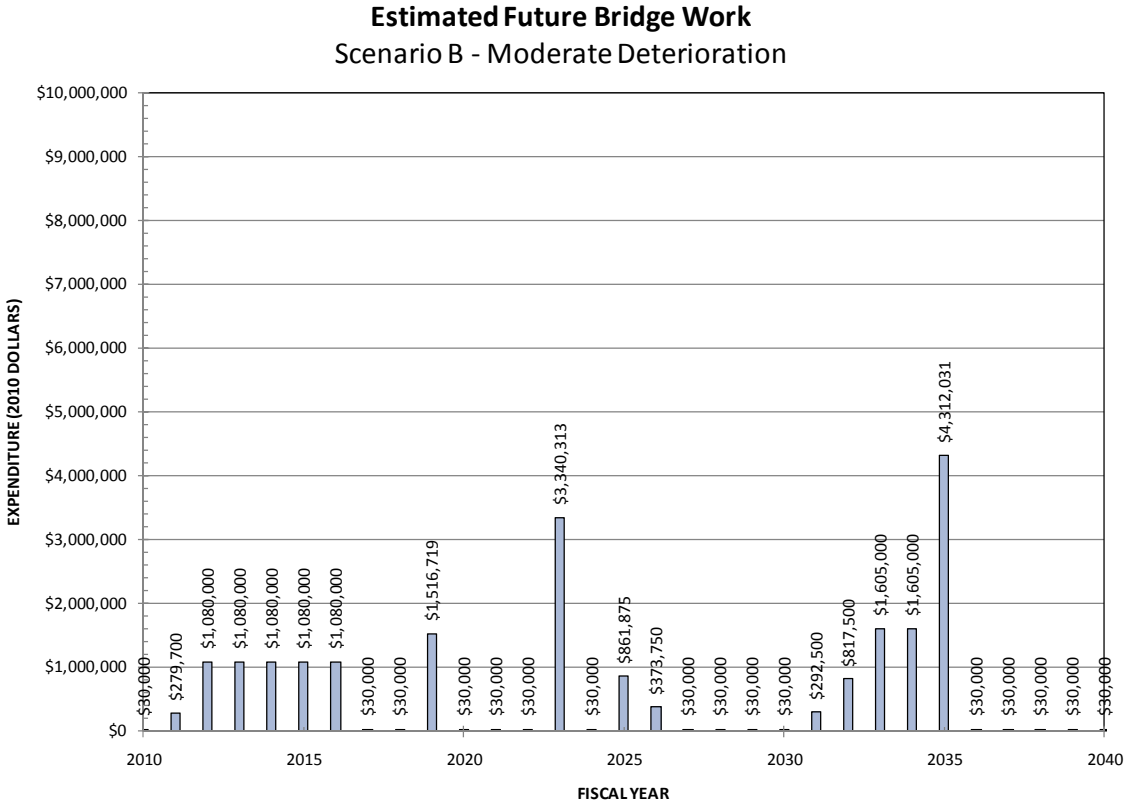


Figure 29. Estimated future bridge work for Scenario B – Moderate Deterioration

Estimated Future Bridge Work

Scenario B - Moderate Deterioration

Fiscal Year of Expenditure	Subdivision (Component Group)											Year Total
	Approach Structures	Foundations	Substructure Piers	Superstructure Steel Truss	Painting	Deck Systems	Bridge Railing	Lift Span E & M	Ancillary Items	Inspections & Studies	Maintenance	
2010	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2011	$ -	$ -	$ -	$ -	$ 249,700	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 279,700
2012	$ -	$ -	$ -	$ -	$ 1,050,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,080,000
2013	$ -	$ -	$ -	$ -	$ 1,050,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,080,000
2014	$ -	$ -	$ -	$ -	$ 1,050,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,080,000
2015	$ -	$ -	$ -	$ -	$ 1,050,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,080,000
2016	$ -	$ -	$ -	$ -	$ 1,050,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,080,000
2017	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2018	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2019	$ -	$ -	$ -	$ -	$ -	$ 1,057,031	$ 429,688	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,516,719
2020	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2021	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2022	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2023	$ 911,563	$ -	$ 2,378,750	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 3,340,313
2024	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2025	$ -	$ -	$ -	$ 831,875	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 861,875
2026	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 343,750	$ 5,000	$ 10,000	$ 15,000	$ 373,750
2027	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2028	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2029	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2030	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2031	$ -	$ -	$ -	$ -	$ 262,500	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 292,500
2032	$ -	$ -	$ -	$ -	$ 787,500	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 817,500
2033	$ -	$ -	$ -	$ -	$ 1,575,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,605,000
2034	$ -	$ -	$ -	$ -	$ 1,575,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,605,000
2035	$ -	$ 345,750	$ -	$ -	$ 1,575,000	$ 1,059,594	$ 429,688	$ -	$ 5,000	$ 10,000	$ 15,000	$ 3,312,031
2036	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2037	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2038	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2039	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2040	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000

Table Notes:

1. All cost estimates for work are in 2010 dollars and are not adjusted for inflation or variable Consumer Price Index.
2. Results derived from moderately deterioration modelling assumptions and calculations described in the report.
3. Component Groups (Subdivisions) include items as described in the report.

Table 4. Component group expenditures for Scenario B deterioration (2010 dollars)

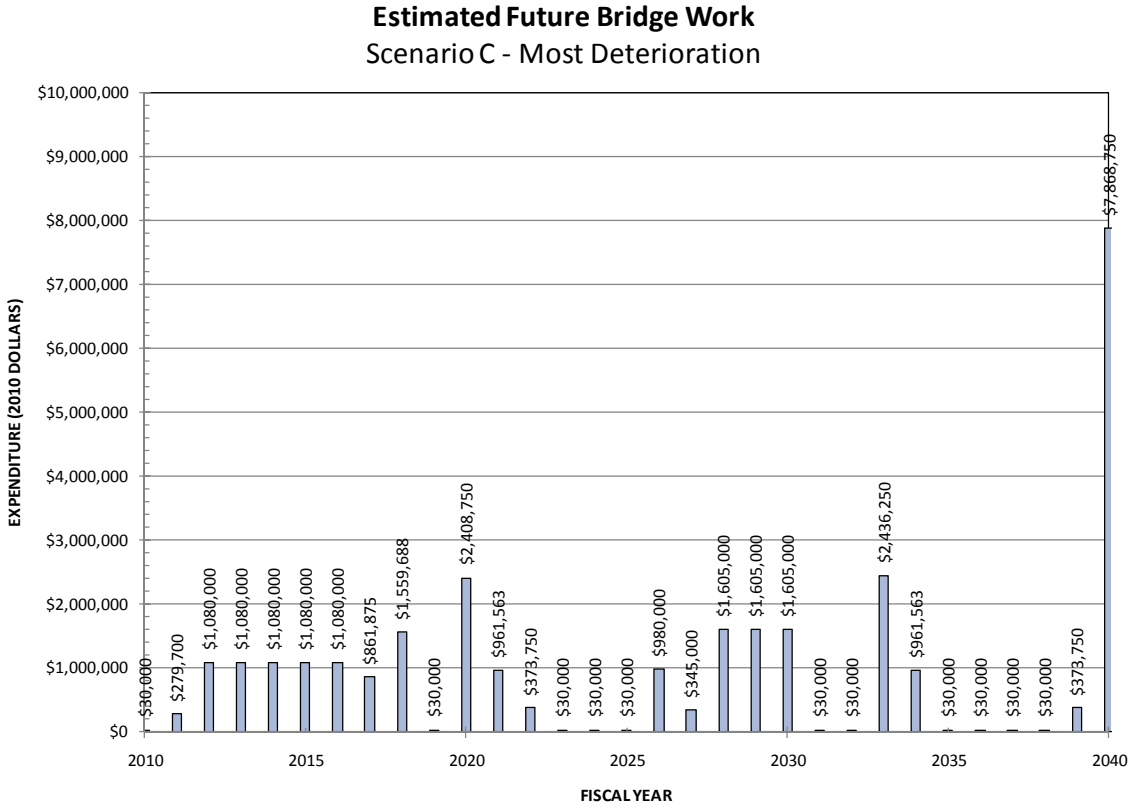


Figure 30. Estimated future bridge work for Scenario C – Most Deterioration

Estimated Future Bridge Work

Scenario C - Most Deterioration

Fiscal Year of Expenditure	Subdivision (Component Group)											Year Total
	Approach Structures	Foundations	Substructure Piers	Superstructure Steel Truss	Painting	Deck Systems	Bridge Railing	Lift Span E & M	Ancillary Items	Inspections & Studies	Maintenance	
2010	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2011	$ -	$ -	$ -	$ -	$ 369,700	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 729,700
2012	$ -	$ -	$ -	$ -	$ 1,050,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,080,000
2013	$ -	$ -	$ -	$ -	$ 1,050,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,080,000
2014	$ -	$ -	$ -	$ -	$ 1,050,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,080,000
2015	$ -	$ -	$ -	$ -	$ 1,050,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,080,000
2016	$ -	$ -	$ -	$ -	$ 1,050,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,080,000
2017	$ -	$ -	$ -	$ 801,875	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 861,875
2018	$ -	$ -	$ -	$ -	$ -	$ 1,057,831	$ 472,656	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,559,688
2019	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2020	$ -	$ -	$ 2,378,750	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 2,408,750
2021	$ 931,563	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 961,563
2022	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 341,750	$ 5,000	$ 10,000	$ 15,000	$ 371,750
2023	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2024	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2025	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2026	$ -	$ 687,500	$ -	$ -	$ 302,500	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 980,000
2027	$ -	$ -	$ -	$ -	$ 315,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 345,000
2028	$ -	$ -	$ -	$ -	$ 1,575,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,605,000
2029	$ -	$ -	$ -	$ -	$ 1,575,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,605,000
2030	$ -	$ -	$ -	$ -	$ 1,575,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 1,605,000
2031	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2032	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2033	$ -	$ -	$ -	$ -	$ -	$ 1,933,594	$ 472,656	$ -	$ 5,000	$ 10,000	$ 15,000	$ 2,436,250
2034	$ 931,563	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 961,563
2035	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2036	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2037	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2038	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 30,000
2039	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 341,750	$ 5,000	$ 10,000	$ 15,000	$ 371,750
2040	$ -	$ -	$ 2,378,750	$ -	$ 5,040,000	$ -	$ -	$ -	$ 5,000	$ 10,000	$ 15,000	$ 7,448,750

Table Notes:

1. All cost estimates for work are in 2010 dollars and are not adjusted for inflation or variable Consumer Price Index.
2. Results derived from least aggressive deterioration modeling assumptions and calculations described in the report.
3. Component Groups (Sub-divisions) include items as described in the report.

Table 5. Component group expenditures for C deterioration (2010 dollars)

6. CLOSING

6.1. FINDINGS & RECOMMENDATIONS

In summary, the data provided by HNTB was input into a larger model for financial planning purposes. Key findings of this investigation include:

- The Bridge is likely beyond its design life.
- The Bridge appears to be in better shape than a typical bridge of its age.
- The Bridge should continue to remain operational for years assuming no catastrophic events and heightened inspections and more vigorous maintenance, repair, and rehabilitation work. This assessment can change; constant monitoring of bridge components is essential.
- A preventative painting program, continued painting inspection, and monitoring of the condition are essential to extending the life of the Bridge.
- The Port should continue the vigilant inspections on the current recurrence, and increase the inspection frequency according to ODOT standard procedures and/or when a known issue arises.
- The Port should increase the annual budget for maintenance, repair, and rehabilitation as the predictions show an increased need for work done on the bridge.
- It is recommended that the Port assume the medium deterioration scenario but adjust for increased or decreased capital needs based on ongoing inspections and known issues that arise which would adjust the prediction of the rate of deterioration.

6.2. COMPARISONS

The largest difference in future expenditures for the three different scenarios is the cost and timing of the painting. As shown in Figure 30 for Scenario C, an additional and more comprehensive painting project was predicted at the end of the 30-year period considered. This additional project represents a large expenditure need should Scenario C accurately represent the deterioration. A comparison of the cumulative expenditures for the three deterioration scenarios is shown in Figure 31.

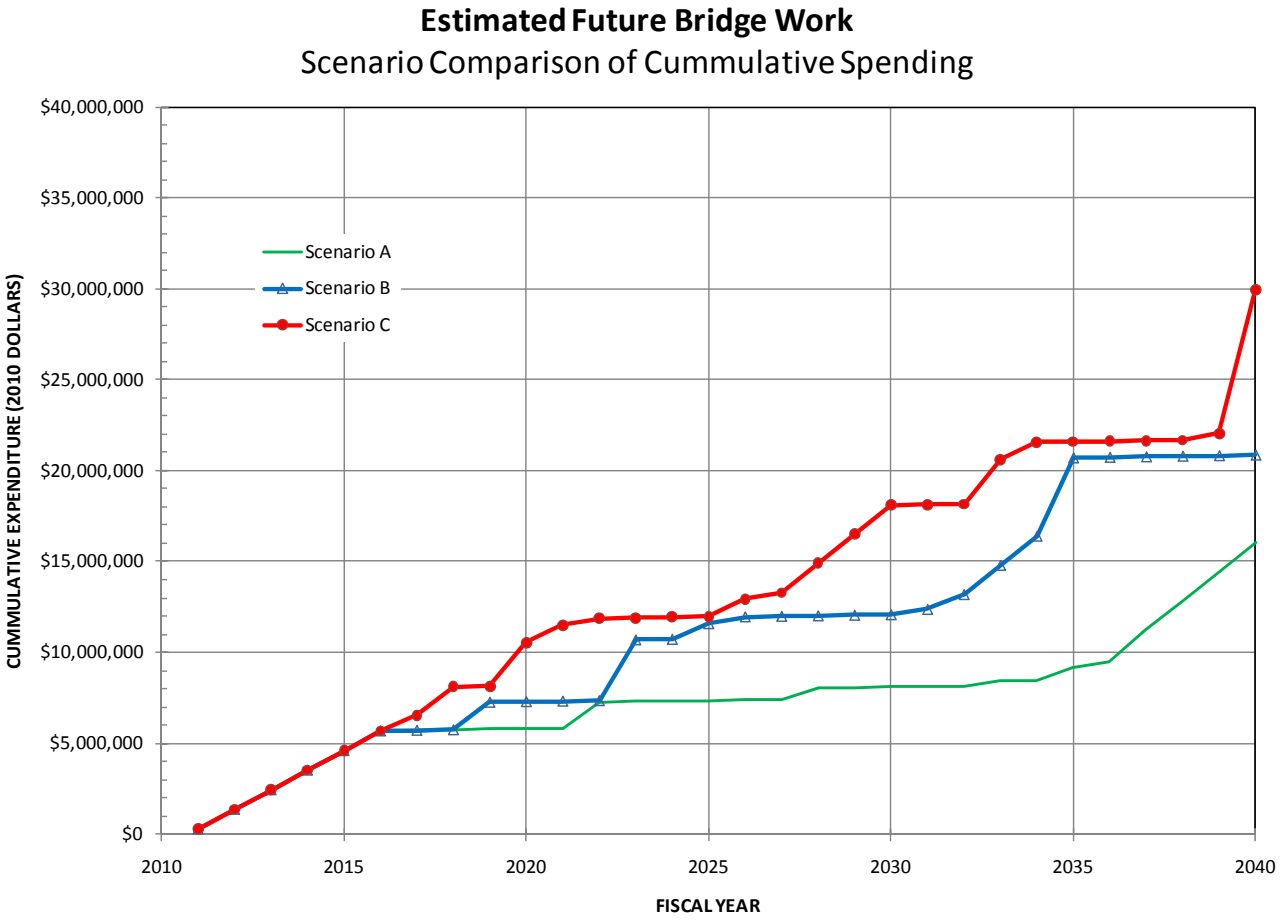


Figure 31. Cumulative expenditures estimated for the three deterioration scenarios

As seen in Figure 31 the difference between the different rates of deterioration is only evident in 2016 when work for Scenario C is predicted to occur sooner than for Scenario A and B. The results of the estimated construction work in 2010 dollars are transferred into the Port's larger operational model and then converted to real dollars and cash flow. The 2010 construction dollars provided herein should not be interpreted to be actual dollars spent in the future. These numbers are not adjusted for inflation or variable consumer price index.

6.3. LIMITATIONS

A precise prediction of the Bridge deterioration with time would require an extensive and ongoing program of scientific data collection, inspection, monitoring, and statistical evaluation, and recalibration of the myriad scientific material properties, loading, and changing environmental conditions. In addition, any work done on the Bridge changes the condition and alters its useful or functional life. For these reasons, HNTB sought to develop this cost-effective, yet defensible, method for predicting changes in the condition of bridge components.

The results of this study are for planning purposes and do not imply that the Bridge has a known lifespan. The myriad complexities result in an inherent inability to predict how long it will take for every piece of the Bridge to exceed a useful or safe lifespan. At any time the Bridge may exhibit damage, have undiscovered flaws, or unforeseen deterioration (e.g. stress fractures in steel components). In addition, vehicular loading on

the Bridge can accelerate presently unforeseen damage in unpredictable ways. The assumptions and limited information used to develop the estimated deterioration also limit the ability to accurately predict the lifespan of the Bridge.

6.4. REFINEMENTS USING INSPECTION & TESTING

To improve the understanding of the Bridge's condition and deterioration rates, expert investigations can be done utilizing specialized equipment and laboratory testing. Testing of reinforced concrete can include destructive, partially-destructive, or nondestructive methods. For this Bridge, only partially-destructive and nondestructive methods are viable since it is uneconomical to destroy portions of the Bridge. In the case of a partially-destructive testing, damage can be easily repaired immediately without repercussions. For example, core samples can be taken in areas which are already spalled to determine the extent of damaged concrete.

Composition of concrete through petrographic examination and chemical analysis of the concrete can help in the creation of a more accurate deterioration curve. Nondestructive tests can help determine the actual reinforcement cover in order to refine section capacity calculations and calculate the expected life of steel reinforcing. This type of test may not always be economical but the added information can be very beneficial. It could lead to a more accurate condition assessment to ensure money is spent wisely and the structure is maintained efficiently.

Non-destructive tests can be done on a concrete structure to determine the depth of cover or the presence of corrosion in the reinforcement. They can also be used to detect voids or rock pockets in the concrete. Specifically, soundings can be taken by striking the concrete surface to locate areas of voids or delamination of the concrete cover caused by the effects of freeze/thaw or the corrosion of the reinforcement. A magnetic reinforcing bar locator can be used to determine the placement of reinforcement. An impact hammer can be used, both above and below water, to test the surface hardness of the concrete. Radar can be used to assess the condition of concrete up to 30-inches-thick. Either above or below water, radar can detect delaminations, deteriorations, cracks, and voids (ACI Committee 546, 2006). These tests are a great way to gain information about a structure without destroying it.

Specifically, partially-destructive core sampling of concrete could be extracted from a bridge pier. From this core, information can be obtained about the chemical and strength properties of the concrete. Workmanship, depth of cover, reinforcement condition, and structural integrity can also be assessed when extracting a core sample (Guidebook on nondestructive testing of concrete structures, 2002).

An example of a non-destructive underwater inspection technique that could be utilized for this Bridge is the subaqueous laser scanning to identify pier flaws shown in Appendix E.

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8. LIST OF APPENDICES

Appendix A: Alternate Detour Routes for Bridge Closures
Appendix B: Select Bridge Photos
Appendix C: Summary of Major Work Done on the Bridge
Appendix D: NYDOT Deterioration Curve
Appendix E: Example Subaqueous Laser Scanning

APPENDIX A

ALTERNATE DETOUR ROUTES FOR BRIDGE CLOSURES

Hood River – White Salmon Bridge



Figure A1. Minimum 46-mile west detour route due to bridge closure (http://maps.google.com)



Figure A2. Minimum 45-mile east detour route due to bridge closure (http://maps.google.com)

APPENDIX B

SELECTED BRIDGE PHOTOS

Hood River – White Salmon Bridge



Figure B1. View from Hood River, OR toward White Salmon, WA. (McCurry, 2010)



Figure B2. Bridge provides regional connections for commerce (McCurry, 2010)



Figure B3. Narrow bridge width and high traffic volumes. (McCurry, 2010)



Figure B4. Bridge toll facility on south end (McCurry, 2010)



Figure B5. Lift span rehabilitation work can at times halt all traffic (McCurry, 2010)

APPENDIX C

SUMMARY OF MAJOR WORK DONE ON THE BRIDGE

Hood River – White Salmon Bridge

Summary of Major Work Performed on Hood River Bridge

Year	Work Task/Contract Description
1924	Bridge constructed
1936	208 long section replaced by steel deck girder span
1938	Bridge Retrofitted for Bonneville Dam, Elev 72 to 88' 7-208' spans raised, lift span and lift towers added, 2-208' deck spans raised and existing piers raised, 3 additional spans added to south side and 2 shore spans made into thru truss, 6 deck spans added to north side, timber approach trestles were construction, toll booth was added to span just north of lift span.
1940	Main channel span altered to become lift span. 6 208' steel decks added to north end to replace timber trestle. North approach realigned. Original piers strengthened to provide against greater overturning force due to higher water levels and greater loads due to the lift towers.
1947	Two more 214 foot steel spans added at south end.
Port Purchases Bridge, December 12, 1950	
1951	Work done, toll booth moved to Oregon side.
1965-66	Railings and curbs replaced with steel posts, flexbeam guardrails and steel curbing. Lights replaced. Gas line installed across bridge
1967	Portal Bracing revised to provide adequete clearance. Telephone cable added across bridge.
1970	First phase of painting was completed, unusual problems with starlings has been noted.
1971	Lift span was painted and a bridge alignment survey was made.
1972	Oregon approach guardrails were replaced with steel rails
1976	Renovation program started. Bridge south of lift span sandblasted, steam cleaned and painted. Life estimated to 2010.
1977	Ten spans of deck were welded. Control house platforms replaced with treated lumber. New power and control cable supports installed.
1978	Mechanical traffic axel counters installed. Additional anchor bolts added to each concrete pedestal supporting the floor beam and the north and south towers. Steel straps were placed around each concrete pedestal to prolog their life and one 1500 pound concrete counterweight was removed from each of the counterweights to increase the seating capacity of the lift span. Corps of Engineers took soundings near the bridge. Weight limits were recommended as 15 tons per vehicle, 27 tons per truck and semi-trailer, 36 tons per truck and full trailer and 12 tons maximum axle load.
1979	Wire Rope Replacement
1980	Pier cap repair began using specialized epoxy pressure injection method.
1981	Deck grating on spans 13, 15, and 16 were re-welded. Pier Cap repair was extensive with pier caps #3, 9, 10, 1,2,4,5,6,7,8 and 14 completed.
1982	Maintenance Painting Contract
1996	Retrofit Truss Spans
1997	Bridge Widening
2000	Mechanical & Electrical Upgrade, Counterweight adjustment
2003	Deck Replacement
2006	Span Lock Rehabilitation
2006	Concrete Deck Overlay
2006	Toll Facility Improvements
2007	Relocate Light Standards

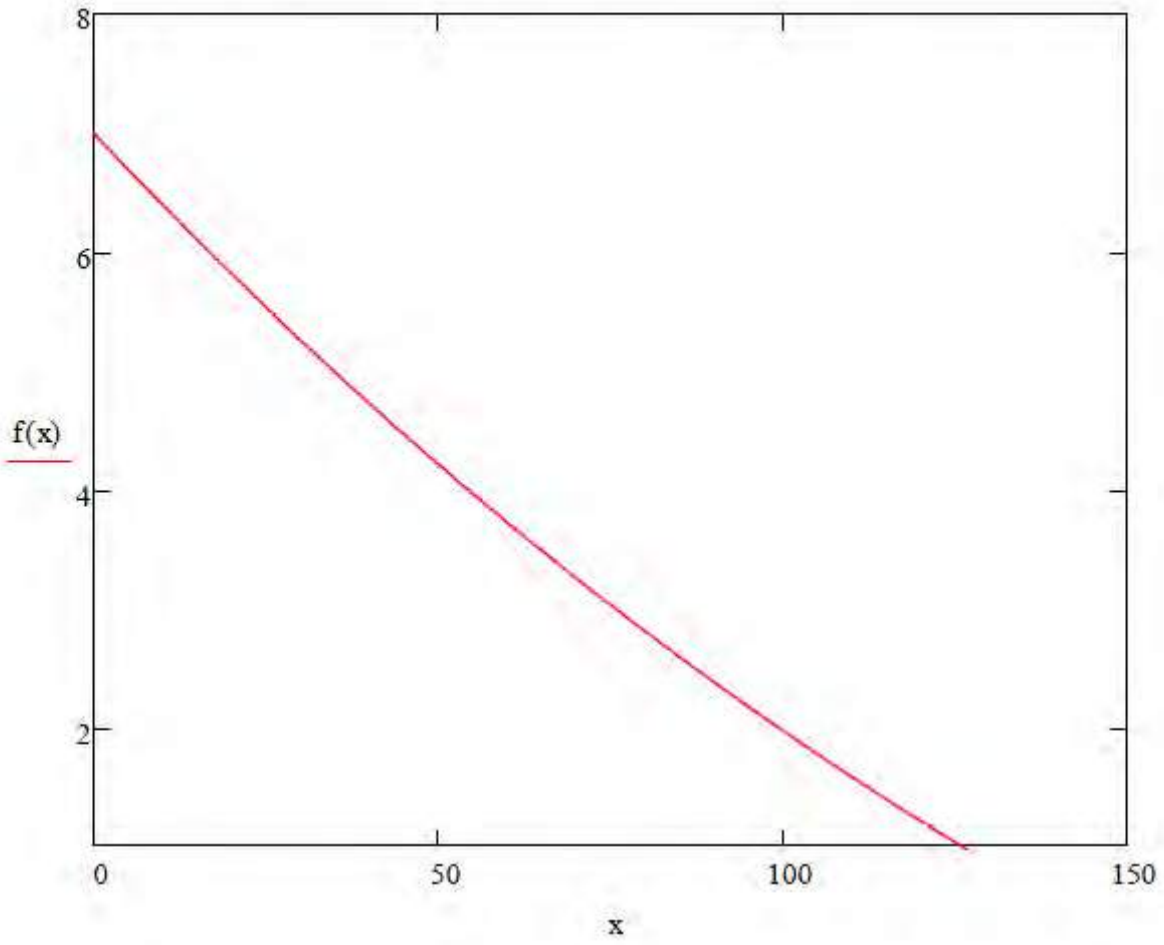
APPENDIX D

NYDOT DETERIORATION CURVE

Hood River – White Salmon Bridge

(based on a 7 state scale) Weibull-based deterioration curve

$$f(x) := 7 - 0.0616063 \cdot x + 0.0001235 \cdot x^2 - 0.0000001 \cdot x^3$$



Example NYDOT Deterioration Curve
(Agrawal & Kawaguchi, 2009)

APPENDIX E

EXAMPLE SUBAQUEOUS LASER SCANNING

Hood River – White Salmon Bridge



Example Subaqueous Laser Scanning
(Browne, 2009)

Pavement Management Program Report with Budget Options



Capitol Asset & Pavement Services Inc

April, 2013

Port of Hood River

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Executive Summary

Capitol Asset & Pavement Services, Inc. was contracted by the Port of Hood River to perform visual inspections of all paved streets and parking lots maintained by the Port of Hood River (Port). All paved streets and parking lots maintained by the Port were evaluated in accordance with Metropolitan Transportation Commission (MTC) standards, and the Streetsaver Online 9.0 database was updated with the inspection data. Inspections were completed in April, 2013.

The maintenance decision tree treatments and costs were reviewed and updated to reflect recommended pavement maintenance practices and treatment prices. Budgetary Needs analysis was performed based on the pavement inspections and treatment costs and four budget scenarios were evaluated to compare the effects of various funding levels.

The Port's street and parking lot network consists of 831,296 square feet of paved streets and parking lot. A detailed visual inspection of the Port's streets resulted in a calculated average PCI of 70. Using a 0-100 PCI scale, with 100 being the most favorable, a rating of 70 places the Port's street and parking lot network in the 'Good' condition category.

Four scenarios were analyzed for various street maintenance funding levels. The budget includes preventative maintenance and rehabilitation work for existing paved street surfaces. The Port's current strategy of street maintenance, along with current prices for the treatments, was entered into a decision tree matrix. This matrix defines what treatments need to be applied to streets in varying PCI condition. Utilizing this decision matrix, it was determined that the Port will need to spend $1.96 million over the next ten years to bring the street and parking lot network into 'optimal' condition, or an overall street and parking lot network PCI of 85. Scenarios were also run to determine the budgets required to maintain the current PCI of 70, increase the PCI by 5 points, and increase the PCI by 10 points over the next ten years. Scenario analyses show that at current funding levels, the overall street condition will likely decline. Table 1 summarizes the findings of the Scenarios.

Table 1 – Summary of outcome of different funding levels (Scenarios)

Average yearly budget	$196,000 (Scenario 1)	$64,000 (Scenario 2)	$140,000 (Scenario 3)	$187,000 (Scenario 4)
Total budget for 10 years	$1.96 million	$0.64 million	$1.40 million	$1.87 million
Current PCI	70	70	70	70
Current % in 'Good' condition	60.6%	60.6%	60.6%	60.6%
PCI after 10 years (change)	82 (+12)	70 (0)	75 (+5)	80 (+10)
Backlog after 10 years	$0	$1.79 million	$0.96 million	$0.40 million
% 'Good' condition after 10 years	94.1%	78.9%	81.1%	94.4%

Purpose

This report is intended to assist the Port of Hood River with identifying pavement maintenance priorities specific to the Port.

The report examines the overall condition of the street and parking lot network and highlights the impacts of various funding levels on the network pavement condition and deferred maintenance funding shortfalls. The Metropolitan Transportation Commission, MTC, Streetsaver Pavement Management Program (PMP) was used for this evaluation. The intent of this program is to develop a maintenance strategy that will improve the overall condition of the street and parking lot network to an optimal Pavement Condition Index (PCI) in the low to mid 80's and also to maintain it at that level.

The MTC Streetsaver program maximizes the cost-effectiveness of the maintenance treatment plan by recommending a multi-year street maintenance and rehabilitation plan based on the most cost-effective repairs available. A comprehensive preventative maintenance program is a critical component of this plan, as these treatments extend the life of good pavements at a much lower cost than rehabilitation overlay or reconstruction treatments. To this end, various 'what-if' analyses (scenarios) were conducted to determine the most cost-effective plan for maintaining the Port's pavement network over ten years and at various funding levels.

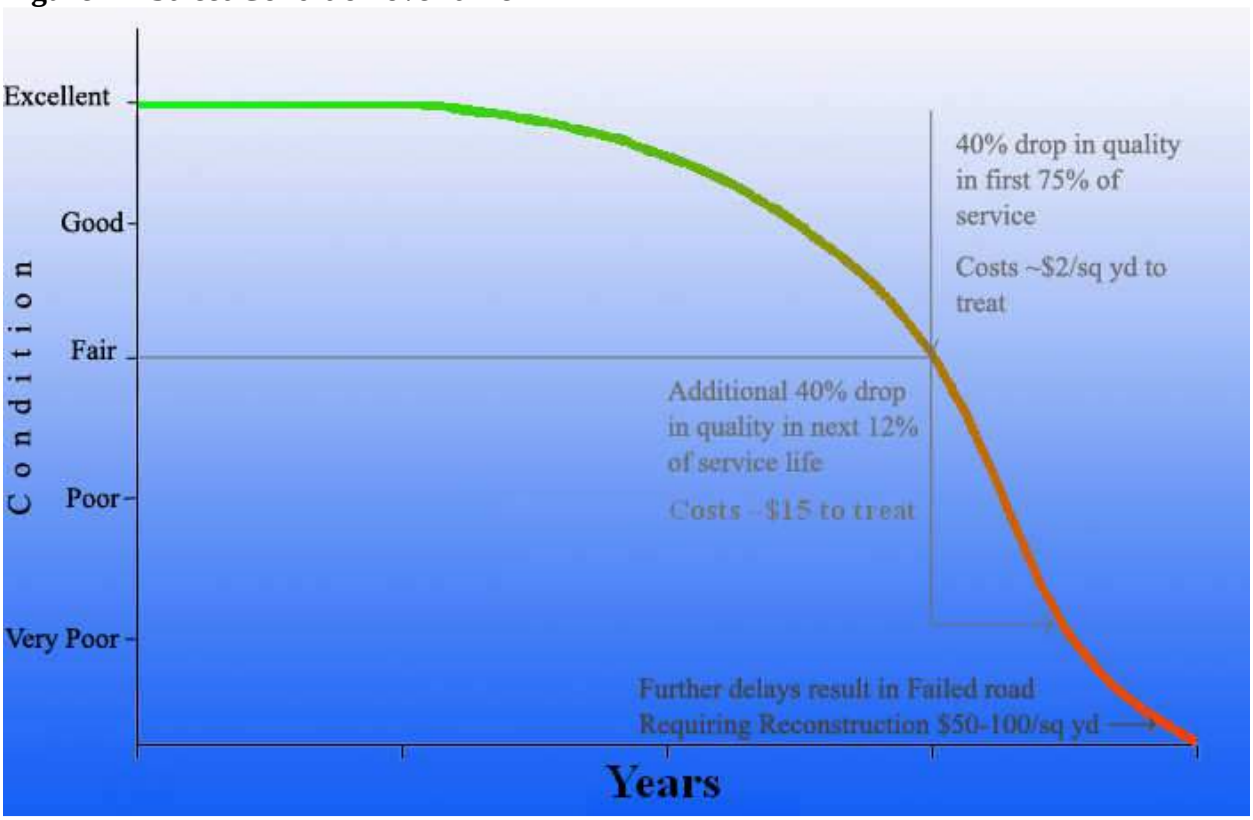
Pavement Management Strategy

Pavement Management is a set of tools and philosophies designed to manage the maintenance activities of Asphalt Concrete and Portland Concrete Pavements. A Pavement Management System consists of a module to keep track of existing and historical pavement condition data and a decision making process to help choose the most cost-effective maintenance strategies and which streets to treat when.

Conventional wisdom of most public works and street department agencies has been to treat streets in a "worst-first" philosophy. Under this "worst-first" policy, streets are allowed to deteriorate to a nearly failed condition before any rehabilitation (such as Overlays or Reconstructions), are applied. This can also be called the "don't fix if it ain't broke" mentality.

Pavement Management Systems are designed with a more cost-effective, "Best-first" approach. The reasoning behind this philosophy, is that it is better to treat streets with lower-cost, preventative maintenance treatments, such as Slurry Seals, Chip Seals, and Crack Seals, and extend their life cycle, before the street condition deteriorates to a state where it requires more costly rehabilitation and reconstruction treatments. Generally, paved streets spend about three-quarters of their life-cycle in fair to excellent condition, where the street shows little sign of deterioration, and has a high service level. After this time, the street condition begins to deteriorate at a rapid rate and, if not maintained properly, soon reach a condition where it will require costly overlays and reconstructions. If treated with a surface seal and other preventative measures, the street condition will remain at a good level for a longer period of time. Figure 1 shows a typical condition deterioration curve for a street.

Figure 1 – Street Condition over time



Existing Pavement Condition

The Port is responsible for the repair and maintenance of 831,296 square feet of paved streets and parking lots. The Port's street and parking lot network replacement value is estimated at $10.5 million.[1] This asset valuation assumes replacement of the entire street and parking lot network in present day dollars. This represents a significant asset for Port officials to manage.

The average overall network Pavement Condition Index (PCI) of the Port's street and parking lot network is 70, which indicates that the street and parking lot network is in 'Good' condition. The Pavement Condition Index is a measurement of pavement condition that ranges from 0 to 100. A newly constructed or overlaid street would have a PCI of 100, while a failed street (requiring complete reconstruction) would have a PCI under 25. Appendix D contains a report detailing the PCI information for each street.

Table 1 details the network statistics and pavement condition by functional class.

Table 1 – Street and parking lot network Statistics and Average PCI by Functional Class

Facility Type	Area (feet$^{2)}$	Centerline Miles	# of Sections	% of Network (by Area)	Average PCI
Streets	248,966	1.48	20	29.9%	59
Parking Lots	582,330	N/A	24	70.1%	75
Totals	831,296		702	--	70

Table 2 and Figure 2 details the percentage of the street and parking lot network area by each PCI range or condition category.

Table 2 and Figure 2 – Percent Network Area by Facility Type and Condition Class

Condition Class	PCI Range	Streets	Parking Lots	Total
Good (I)	70-100	12.1%	48.5	60.6%
Fair (II/III)	50-69	9.4%	15.0%	24.5%
Poor (IV)	25-49	2.9%	3.5%	6.4%
Very Poor (V)	0-24	5.5%	3.0%	8.5%
Totals		29.9%	70.1%	



[1] Replacement value is calculated as the current cost to reconstruct each street in the network

Present Cost to Repair the Street and parking lot network

The MTC Pavement Management Program (PMP) is designed to achieve an optimal network PCI somewhere between the low and mid 80's, which is in the middle of the good condition category. In other words, the system will recommend maintenance treatments in an attempt to bring all of the streets and parking Lots maintained by the Port to a 'good' condition, with the majority of the streets falling in the low to mid 80's PCI range. Streets with a PCI in the 80's (as opposed to 70's) will likely remain in the 'good' condition category for a longer period of time if relatively inexpensive preventive maintenance treatments are used. Once the PCI falls below 70, more expensive rehabilitation treatments will be needed.

The Budget Needs module of the PMP estimates a necessary funding level for the Port's Pavement Preservation and Rehabilitation Program of $1.96 million[2] over the next ten-year period (2013 – 2022) in order to improve and maintain the street and parking lot network PCI at an optimal level in the lower to mid 80's. Of this total, approximately $691,000 is needed in the first year alone.

As mentioned earlier, the average PCI for the Port's streets is 70, which is in the 'Good' condition category. Why then, does it cost so much to repair the Port's streets, and why bother improving them?

First, the cost to repair and maintain a pavement depends on its current PCI. In the 'Good' category, it costs very little to apply preventive maintenance treatments such as crack and surface seals, such as slurry seals, which can extend the life of a pavement by correcting minor faults and reducing further deterioration. Minor treatments are applied before pavement deterioration has become severe and usually costs less than $1.85/sq. yd. Three-fifths (60.6%) of the Port's street and parking lot network would benefit from these relatively inexpensive, life-extending treatments.

Approximately one-quarter (24.5%) of the Port's street and parking lot network falls into the 'Fair' condition category. Pavements in this range show some form of distress caused by traffic load related activity or environmental distress that requires more than a life-extending treatment. At this point, a well-designed pavement will have served at least 75 percent of its life with the quality of the pavement dropping approximately 40 percent. The street surface may require a slurry seal (with crack seal) application, or thin asphalt overlay with patching. These treatments typically range in cost from $2.05 to $9.95/sq. yd.

The remaining 14.9% of the Port's street and parking lot network falls into the 'Poor' or 'Very Poor' PCI ranges. These pavements are near the end of their service lives and often exhibit major forms of distress such as potholes, extensive cracking, etc. At this stage, a street usually requires a grind and Medium overlay with digouts or reconstruction. The costs for these treatments range from $16.40 to $113.35/sq. yd.

One of the key elements of a pavement repair strategy is to keep streets that are in the 'Good' or 'Fair' categories from deteriorating. This is particularly true for streets in the 'Fair' range, because they are at the point where pavement deterioration accelerates if left untreated. However, the deterioration rate for pavements in the 'Poor' to 'Very Poor' range is relatively flat and the

[2] Treatment costs are based on this year's average costs per square yard, with future years including a 3% inflation adjustment per year after 2013.

condition of these streets will not decline significantly if repairs are delayed. As more 'Good' streets deteriorate into the 'Fair', 'Poor', and 'Very Poor' categories, the cost of deferred maintenance will continue to increase. The cost of the deferred maintenance backlog will stop increasing only when enough funds are provided to prevent streets from deteriorating into a worse condition category, or the whole network falls into the 'Very Poor' category (i.e. can not deteriorate any further). The deferred maintenance backlog refers to the dollar amount of maintenance and rehabilitation work that should have been completed to maintain the street in "good" condition, but had to be deferred due to funding deficiencies for preventative maintenance and/or pavement rehabilitation programs. The actual repairs that are being deferred are often referred to as a "backlog."

Budget Needs

Based on the principle that it costs less to maintain streets in good condition than bad, the MTC PMP strives to develop a maintenance strategy that will first improve the overall condition of the network to an optimal PCI somewhere between the low and mid 80's, and then sustain it at that level. The average PCI for the Port is 70, which is in the 'Good' condition category. Currently, there is a $1.0 million deferred maintenance backlog. If these issues are not addressed, the quality of the street and parking lot network will inevitably decline. In order to correct these deficiencies, a cost-effective funding and maintenance and rehabilitation strategy must be implemented.

The first step in developing a cost-effective maintenance and rehabilitation strategy is to determine, assuming unlimited revenues, the maintenance "needs" of the Port's street and parking lot network. Using the PMP Budget Needs module; street maintenance needs are estimated at $1.96 million over the next ten years. If the Port follows the strategy recommended by the program, the average network PCI will increase to 82. If, however, current pavement maintenance funding is exhausted and little or no maintenance is applied over the next ten years, already distressed streets will continue to deteriorate, and the network PCI will drop to 70. The results of the Budget Needs analysis are summarized in Table 3.[3]

[3] Actual program outputs are included in Appendixes B through F

Table 3. Summary of Results from Needs Analysis

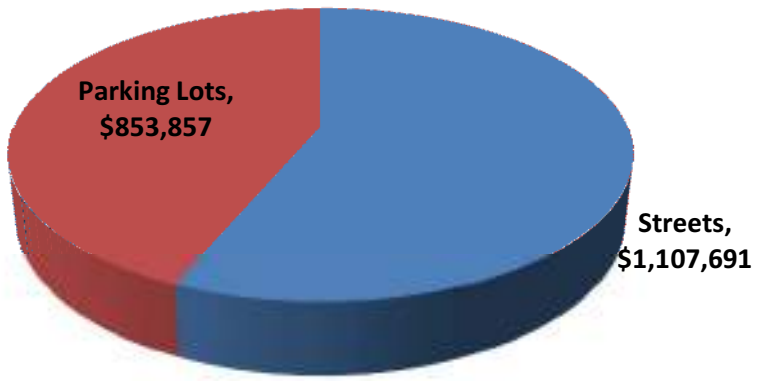
Fiscal Years	2013-14	2014-15	2015-16	2016-17	2017-18
PCI, no Treatment	70	68	66	65	63
PCI with Treatment	80	81	81	81	80
Budget Needs	$690,928	$383,663	$47,475	$376,969	$21,511
Rehabilitation	$641,348	$382,014	$28,030	$376,969	$21,511
Preventative Maintenance	$49,580	$1,649	$19,445	$0	$0

Fiscal Years	2018-19	2019-20	2020-21	2021-22	2022-23	10 year Total
PCI, no Treatment	61	60	68	67	66	---
PCI with Treatment	79	83	81	81	82	---
Budget Needs	$16,560	$311,175	$6,367	$28,502	$78,398	**$1,961,548**
Rehabilitation	$0	$302,677	$0	$0	$17,331	**$1,769,880**
Preventative Maintenance	$16,560	$8,498	$6,367	$28,502	$61,067	**$191,668**

Table 5 shows the level of expenditure required to raise the Port's pavement condition to an optimal network PCI of 82 and eliminate the current maintenance and rehabilitation backlog. The results of the Budget Needs analysis represent the ideal funding strategy recommended by the MTC PMP. Of the $1.96 million in maintenance and rehabilitation needs shown, approximately $0.19 million or 9.8 percent is earmarked for preventive maintenance or life-extending treatments, while $1.77 million or 90.2 percent is allocated for the more costly rehabilitation and reconstruction treatments**.**

Figure 3 illustrates the funding distribution by street functional classification.

Figure 3. Budget Needs Funding



Budget Scenarios

Having determined the maintenance and rehabilitation needs of the Port's street and parking lot network, the next step in developing a cost-effective maintenance and rehabilitation strategy is to conduct 'what-if' analyses. Using the PMP budget scenarios module, the impact of various budget scenarios can be evaluated. The program projects the effects of the different scenarios on pavement condition PCI and deferred maintenance (backlog). By examining the effects on these indicators, the advantages and disadvantages of different funding levels and maintenance strategies become clear. For the purpose of this report, the following scenarios were run for ten (10)-year periods. The results are summarized in Table 4.

1. *Unconstrained (zero "deferred" maintenance)* — The annual amounts, as identified in the Budget Needs analysis totaling $1.96 million, were input into the Budget Scenarios module. This scenario shows the effects of implementing the ideal investment strategy (as recommended by the MTC PMP Needs module). Because it is more cost-effective to eliminate the deferred maintenance backlog as quickly as possible, the bulk of the maintenance needs are addressed in the first year of the ten-year program raising the overall average network PCI to 80.
2. *Maintain Current PCI* — An average funding level of $64,327 per year, for a ten year total of $643,268, was evaluated to determine the effects at this investment level. This funding level sustains the current overall network average PCI of 70 over the duration of the ten-year analysis period.
3. *Increase PCI by 5 points* — An average funding level of $139,573 per year, for a ten year total of $1.395 million, was evaluated. This funding level increases the overall average network PCI by 5 points, to 75, by the end of the tenth year.
4. *Increase PCI by 10 points* — An average funding level of $186,642 per year, for a ten year total of $1.866 million, was evaluated. This funding level increases the overall average network PCI by 10 points, to 80, by the end of the tenth year.

Table 4. Scenario Summary

Scenario Name	5 year budget	2022 PCI *(change)*	2022 deferred maintenance	2022 % good	2022 % Very Poor
1 – Unconstrained	$1.96 million	82*(+12)*	$0	94.1%	0.0%
2 – Maintain Current PCI	$0.64 million	70 *(+0)*	$1.79 million	78.9%	13.3%
3 – Increase PCI 5 points	$1.40 million	75 *(+5)*	$0.95 million	82.8%	6.5%
4 – Increase PCI 10 points	$1.87 million	80*(+10)*	$0.40 million	94.4%	2.9%

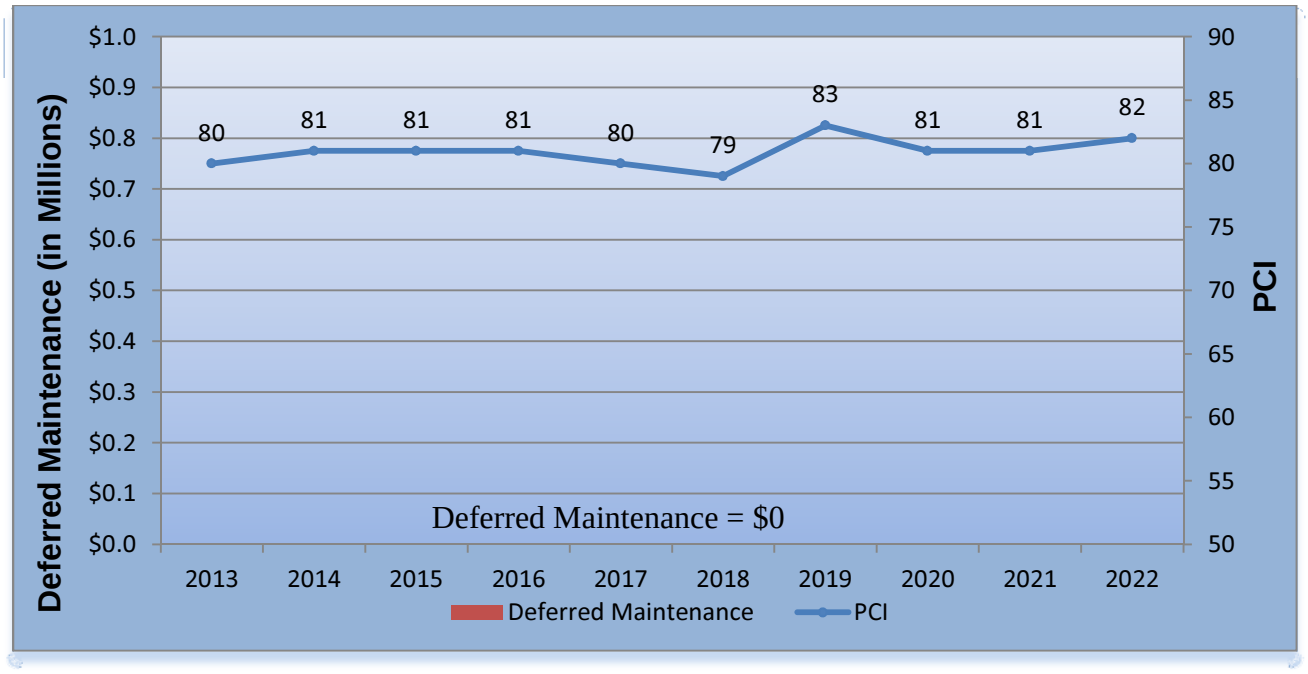
Scenario 1 — Unconstrained *(zero deferred maintenance)*

This scenario shows the effects of implementing the ideal investment strategy (as recommended by the MTC PMP Needs module). Because it is more cost-effective to eliminate the deferred maintenance backlog as quickly as possible, the bulk of the maintenance needs are addressed in the first year of the ten-year program, raising the overall average network PCI to 80. The PCI remains at an optimal level over the entire time period. By 2017, 94.1% of the network improves into the 'Good' condition category, a significant increase from the current level of 60.6% in 'Good' condition. These results are shown in both Table 5 and Figure 4.

Table 5. Summary of Results from Scenario 1 — Unconstrained

	2013	2014	2015	2016	2017	5 year Total
Budget	$690,928	$383,663	$47,475	$376,969	$21,511	**$1,520,546**
Rehabilitation	$641,348	$382,014	$28,030	$376,969	$21,511	**$1,449,872**
Prev.Maintenance	$49,580	$1,649	$19,445	$0	$0	**$70,674**
Deferred	$0	$0	$0	$0	$0	
PCI	80	81	81	81	80	
	2018	**2019**	**2020**	**2021**	**2022**	**10 year Total**
Budget	$16,560	$311,175	$6,367	$28,502	$78,398	**$1,961,548**
Rehabilitation	$0	$302,677	$0	$0	$17,331	**$1,769,880**
Prev.Maintenance	$16,560	$8,498	$6,367	$28,502	$61,067	**$191,668**
Deferred	$0	$0	$0	$0	$0	
PCI	79	83	81	81	82	

Figure 4. Summary of Results from Scenario 1 — Unconstrained



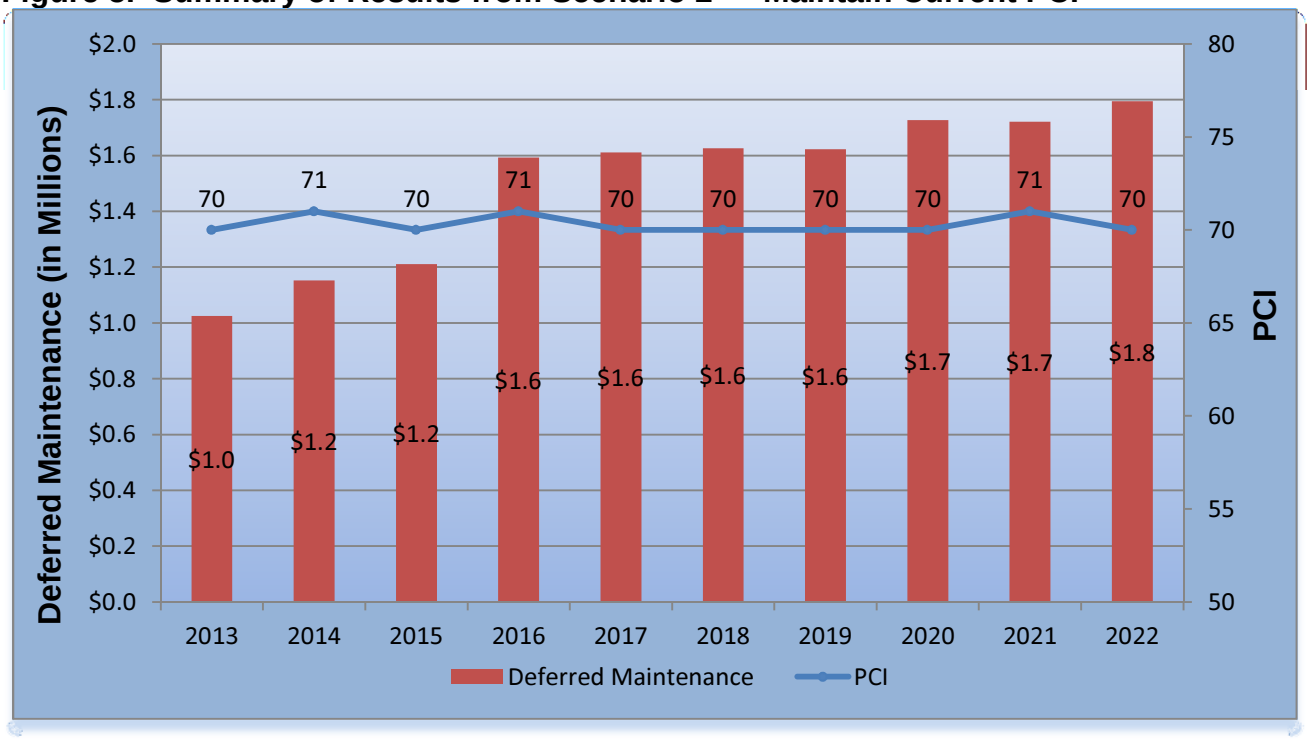
Scenario 2 — Maintain Current PCI

This scenario shows the effects of an average investment level of $64,327 per year for ten years, starting in 2013, totaling $643,268 over ten years. This investment level maintains the overall average street network PCI at the current level of 70 over the ten year scenario. The deferred maintenance backlog increases from $25.8 million to $38.9 million from 2013 to 2017. The percentage of the street and parking lot network in the 'Good' condition category increases from 60.6% currently, to 78.9% in 2017. However, the percentage of the street and parking lot network in 'Failed' condition increases to 13.3% from the current level of 8.5%. These results are illustrated in Table 6 and Figure 5.

Table 6. Summary of Results from Scenario 2 — Maintain Current PCI

	2013	2014	2015	2016	2017	5 year Total
Budget	$5,185	$59,929	$18,319	$68,656	$50,995	**$203,084**
Rehabilitation	$0	$12,555	$0	$67,496	$50,995	**$131,046**
Prev.Maintenance	$5,185	$47,374	$18,319	$1,160	$0	**$72,038**
Deferred	$1,024,520	$1,152,696	$1,210,561	$1,592,663	$1,610,958	
PCI	70	71	70	71	70	
	2018	**2019**	**2020**	**2021**	**2022**	**10 year Total**
Budget	$49,566	$101,008	$63,498	$64,371	$161,741	**$643,268**
Rehabilitation	$33,006	$92,510	$57,131	$57,803	$156,568	**$528,064**
Prev.Maintenance	$16,560	$8,498	$6,367	$6,568	$5,173	**$115,204**
Deferred	$1,626,283	$1,622,270	$1,727,057	$1,721,066	$1,794,427	
PCI	70	70	70	71	70	

Figure 5. Summary of Results from Scenario 2 — Maintain Current PCI



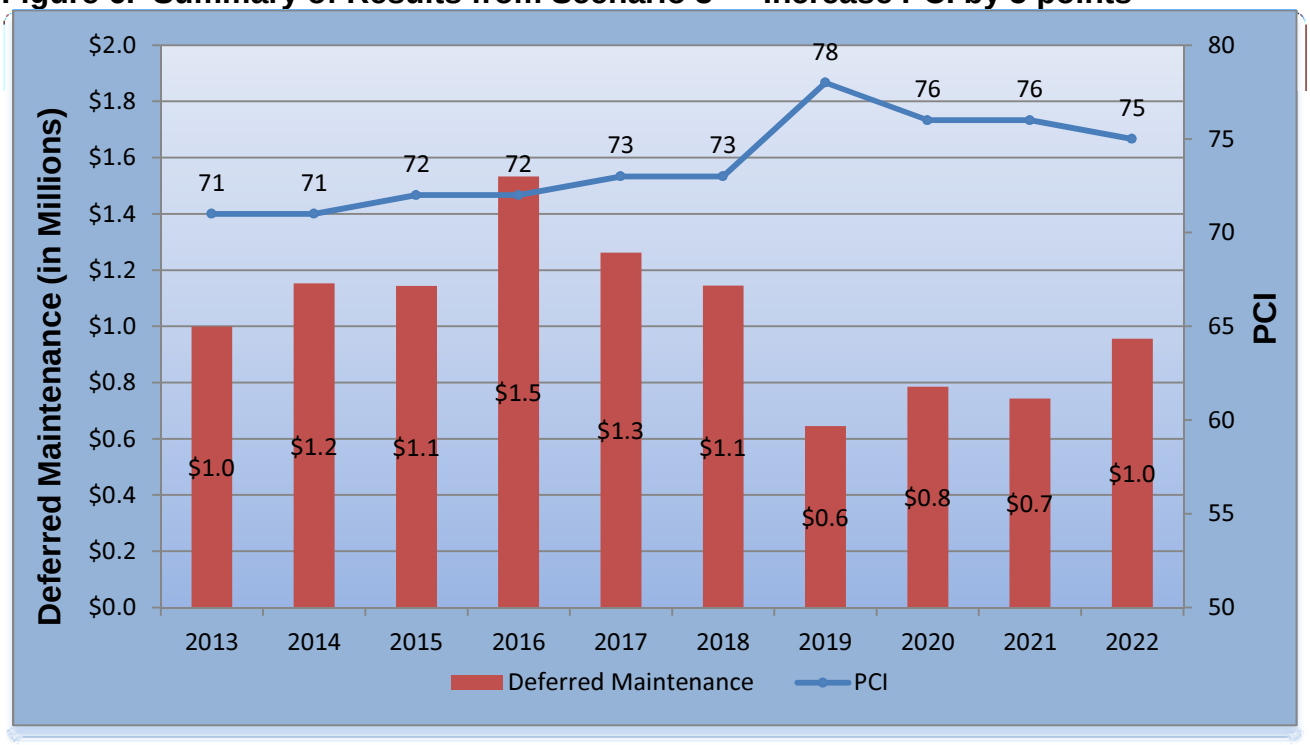
Scenario 3 — Increase PCI by 5 points

This scenario analyses the effects of increasing the maintenance and rehabilitation funding to an average of $139,570 per year over the next ten years (totaling $1.395 million). Under this scenario, the overall network PCI increases by five points, to 75, in 2022. At this funding level, the deferred maintenance is stabilized at near $1.0 million over the ten year analysis period. The percentage of the street network in the 'Good' condition category increases from 60.6% in 2013 to 82.8% in 2022, and the percentage of roads in 'Failed' condition decreases to 6.5% from the current level of 8.5%. These results are illustrated in Table 7 and Figure 6.

Table 7. Summary of Results, Scenario 3 — Increase PCI by 5 points

	2013	2014	2015	2016	2017	5 year Total
Budget	$30,796	$33,551	$84,975	$59,736	$338,257	**$547,315**
Rehabilitation	$9,638	$2,628	$65,530	$59,736	$338,257	**$475,789**
Prev.Maintenance	$21,158	$30,923	$19,445	$0	$0	**$71,526**
Deferred	$998,913	$1,152,696	$1,143,906	$1,532,927	$1,262,170	
PCI	71	71	72	72	73	
	2018	**2019**	**2020**	**2021**	**2022**	**10 year Total**
Budget	$172,059	$581,542	$0	$74,964	$19,845	**$1,395,725**
Rehabilitation	$155,499	$573,044	$0	$58,845	$0	**$1,263,177**
Prev.Maintenance	$16,560	$8,498	$0	$16,119	$19,845	**$132,548**
Deferred	$1,144,537	$645,539	$784,521	$742,656	$955,807	
PCI	73	78	76	76	75	

Figure 6. Summary of Results from Scenario 3 — Increase PCI by 5 points



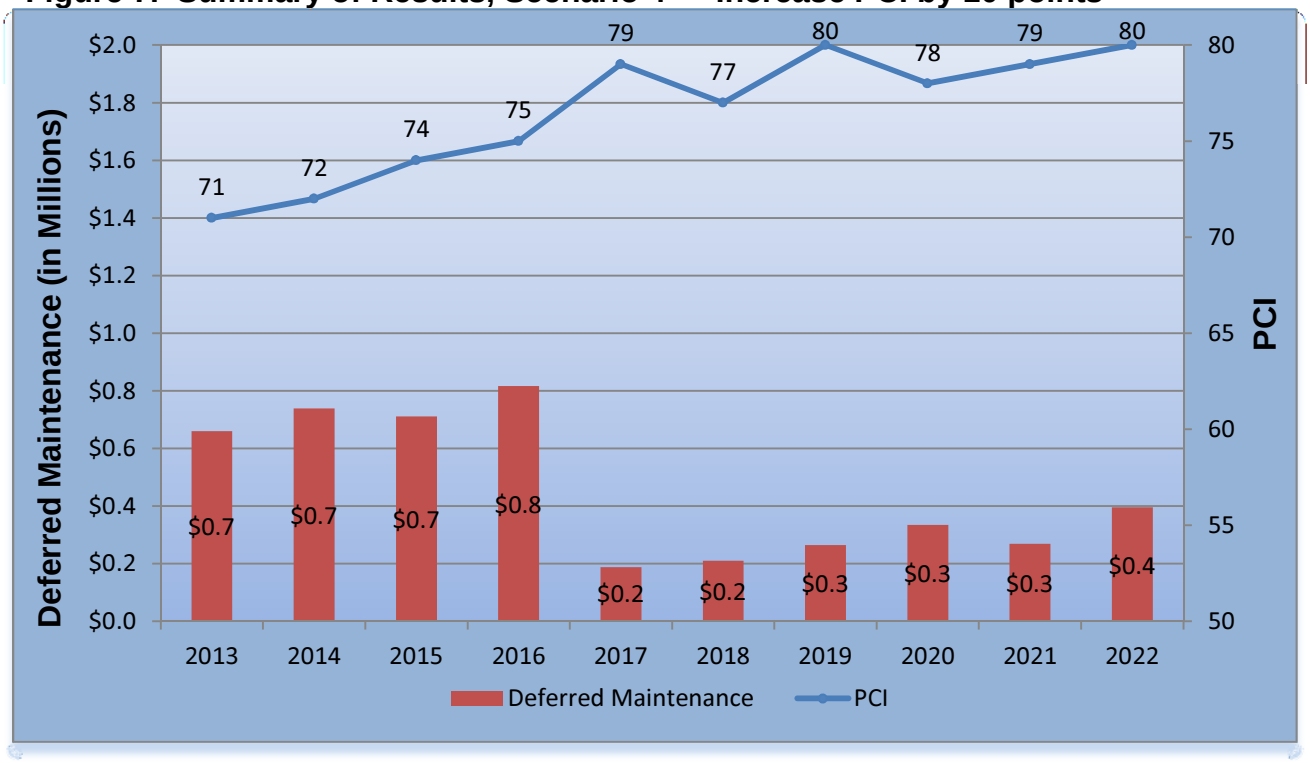
Scenario 4 — Increase PCI by 10 points

This scenario analyses the effects of increasing the maintenance and rehabilitation funding to an average of $186,617 per year over the next ten years (totaling $1.866 million). Under this scenario, the overall network PCI increases by ten points, to 80, by 2022. At this funding level, the deferred maintenance decreases from $660,128 in 2013, to $395,704 in 2022. The percentage of the street network in the 'Good' condition category increases from 60.6% in 2013 to 94.4% in 2022, and the percentage of roads in 'Failed' condition decreases to 2.9% from the current level of 8.5%. These results are illustrated in Table 8 and Figure 7.

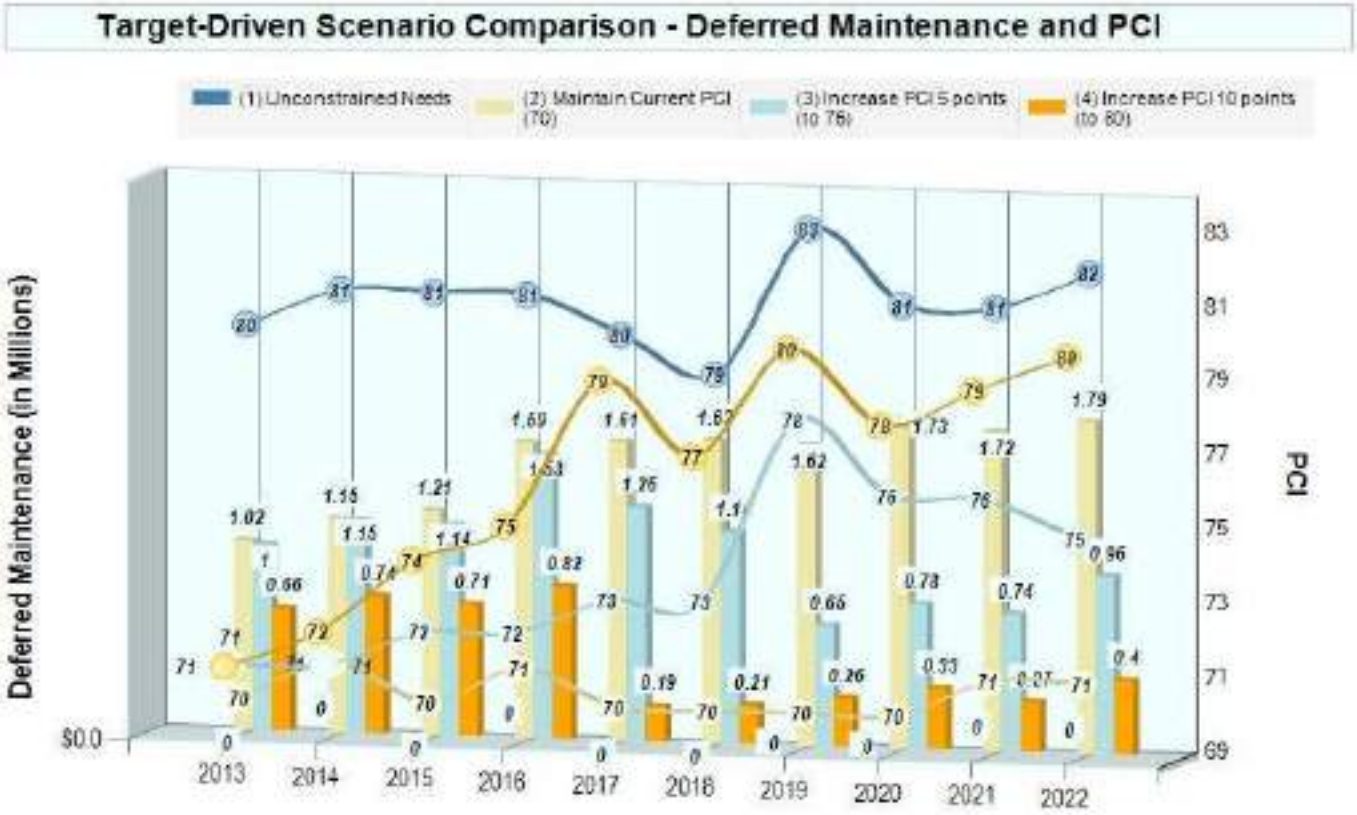
Table 8. Summary of Results, Scenario 4 — Increase PCI by 10 points

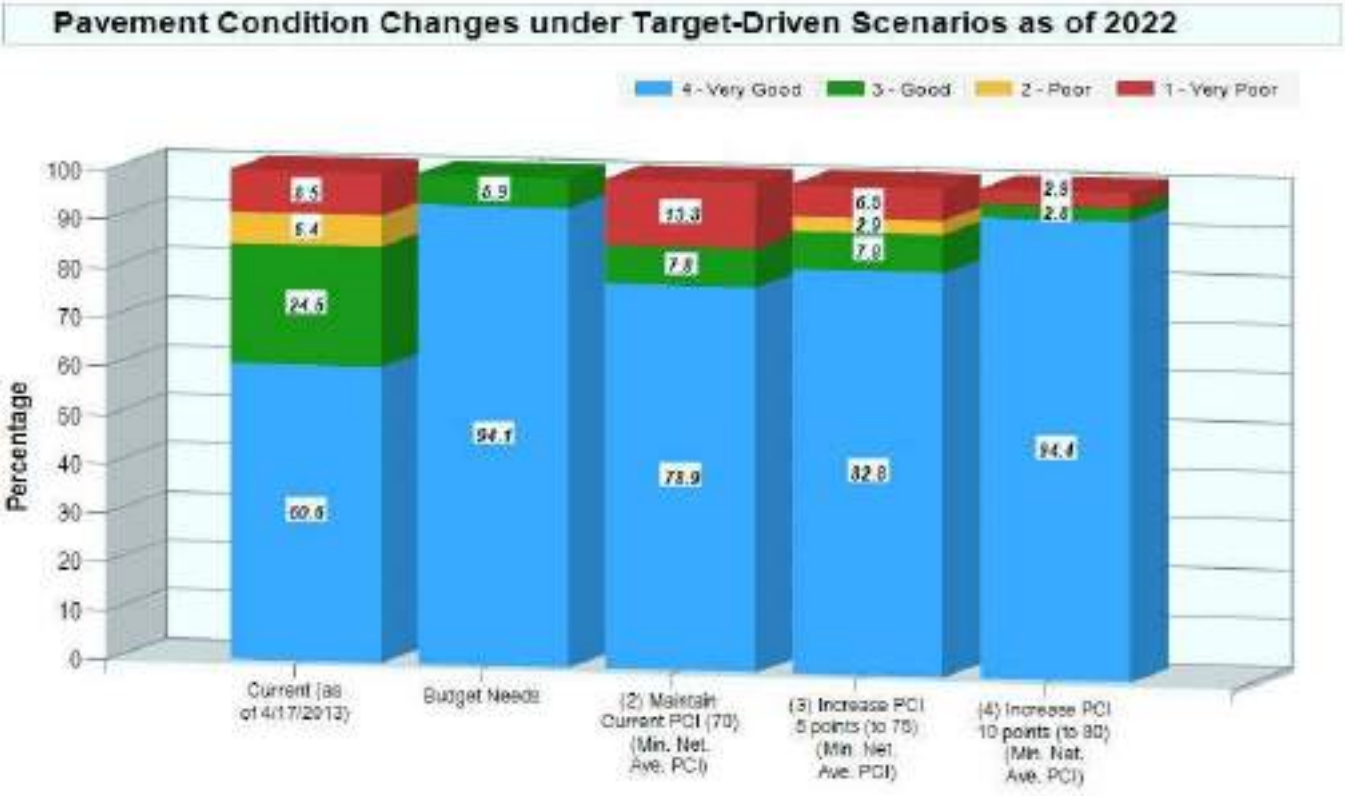
	2013	2014	2015	2016	2017	5 year Total
Budget	$30,796	$320,779	$91,504	$270,233	$675,199	**$1,388,511**
Rehabilitation	$9,638	$320,779	$40,207	$270,233	$675,199	**$1,316,056**
Prev.Maintenance	$21,158	$0	$51,297	$0	$0	**$72,455**
Deferred	$660,128	$738,660	$710,922	$816,723	$187,537	
PCI	71	72	74	75	79	
	2018	**2019**	**2020**	**2021**	**2022**	**10 year Total**
Budget	$0	$302,677	$0	$85,359	$89,869	**$1,866,416**
Rehabilitation	$0	$302,677	$0	$42,128	$72,113	**$1,732,974**
Prev.Maintenance	$0	$0	$0	$43,231	$17,756	**$133,442**
Deferred	$209,722	$264,219	$334,631	$268,878	$395,704	
PCI	77	80	78	79	80	

Figure 7. Summary of Results, Scenario 4 — Increase PCI by 10 points



A comparison of the four scenarios are summarized in Figures 8 and 9. Figure 8 depicts the deferred maintenance costs as they relate to PCI for the four scenarios evaluated. Figure 9 depicts the percent of the street and parking lot network in the various condition categories for the four scenarios evaluated.





Appendix A - Definitions

The *pavement condition index*, or PCI, is a measurement of the health of the pavement network or condition and ranges from 0 to 100. A newly constructed street would have a PCI of 100, while a failed street would have a PCI of 10 or less. The PCI is calculated based on pavement distresses identified in the field.

Network is defined as a complete inventory of all streets and other pavement facilities in which the Port has jurisdiction and maintenance responsibilities. To facilitate the management of streets, they are subdivided into management sections identified as a segment of street, which has the same characteristics.

Preventive Maintenance refers to repairs applied while the pavement is in "good" condition. Such repairs extend the life of the pavement at relatively low costs, and prevent the pavement from deteriorating into conditions requiring more expensive treatments. Preventive maintenance treatments include slurry seals, crack sealing, and deep patching. Treatments of this sort are applied before pavement deterioration has become severe and usually cost less than $2.00/sq. yd.

Deferred Maintenance refers to the dollar amount of maintenance and rehabilitation work that should have been completed to maintain the street in "good" condition, but had to be deferred due to funding deficiencies for preventative maintenance and/or pavement rehabilitation programs. The actual repairs that are being deferred are often referred to as a "backlog."

Surface Types – AC is an Asphalt Concrete street that has one year's asphalt, for example a street that has been newly constructed reconstructed. In contrast AC/AC (in reports marked as O – AC/AC) is a street that has an overlay treatment over the original asphalt construction.

Appendix B

Network Summary Statistics

Network Replacement Cost

(Port Maintain Street are marked as Functional Class = Residential
Port Maintain Parking Lots are marked as Functional Class = Other)

Network Summary Statistics

Printed: 04/17/2013

	Total Sections	Total Center Miles	Total Lane Miles	Area (sq feet)	PCI
Streets	20	1.48	2.97	248,966	59
Parking Lots	24	n/a	n/a	582,330	75
Total	**54**	**1.48**	**2.97**	**831,296**	

Overall Network PCI as of 4/17/2013: 70

Network Replacement Cost

Printed: 04/17/2013

Functional Class	Surface Type	Lane Miles	Unit Cost/ Square Foot	Pavement Area/ Square Feet	Cost To Replace (in thousands)
Other	AC	2.3	$12.6	577,605	$7,275
	PCC	0.0	$22.5	4,725	$106
Residential/Local	AC	2.9	$12.3	245,006	$3,009
	PCC	0.0	$22.5	3,960	$89
	Grand Total:	5.3		831,296	$10,480

Appendix C

Scenario Analysis Reports

Target-Driven Scenarios
Network Condition Summary

Interest: 2% Inflation: 3% Printed: 04/17/2013

Scenario: (1) Unconstrained Needs

Objective: Minimum Percent In Very Good Condition: 100.0

Projected Network Average PCI by year

Year	Never Treated	With Selected Treatment
2013	70	80
2014	68	81
2015	66	81
2016	65	81
2017	63	80
2018	61	79
2019	60	83
2020	58	81
2021	57	81
2022	55	82

Percent Network Area by Functional Classification and Condition Class

Condition in base year 2013, prior to applying treatments.

Condition Class	Arterial	Collector	Res/Loc	Other	Total
I	0.0%	0.0%	12.1%	48.5%	60.6%
II / III	0.0%	0.0%	9.4%	15.0%	24.5%
IV	0.0%	0.0%	2.9%	3.5%	6.4%
V	0.0%	0.0%	5.5%	3.0%	8.5%
Total	0.0%	0.0%	29.9%	70.1%	100.0%

Condition in year 2013 after schedulable treatments applied.

Condition Class	Arterial	Collector	Res/Loc	Other	Total
I	0.0%	0.0%	21.3%	61.9%	83.2%
II / III	0.0%	0.0%	5.7%	3.0%	8.7%
IV	0.0%	0.0%	2.9%	2.2%	5.1%
V	0.0%	0.0%	0.0%	3.0%	3.0%
Total	0.0%	0.0%	29.9%	70.1%	100.0%

Condition in year 2022 after schedulable treatments applied.

Condition Class	Arterial	Collector	Res/Loc	Other	Total
I	0.0%	0.0%	29.1%	65.0%	94.1%
II / III	0.0%	0.0%	0.8%	5.1%	5.9%
Total	0.0%	0.0%	29.9%	70.1%	100.0%

Target-Driven Scenarios - Cost Summary

Interest: 2% Inflation: 3% Printed: 04/17/2013

Scenario: (1) Unconstrained Needs Objective: Minimum Percent In Very Good Condition: 100.0

Year		Rehabilitation	Preventive Maintenance		Total Cost	Deferred
2013	II	$22,852	Non-Project	$49,580	$690,928	$0
	III	$34,255				
	IV	$20,374	Project	$0		
	V	$563,867				
	Total	$641,348				
	Project	$0				
2014	II	$0	Non-Project	$1,649	$383,663	$0
	III	$0				
	IV	$0	Project	$0		
	V	$61,235				
	Total	$61,235				
	Project	$320,779				
2015	II	$0	Non-Project	$19,445	$47,475	$0
	III	$28,030				
	IV	$0	Project	$0		
	V	$0				
	Total	$28,030				
	Project	$0				
2016	II	$0	Non-Project	$0	$376,969	$0
	III	$0				
	IV	$0	Project	$0		
	V	$376,969				
	Total	$376,969				
	Project	$0				
2017	II	$0	Non-Project	$0	$21,511	$0
	III	$0				
	IV	$21,511	Project	$0		
	V	$0				
	Total	$21,511				
	Project	$0				
2018	II	$0	Non-Project	$16,560	$16,560	$0
	III	$0				
	IV	$0	Project	$0		
	V	$0				
	Total	$0				
	Project	$0				

Year		Rehabilitation	Preventive Maintenance		Total Cost	Deferred
2019	II	$0	Non-Project	$8,498	$311,175	$0
	III	$0				
	IV	$0	Project	$0		
	V	$0				
	Total	$0				
	Project	$302,677				
2020	II	$0	Non-Project	$6,367	$6,367	$0
	III	$0				
	IV	$0	Project	$0		
	V	$0				
	Total	$0				
	Project	$0				
2021	II	$0	Non-Project	$28,502	$28,502	$0
	III	$0				
	IV	$0	Project	$0		
	V	$0				
	Total	$0				
	Project	$0				
2022	II	$17,331	Non-Project	$61,067	$78,398	$0
	III	$0				
	IV	$0	Project	$0		
	V	$0				
	Total	$17,331				
	Project	$0				

Summary

Functional Class	Rehabilitation	Prev. Maint.		
Other	$708,835	$145,022		
Residential/Local	$1,061,045	$46,646		
Total:	$1,769,880	$191,668	Grand Total:	$1,961,548

Target-Driven Scenarios
Network Condition Summary

Interest: 2% Inflation: 3% Printed: 04/17/2013

Scenario: (2) Maintain Current PCI (70) Objective: Minimum Network Average PCI: 70.0

Projected Network Average PCI by year

Year	Never Treated	With Selected Treatment
2013	70	70
2014	68	71
2015	66	70
2016	65	71
2017	63	70
2018	61	70
2019	60	70
2020	58	70
2021	57	71
2022	55	71

Percent Network Area by Functional Classification and Condition Class

Condition in base year 2013, prior to applying treatments.

Condition Class	Arterial	Collector	Res/Loc	Other	Total
I	0.0%	0.0%	12.1%	48.5%	60.6%
II / III	0.0%	0.0%	9.4%	15.0%	24.5%
IV	0.0%	0.0%	2.9%	3.5%	6.4%
V	0.0%	0.0%	5.5%	3.0%	8.5%
Total	0.0%	0.0%	29.9%	70.1%	100.0%

Condition in year 2013 after schedulable treatments applied.

Condition Class	Arterial	Collector	Res/Loc	Other	Total
I	0.0%	0.0%	12.1%	48.5%	60.6%
II / III	0.0%	0.0%	9.4%	15.0%	24.5%
IV	0.0%	0.0%	2.9%	3.5%	6.4%
V	0.0%	0.0%	5.5%	3.0%	8.5%
Total	0.0%	0.0%	29.9%	70.1%	100.0%

Condition in year 2022 after schedulable treatments applied.

Condition Class	Arterial	Collector	Res/Loc	Other	Total
I	0.0%	0.0%	22.3%	56.6%	78.9%
II / III	0.0%	0.0%	0.8%	7.0%	7.8%
V	0.0%	0.0%	6.8%	6.5%	13.3%
Total	0.0%	0.0%	29.9%	70.1%	100.0%

Target-Driven Scenarios - Cost Summary

Interest: 2% Inflation: 3% Printed: 04/17/2013

Scenario: (2) Maintain Current PCI (70) Objective: Minimum Network Average PCI: 70.0

Year	Rehabilitation		Preventive Maintenance		Total Cost	Deferred
2013	II	$0	Non-Project	$5,185	$5,185	$1,024,520
	III	$0	Project	$0		
	IV	$0				
	V	$0				
	Total	$0				
	Project	$0				
2014	II	$12,555	Non-Project	$47,374	$59,929	$1,152,696
	III	$0	Project	$0		
	IV	$0				
	V	$0				
	Total	$12,555				
	Project	$0				
2015	II	$0	Non-Project	$18,319	$18,319	$1,210,561
	III	$0	Project	$0		
	IV	$0				
	V	$0				
	Total	$0				
	Project	$0				
2016	II	$1,194	Non-Project	$1,160	$68,656	$1,592,663
	III	$66,302	Project	$0		
	IV	$0				
	V	$0				
	Total	$67,496				
	Project	$0				
2017	II	$0	Non-Project	$0	$50,995	$1,610,958
	III	$0	Project	$0		
	IV	$50,995				
	V	$0				
	Total	$50,995				
	Project	$0				
2018	II	$0	Non-Project	$16,560	$49,566	$1,626,283
	III	$0	Project	$0		
	IV	$33,006				
	V	$0				
	Total	$33,006				
	Project	$0				

Year	Rehabilitation		Preventive Maintenance		Total Cost	Deferred
2019	II	$0	Non-Project	$8,498	$101,008	$1,622,270
	III	$0	Project	$0		
	IV	$39,709				
	V	$52,801				
	Total	$92,510				
	Project	$0				
2020	II	$0	Non-Project	$6,367	$63,498	$1,727,057
	III	$0	Project	$0		
	IV	$57,131				
	V	$0				
	Total	$57,131				
	Project	$0				
2021	II	$0	Non-Project	$6,568	$64,371	$1,721,066
	III	$0	Project	$0		
	IV	$57,803				
	V	$0				
	Total	$57,803				
	Project	$0				
2022	II	$0	Non-Project	$5,173	$161,741	$1,794,427
	III	$0	Project	$0		
	IV	$0				
	V	$156,568				
	Total	$156,568				
	Project	$0				

Summary

Functional Class	Rehabilitation	Prev. Maint.		
Other	$168,392	$88,532		
Residential/Local	$359,672	$26,672		
Total:	$528,064	$115,204	Grand Total:	$643,268

Target-Driven Scenarios
Network Condition Summary

Interest: 2% Inflation: 3% Printed: 04/17/2013

Scenario: (3) Increase PCI 5 points (to 75) **Objective: Minimum Network Average PCI**

Year	Value	Year	Value	Year	Value	Year	Value
Year 1	71	Year 2	71	Year 3	72	Year 4	72
Year 5	73	Year 6	73	Year 7	74	Year 8	74
Year 9	75	Year 10	75				

Projected Network Average PCI by year

Year	Never Treated	With Selected Treatment
2013	70	71
2014	68	71
2015	66	72
2016	65	72
2017	63	73
2018	61	73
2019	60	78
2020	58	76
2021	57	76
2022	55	75

Percent Network Area by Functional Classification and Condition Class

Condition in base year 2013, prior to applying treatments.

Condition Class	Arterial	Collector	Res/Loc	Other	Total
I	0.0%	0.0%	12.1%	48.5%	60.6%
II / III	0.0%	0.0%	9.4%	15.0%	24.5%
IV	0.0%	0.0%	2.9%	3.5%	6.4%
V	0.0%	0.0%	5.5%	3.0%	8.5%
Total	0.0%	0.0%	29.9%	70.1%	100.0%

Condition in year 2013 after schedulable treatments applied.

Condition Class	Arterial	Collector	Res/Loc	Other	Total
I	0.0%	0.0%	12.1%	53.6%	65.7%
II / III	0.0%	0.0%	9.4%	10.0%	19.4%
IV	0.0%	0.0%	2.9%	3.5%	6.4%
V	0.0%	0.0%	5.5%	3.0%	8.5%
Total	0.0%	0.0%	29.9%	70.1%	100.0%

Condition in year 2022 after schedulable treatments applied.

Condition Class	Arterial	Collector	Res/Loc	Other	Total
I	0.0%	0.0%	29.1%	53.6%	82.8%
II / III	0.0%	0.0%	0.8%	7.0%	7.8%
IV	0.0%	0.0%	0.0%	2.9%	2.9%
V	0.0%	0.0%	0.0%	6.5%	6.5%
Total	0.0%	0.0%	29.9%	70.1%	100.0%

Target-Driven Scenarios - Cost Summary

Interest: 2% Inflation: 3% Printed: 04/17/2013

Scenario: (3) Increase PCI 5 points (to 75) **Objective: Minimum Network Average PCI**

Year	Value	Year	Value	Year	Value	Year	Value
Year 1	71	Year 2	71	Year 3	72	Year 4	72
Year 5	73	Year 6	73	Year 7	74	Year 8	74
Year 9	75	Year 10	75				

Year		Rehabilitation	Preventive Maintenance		Total Cost	Deferred
2013	II	$9,638	Non-Project	$21,158	$30,796	$998,913
	III	$0	Project	$0		
	IV	$0				
	V	$0				
	Total	$9,638				
	Project	$0				
2014	II	$2,628	Non-Project	$30,923	$33,551	$1,152,696
	III	$0	Project	$0		
	IV	$0				
	V	$0				
	Total	$2,628				
	Project	$0				
2015	II	$1,159	Non-Project	$19,445	$84,975	$1,143,906
	III	$64,371	Project	$0		
	IV	$0				
	V	$0				
	Total	$65,530				
	Project	$0				
2016	II	$0	Non-Project	$0	$59,736	$1,532,927
	III	$0	Project	$0		
	IV	$59,736				
	V	$0				
	Total	$59,736				
	Project	$0				
2017	II	$0	Non-Project	$0	$338,257	$1,262,170
	III	$0	Project	$0		
	IV	$21,511				
	V	$316,746				
	Total	$338,257				
	Project	$0				
2018	II	$0	Non-Project	$16,560	$172,059	$1,144,537
	III	$0	Project	$0		
	IV	$0				
	V	$155,499				
	Total	$155,499				
	Project	$0				

Year		Rehabilitation	Preventive Maintenance		Total Cost	Deferred
2019	II	$0	Non-Project	$8,498	$581,542	$645,539
	III	$0				
	IV	$39,709	Project	$0		
	V	$533,335				
	Total	$573,044				
	Project	$0				
2020	II	$0	Non-Project	$0	$0	$784,521
	III	$0				
	IV	$0	Project	$0		
	V	$0				
	Total	$0				
	Project	$0				
2021	II	$0	Non-Project	$16,119	$74,964	$742,656
	III	$0				
	IV	$58,845	Project	$0		
	V	$0				
	Total	$58,845				
	Project	$0				
2022	II	$0	Non-Project	$19,845	$19,845	$955,807
	III	$0				
	IV	$0	Project	$0		
	V	$0				
	Total	$0				
	Project	$0				

Summary

Functional Class	Rehabilitation	Prev. Maint.		
Other	$111,979	$105,991		
Residential/Local	$1,151,198	$26,557		
Total:	$1,263,177	$132,548	Grand Total:	$1,395,725

Target-Driven Scenarios
Network Condition Summary

Interest: 2% Inflation: 3% Printed: 04/17/2013

Scenario: (4) Increase PCI 10 points (to 80) Objective: Minimum Network Average PCI

Year	Value	Year	Value	Year	Value	Year	Value
Year 1	71	Year 2	72	Year 3	73	Year 4	74
Year 5	75	Year 6	76	Year 7	77	Year 8	78
Year 9	79	Year 10	80				

Projected Network Average PCI by year

Year	Never Treated	With Selected Treatment
2013	70	71
2014	68	72
2015	66	74
2016	65	75
2017	63	79
2018	61	77
2019	60	80
2020	58	78
2021	57	79
2022	55	80

Percent Network Area by Functional Classification and Condition Class

Condition in base year 2013, prior to applying treatments.

Condition Class	Arterial	Collector	Res/Loc	Other	Total
I	0.0%	0.0%	12.1%	48.5%	60.6%
II / III	0.0%	0.0%	9.4%	15.0%	24.5%
IV	0.0%	0.0%	2.9%	3.5%	6.4%
V	0.0%	0.0%	5.5%	3.0%	8.5%
Total	0.0%	0.0%	29.9%	70.1%	100.0%

Condition in year 2013 after schedulable treatments applied.

Condition Class	Arterial	Collector	Res/Loc	Other	Total
I	0.0%	0.0%	12.1%	53.6%	65.7%
II / III	0.0%	0.0%	9.4%	10.0%	19.4%
IV	0.0%	0.0%	2.9%	3.5%	6.4%
V	0.0%	0.0%	5.5%	3.0%	8.5%
Total	0.0%	0.0%	29.9%	70.1%	100.0%

Condition in year 2022 after schedulable treatments applied.

Condition Class	Arterial	Collector	Res/Loc	Other	Total
I	0.0%	0.0%	29.1%	65.2%	94.4%
II / III	0.0%	0.0%	0.8%	1.9%	2.8%
V	0.0%	0.0%	0.0%	2.9%	2.9%
Total	0.0%	0.0%	29.9%	70.1%	100.0%

Target-Driven Scenarios - Cost Summary

Interest: 2% Inflation: 3% Printed: 04/17/2013

Scenario: (4) Increase PCI 10 points (to 80) **Objective: Minimum Network Average PCI**

Year	Value	Year	Value	Year	Value	Year	Value
Year 1	71	Year 2	72	Year 3	73	Year 4	74
Year 5	75	Year 6	76	Year 7	77	Year 8	78
Year 9	79	Year 10	80				

Year		Rehabilitation	Preventive Maintenance		Total Cost	Deferred
2013	II	$9,638	Non-Project	$21,158	$30,796	$660,128
	III	$0	Project	$0		
	IV	$0				
	V	$0				
	Total	$9,638				
	Project	$0				
2014	II	$0	Non-Project	$0	$320,779	$738,660
	III	$0	Project	$0		
	IV	$0				
	V	$0				
	Total	$0				
	Project	$320,779				
2015	II	$3,866	Non-Project	$51,297	$91,504	$710,922
	III	$36,341	Project	$0		
	IV	$0				
	V	$0				
	Total	$40,207				
	Project	$0				
2016	II	$0	Non-Project	$0	$270,233	$816,723
	III	$28,871	Project	$0		
	IV	$0				
	V	$241,362				
	Total	$270,233				
	Project	$0				
2017	II	$0	Non-Project	$0	$675,199	$187,537
	III	$0	Project	$0		
	IV	$21,511				
	V	$653,688				
	Total	$675,199				
	Project	$0				
2018	II	$0	Non-Project	$0	$0	$209,722
	III	$0	Project	$0		
	IV	$0				
	V	$0				
	Total	$0				
	Project	$0				

Year		Rehabilitation	Preventive Maintenance		Total Cost	Deferred
2019	II	$0	Non-Project	$0	$302,677	$264,219
	III	$0				
	IV	$0	Project	$0		
	V	$0				
	Total	$0				
	Project	$302,677				
2020	II	$0	Non-Project	$0	$0	$334,631
	III	$0				
	IV	$0	Project	$0		
	V	$0				
	Total	$0				
	Project	$0				
2021	II	$0	Non-Project	$43,231	$85,359	$268,878
	III	$0				
	IV	$42,128	Project	$0		
	V	$0				
	Total	$42,128				
	Project	$0				
2022	II	$12,576	Non-Project	$17,756	$89,869	$395,704
	III	$0				
	IV	$59,537	Project	$0		
	V	$0				
	Total	$72,113				
	Project	$0				

Summary

Functional Class	Rehabilitation	Prev. Maint.		
Other	$593,947	$108,924		
Residential/Local	$1,139,027	$24,518		
Total:	$1,732,974	$133,442	Grand Total:	$1,866,416

Appendix D

Section PCI/RSL Listing Report

Section PCI/RSL Listing

Printed: 04/25/2013

Street ID	Section ID	Road Name	From	To	Length	Width	Area	Functional Class	Surface Type	Current PCI	Remaining Life
AIRPORT	ROAD	AIRPORT ACCESS ROAD	END COUNTY MAINTENANCE	GATE	265	26	6,890	R - Residential/Local	A - AC	70	19.85
BIG7	ROAD02	BIG 7 - DRIVEWAY TO UPPER DOCK	ACCESS ROAD	UPPER LOT/BAY DOOR	175	13	2,275	R - Residential/Local	A - AC	80	29.19
BIG7	ROAD01	BIG 7 - LOWER DRIVEWAY	WESTSIDE DRIVEWAY	NORTH PARKING LOT	220	22	4,840	R - Residential/Local	A - AC	27	0.58
BIG7	LOT01	BIG 7 - NORTH PARKING LOT	WEST END (NORTH END OF BUILDING)	EAST END	322	55	17,710	O - Other	A - AC	62	15.73
BIG7	LOT02	BIG 7 - UPPER CONCRETE LOT	DRIVEWAY TO UPPER LOT	LOADING BAY DOOR	45	30	1,350	O - Other	P - PCC	95	77.6
BIG7	ROAD03	BIG 7 - WESTSIDE DRIVEWAY	BEGIN PORT JURISDICTION @ CENTURYLINK PARKING LOT	BIG 7 LOWER DRIVEWAY	248	22	5,456	R - Residential/Local	A - AC	84	29.12
BOATLAUNCH	LOT01	BOAT LAUNCH - PARKING LOT	SOUTH END OF LOT	NORTH END OF LOT	497	152	75,544	O - Other	A - AC	85	31.82
BOATLAUNCH	RAMP	BOAT LAUNCH - RAMP	BOAT LAUNCH PARKING LOT	WATER	90	44	3,960	R - Residential/Local	P - PCC	93	71.41
BOATLAUNCH	ROAD01	BOAT LAUNCH - ROAD	EAST PORT MARINA DRIVE(PORT OFFICE ROAD)	PCC BOAT RAMP	147	56	8,232	R - Residential/Local	A - AC	88	37.33
DMV	LOT01	DMV - SOUTH PARKING LOT	DMV WEST PARKING LOT	VISITORS PARKING LOT	217	50	10,850	O - Other	A - AC	47	8.32
DMV	LOT02	DMV - WEST PARKING LOT	SOUTH PARKING LOT	NORTH END/MARINA FENCE	135	58	7,830	O - Other	A - AC	77	26.58
OFFICE	ROAD01	EAST PORT MARINA DRIVE	EAST PORT MARINA WAY	PORT OFFICES PARKING LOT	420	26	10,920	R - Residential/Local	A - AC	33	2.61
EASTPORT	ROAD01	EAST PORT MARINA WAY	BUTTON BRIDGE RD	SECOND SPEED BUMP	367	26	9,542	R - Residential/Local	A - AC	17	0
EASTPORT	ROAD02	EAST PORT MARINA WAY	SECOND SPEED BUMP	MARINA PARKING LOT	1,291	24	30,984	R - Residential/Local	A - AC	68	19.78
EASTPORT	ROAD03	EAST PORT MARINA WAY	MARINA LOT SOUTH ENTRANCE	SWIM BEACH PARKING LOT	1,111	24	26,664	R - Residential/Local	A - AC	80	31.27
EVENT	1STST	EVENT - 1ST ST	RIVERSIDE DR	PORT WAY	713	51	36,363	R - Residential/Local	A - AC	16	0
EVENT	PORTWAY	EVENT - PORTWAY AVE	2ND ST	1ST ST	569	42	23,898	R - Residential/Local	A - AC	72	23.25
EVENT	LOT01	EVENT CENTER PARKING LOT	WEST END	EAST END	548	254	125,852	O - Other	A - AC	82	27.34

Section PCI/RSL Listing

Printed: 04/25/2013

Street ID	Section ID	Road Name	From	To	Length	Width	Area	Functional Class	Surface Type	Current PCI	Remaining Life
EXPO	LOT02	EXPO BDG 2 - EAST LOT	PORT WAY	ANCHOR WAY	281	88	24,728	O - Other	A - AC	16	0
EXPO	LOT03	EXPO BDG 2 - NORTHEAST LOT	EAST LOT	WEST END/EMPLOYEE ENTRANCE	112	52	5,824	O - Other	A - AC	77	27.22
EXPO	LOT04	EXPO BDG 2 - WEST LOT	PORT WAY	ANCHOR WAY	268	164	43,952	O - Other	A - AC	89	34.74
EXPO	ROAD01	EXPO BDG 2 - WESTSIDE DRIVEWAY	PORT WAY	ANCHOR WAY	295	25	8,935	R - Residential/Local	A - AC	91	43.11
HALYARD	LOT01	HALYARD BUILDING PARKING LOT	WEST END HALYARD BLDG	EAST END HALYARD BLDG	437	50	21,280	O - Other	A - AC	92	40.03
JENSEN	LOT01	JENSEN - EAST PARKING LOT	PORT WAY	NORTH END	270	90	24,300	O - Other	A - AC	63	16.9
JENSEN	ROAD01	JENSEN - EASTSIDE DRIVEWAY	PORT WAY	NORTH DEAD END	332	24	10,488	R - Residential/Local	A - AC	58	13.28
JENSEN	LOT02	JENSEN - WEST PARKING LOT	PORT WAY	NORTH END	328	129	42,312	O - Other	A - AC	67	19.95
AIRPORT	LOT	KEN JERNSTED AIRPORT LOT	WEST END	EAST END	351	38	13,338	O - Other	A - AC	92	40.03
MARINA	LOT01	MARINA - PARKING LOT	EAST PORT MARINA WAY	NORTH END OF LOT	417	126	52,542	O - Other	A - AC	81	29.38
MARITIME	LOT04	MARITIME - EAST LOT	EAST ACCESS ROAD	EAST END (FENCE)	92	54	4,968	O - Other	A - AC	29	1.17
MARITIME	ROAD02	MARITIME - EASTSIDE DRIVEWAY	SOUTH PARKING LOT	NORTH END (FENCE)	159	31	4,929	R - Residential/Local	A - AC	27	0.54
MARITIME	LOT03	MARITIME - NORTH LOT AC	BEGIN AC/END PCC	WEST END	280	40	11,200	O - Other	A - AC	70	21.17
MARITIME	LOT02	MARITIME - NORTH LOT PCC	WEST END ACCESS ROAD	END PCC/BEGIN AC	75	45	3,375	O - Other	P - PCC	86	53.08
MARITIME	PORTWAY 1	MARITIME - PORTWAY AVE	8TH ST	BEGIN CUL DE SAC	592	42	24,864	R - Residential/Local	A - AC	55	12.47
MARITIME	PORTWAY 2	MARITIME - PORTWAY AVE	BEGIN CUL DE SAC - WEST END	END CUL DE SAC	117	95	11,115	R - Residential/Local	A - AC	96	46.82
MARITIME	LOT01	MARITIME - SOUTH PARKING LOT	SOUTH END (FRONT END OF BUILDING)	NORTH END	434	57	24,738	O - Other	A - AC	62	16.24
MARITIME	ROAD01	MARITIME - WESTSIDE DRIVEWAY	SOUTH PARKING LOT	NORTH END (FENCE)	214	24	5,136	R - Residential/Local	A - AC	56	12.63
OFFICE	LOT01	PORT OFFICE - PARKING LOT	SOUTH END OF LOT	NORTH END OF LOT	172	66	14,664	O - Other	A - AC	95	33.97

Section PCI/RSL Listing

Printed: 04/25/2013

Street ID	Section ID	Road Name	From	To	Length	Width	Area	Functional Class	Surface Type	Current PCI	Remaining Life
SWIMBEACH	ROAD01	SWIM BEACH - ONE WAY EXIT ROAD	EAST PORT MARINA WAY	SWIM BEACH PARKING LOT	395	25	9,875	R - Residential/Local	A - AC	83	32.12
SWIMBEACH	LOT01	SWIM BEACH - PARKING LOT	EAST PORT MARINA WAY	EAST END/SWIM BEACH ROAD	197	63	12,411	O - Other	A - AC	79	26.91
TIMBER	LOT01	TIMBER INCUBATOR - PARKING LOT	HERON DR	END OF LOT	168	64	13,296	O - Other	A - AC	86	28.83
VISITOR	ROAD01	VISITOR CENTER - ACCESS ROAD	EAST PORT MARINA WAY	VISITOR/DMV PARKING LOTS	120	30	3,600	R - Residential/Local	A - AC	33	2.65
VISITOR	LOT02	VISITOR CENTER - EAST LOT	VISITOR CENTER MAIN LOT	NORTH END	109	44	4,796	O - Other	A - AC	70	20.04
VISITOR	LOT01	VISITOR CENTER - PARKING LOT	EAST PORT MARINA WAY	DMV PARKING LOT	189	70	13,230	O - Other	A - AC	33	2.61
WASCO	LOT	WASCO BUILDING LOT	SOUTH END	NORTH END	204	60	12,240	O - Other	A - AC	93	45.82

Appendix E

Sections Selected for Treatment Reports
Unconstrained Needs
Maintain Current PCI
Increase PCI by 5 points
Increase PCI by 10 points

Target-Driven Scenarios - Sections Selected for Treatment

Interest: 2.00% Inflation: 3.00% Printed: 04/25/2013

Scenario: (1) Unconstrained Needs Objective: Minimum Percent In Very Good Condition: 100.0

Road Name	Begin Location	End Location	Street ID	Section ID	FC	Surface	PCI	Cost	Rating	Treatment
Year: 2013										
DMV - SOUTH PARKING LOT	DMV WEST PARKING LOT	VISITORS PARKING LOT	DMV	LOT01	O	AC	100	$20,374	30,881	MEDIUM OVERLAY, DIGOUTS, PATCH
						Treatment Total		$20,374		
BIG 7 - NORTH PARKING LOT	WEST END (NORTH END OF BUILDING)	EAST END	BIG7	LOT01	O	AC	71	$4,034	56,327	CRACK AND SLURRY SEAL
JENSEN - EAST PARKING LOT	PORT WAY	NORTH END	JENSEN	LOT01	O	AC	72	$5,535	62,075	CRACK AND SLURRY SEAL
JENSEN - WEST PARKING LOT	PORT WAY	NORTH END	JENSEN	LOT02	O	AC	76	$9,638	72,747	CRACK AND SLURRY SEAL
MARITIME - NORTH LOT AC	BEGIN AC/END PCC	WEST END	MARITIME	LOT03	O	AC	78	$2,552	66,699	CRACK AND SLURRY SEAL
VISITOR CENTER - EAST LOT	VISITOR CENTER MAIN LOT	NORTH END	VISITOR	LOT02	O	AC	78	$1,093	59,049	CRACK AND SLURRY SEAL
						Treatment Total		$22,852		
EAST PORT MARINA WAY	SECOND SPEED BUMP	MARINA PARKING LOT	EASTPORT	ROAD02	R	AC	100	$34,255	38,175	THIN OVERLAY, PATCH, SEAL CRACKS
						Treatment Total		$34,255		
BIG 7 - DRIVEWAY TO UPPER DOCK	ACCESS ROAD	UPPER LOT/BAY DOOR	BIG7	ROAD02	R	AC	87	$443	87,431	SLURRY SEAL
DMV - WEST PARKING LOT	SOUTH PARKING LOT	NORTH END/MARINA FENCE	DMV	LOT02	O	AC	84	$1,610	81,430	SLURRY SEAL
EAST PORT MARINA WAY	MARINA LOT SOUTH ENTRANCE	SWIM BEACH PARKING LOT	EASTPORT	ROAD03	R	AC	87	$5,185	110,923	SLURRY SEAL
EVENT CENTER PARKING LOT	WEST END	EAST END	EVENT	LOT01	O	AC	88	$25,870	58,574	SLURRY SEAL
EXPO BDG 2 - NORTHEAST LOT	EAST LOT	WEST END/EMPLOYEE ENTRANCE	EXPO	LOT03	O	AC	84	$1,198	87,267	SLURRY SEAL

** - Treatment from Project Selection

Scenarios Criteria:

Road Name	Begin Location	End Location	Street ID	Section ID	FC	Surface	PCI	Cost	Rating	Treatment
MARINA - PARKING LOT	EAST PORT MARINA WAY	NORTH END OF LOT	MARINA	LOT01	O	AC	88	$10,801	76,975	SLURRY SEAL
SWIM BEACH - PARKING LOT	EAST PORT MARINA WAY	EAST END/SWIM BEACH ROAD	SWIMBEACH	LOT01	O	AC	86	$2,552	72,315	SLURRY SEAL
SWIM BEACH - ONE WAY EXIT ROAD	EAST PORT MARINA WAY	SWIM BEACH PARKING LOT	SWIMBEACH	ROAD01	R	AC	89	$1,921	86,510	SLURRY SEAL
							Treatment Total	$49,580		
EAST PORT MARINA WAY	BUTTON BRIDGE RD	SECOND SPEED BUMP	EASTPORT	ROAD01	R	AC	100	$117,208	4,660	RECONSTRUCT STRUCTURE (AC)
EVENT - 1ST ST	RIVERSIDE DR	PORT WAY	EVENT	1STST	R	AC	100	$446,659	4,660	RECONSTRUCT STRUCTURE (AC)
							Treatment Total	$563,867		
							Year 2013 Total	$690,928		

Year: 2014

BOAT LAUNCH - ROAD	EAST PORT MARINA DRIVE(PORT OFFICE ROAD)	PCC BOAT RAMP	BOATLAUNCH	ROAD01	R	AC	92	$1,649	75,273	SLURRY SEAL
							Treatment Total	$1,649		
BIG 7 - LOWER DRIVEWAY	WESTSIDE DRIVEWAY	NORTH PARKING LOT	BIG7	ROAD01	R	AC	100	$61,235	4,524	RECONSTRUCT STRUCTURE (AC)
**EXPO BDG 2 - EAST LOT	PORT WAY	ANCHOR WAY	EXPO	LOT02	O	AC	100	$320,779	4,412	RECONSTRUCT STRUCTURE (AC)
							Treatment Total	$382,014		
							Year 2014 Total	$383,663		

Year: 2015

EVENT - PORTWAY AVE	2ND ST	1ST ST	EVENT	PORTWAY	R	AC	100	$28,030	33,915	THIN OVERLAY, PATCH, SEAL CRACKS
							Treatment Total	$28,030		
BIG 7 - WESTSIDE DRIVEWAY	BEGIN PORT JURISDICTION @ CENTURYLINK PARKING LOT	BIG 7 LOWER DRIVEWAY	BIG7	ROAD03	R	AC	88	$1,126	62,332	SLURRY SEAL

Road Name	Begin Location	End Location	Street ID	Section ID	FC	Surface	PCI	Cost	Rating	Treatment
BOAT LAUNCH - PARKING LOT	SOUTH END OF LOT	NORTH END OF LOT	BOATLAUNCH	LOT01	O	AC	89	$16,475	66,350	SLURRY SEAL
EXPO BDG 2 - WESTSIDE DRIVEWAY	PORT WAY	ANCHOR WAY	EXPO	ROAD01	R	AC	94	$1,844	76,757	SLURRY SEAL
						Treatment Total		$19,445		
						Year 2015 Total		$47,475		

Year: 2016

EAST PORT MARINA DRIVE	EAST PORT MARINA WAY	PORT OFFICES PARKING LOT	OFFICE	ROAD01	R	AC	100	$146,572	4,264	RECONSTRUCT STRUCTURE (AC)
VISITOR CENTER - PARKING LOT	EAST PORT MARINA WAY	DMV PARKING LOT	VISITOR	LOT01	O	AC	100	$182,076	4,159	RECONSTRUCT STRUCTURE (AC)
VISITOR CENTER - ACCESS ROAD	EAST PORT MARINA WAY	VISITOR/DMV PARKING LOTS	VISITOR	ROAD01	R	AC	100	$48,321	4,264	RECONSTRUCT STRUCTURE (AC)
						Treatment Total		$376,969		
						Year 2016 Total		$376,969		

Year: 2017

JENSEN - EASTSIDE DRIVEWAY	PORT WAY	NORTH DEAD END	JENSEN	ROAD01	R	AC	100	$21,511	27,793	MEDIUM OVERLAY, DIGOUTS, PATCH
						Treatment Total		$21,511		
						Year 2017 Total		$21,511		

Year: 2018

EXPO BDG 2 - WEST LOT	PORT WAY	ANCHOR WAY	EXPO	LOT04	O	AC	89	$10,474	60,576	SLURRY SEAL
TIMBER INCUBATOR - PARKING LOT	HERON DR	END OF LOT	TIMBER	LOT01	O	AC	85	$3,169	52,381	SLURRY SEAL
WASCO BUILDING LOT	SOUTH END	NORTH END	WASCO	LOT	O	AC	94	$2,917	71,559	SLURRY SEAL
						Treatment Total		$16,560		
						Year 2018 Total		$16,560		

Year: 2019

Road Name	Begin Location	End Location	Street ID	Section ID	FC	Surface	PCI	Cost	Rating	Treatment
**MARITIME - SOUTH PARKING LOT	SOUTH END (FRONT END OF BUILDING)	NORTH END	MARITIME	LOT01	O	AC	100	$58,815	23,610	MEDIUM OVERLAY, DIGOUTS, PATCH
**MARITIME - PORTWAY AVE	8TH ST	BEGIN CUL DE SAC	MARITIME	PORTWAY1	R	AC	100	$59,114	25,026	MEDIUM OVERLAY, DIGOUTS, PATCH
**MARITIME - WESTSIDE DRIVEWAY	SOUTH PARKING LOT	NORTH END (FENCE)	MARITIME	ROAD01	R	AC	100	$12,211	24,973	MEDIUM OVERLAY, DIGOUTS, PATCH
						Treatment Total		$130,140		
KEN JERNSTED AIRPORT LOT	WEST END	EAST END	AIRPORT	LOT	O	AC	91	$3,274	63,744	SLURRY SEAL
HALYARD BUILDING PARKING LOT	WEST END HALYARD BLDG	EAST END HALYARD BLDG	HALYARD	LOT01	O	AC	91	$5,224	63,744	SLURRY SEAL
						Treatment Total		$8,498		
**MARITIME - EAST LOT	EAST ACCESS ROAD	EAST END (FENCE)	MARITIME	LOT04	O	AC	100	$86,608	3,283	RECONSTRUCT STRUCTURE (AC)
**MARITIME - EASTSIDE DRIVEWAY	SOUTH PARKING LOT	NORTH END (FENCE)	MARITIME	ROAD02	R	AC	100	$85,929	3,283	RECONSTRUCT STRUCTURE (AC)
						Treatment Total		$172,537		
						Year 2019 Total		$311,175		

Year: 2020

MARITIME - PORTWAY AVE	BEGIN CUL DE SAC - WEST END	END CUL DE SAC	MARITIME	PORTWAY2	R	AC	94	$2,659	65,466	SLURRY SEAL
PORT OFFICE - PARKING LOT	SOUTH END OF LOT	NORTH END OF LOT	OFFICE	LOT01	O	AC	88	$3,708	48,545	SLURRY SEAL
						Treatment Total		$6,367		
						Year 2020 Total		$6,367		

Year: 2021

BIG 7 - DRIVEWAY TO UPPER DOCK	ACCESS ROAD	UPPER LOT/BAY DOOR	BIG7	ROAD02	R	AC	86	$561	69,331	SLURRY SEAL
EAST PORT MARINA WAY	BUTTON BRIDGE RD	SECOND SPEED BUMP	EASTPORT	ROAD01	R	AC	87	$2,351	51,200	SLURRY SEAL
EAST PORT MARINA WAY	SECOND SPEED BUMP	MARINA PARKING LOT	EASTPORT	ROAD02	R	AC	88	$7,632	52,667	SLURRY SEAL
EAST PORT MARINA WAY	MARINA LOT SOUTH ENTRANCE	SWIM BEACH PARKING LOT	EASTPORT	ROAD03	R	AC	88	$6,568	88,012	SLURRY SEAL

Road Name	Begin Location	End Location	Street ID	Section ID	FC	Surface	PCI	Cost	Rating	Treatment
EVENT - 1ST ST	RIVERSIDE DR	PORT WAY	EVENT	1STST	R	AC	87	$8,957	51,200	SLURRY SEAL
SWIM BEACH - ONE WAY EXIT ROAD	EAST PORT MARINA WAY	SWIM BEACH PARKING LOT	SWIMBEACH	ROAD01	R	AC	88	$2,433	70,201	SLURRY SEAL
						Treatment Total		$28,502		
						Year 2021 Total		$28,502		

Year: 2022

JENSEN - WEST PARKING LOT	PORT WAY	NORTH END	JENSEN	LOT02	O	AC	74	$12,576	53,538	CRACK AND SLURRY SEAL
MARITIME - NORTH LOT AC	BEGIN AC/END PCC	WEST END	MARITIME	LOT03	O	AC	75	$3,329	48,556	CRACK AND SLURRY SEAL
VISITOR CENTER - EAST LOT	VISITOR CENTER MAIN LOT	NORTH END	VISITOR	LOT02	O	AC	73	$1,426	42,885	CRACK AND SLURRY SEAL
						Treatment Total		$17,331		
BIG 7 - LOWER DRIVEWAY	WESTSIDE DRIVEWAY	NORTH PARKING LOT	BIG7	ROAD01	R	AC	87	$1,228	49,709	SLURRY SEAL
BOAT LAUNCH - ROAD	EAST PORT MARINA DRIVE(PORT OFFICE ROAD)	PCC BOAT RAMP	BOATLAUNCH	ROAD01	R	AC	91	$2,089	66,504	SLURRY SEAL
DMV - SOUTH PARKING LOT	DMV WEST PARKING LOT	VISITORS PARKING LOT	DMV	LOT01	O	AC	87	$2,911	50,353	SLURRY SEAL
DMV - WEST PARKING LOT	SOUTH PARKING LOT	NORTH END/MARINA FENCE	DMV	LOT02	O	AC	82	$2,101	61,171	SLURRY SEAL
EVENT CENTER PARKING LOT	WEST END	EAST END	EVENT	LOT01	O	AC	82	$33,754	49,963	SLURRY SEAL
EXPO BDG 2 - NORTHEAST LOT	EAST LOT	WEST END/EMPLOYEE ENTRANCE	EXPO	LOT03	O	AC	83	$1,563	65,566	SLURRY SEAL
MARINA - PARKING LOT	EAST PORT MARINA WAY	NORTH END OF LOT	MARINA	LOT01	O	AC	85	$14,092	60,383	SLURRY SEAL
SWIM BEACH - PARKING LOT	EAST PORT MARINA WAY	EAST END/SWIM BEACH ROAD	SWIMBEACH	LOT01	O	AC	82	$3,329	55,818	SLURRY SEAL
						Treatment Total		$61,067		
						Year 2022 Total		$78,398		
						Grand Total		$1,961,548		

Target-Driven Scenarios - Sections Selected for Treatment

Interest: 2.00% Inflation: 3.00% Printed: 04/25/2013

Scenario: (2) Maintain Current PCI (70) Objective: Minimum Network Average PCI: 70.0

Road Name	Begin Location	End Location	Street ID	Section ID	FC	Surface	PCI	Cost	Rating	Treatment
Year: 2013										
EAST PORT MARINA WAY	MARINA LOT SOUTH ENTRANCE	SWIM BEACH PARKING LOT	EASTPORT	ROAD03	R	AC	87	$5,185	110,923	SLURRY SEAL
						Treatment Total		$5,185		
						Year 2013 Total		$5,185		
Year: 2014										
JENSEN - WEST PARKING LOT	PORT WAY	NORTH END	JENSEN	LOT02	O	AC	74	$9,927	68,638	CRACK AND SLURRY SEAL
MARITIME - NORTH LOT AC	BEGIN AC/END PCC	WEST END	MARITIME	LOT03	O	AC	77	$2,628	63,484	CRACK AND SLURRY SEAL
						Treatment Total		$12,555		
BIG 7 - DRIVEWAY TO UPPER DOCK	ACCESS ROAD	UPPER LOT/BAY DOOR	BIG7	ROAD02	R	AC	86	$456	85,277	SLURRY SEAL
BOAT LAUNCH - ROAD	EAST PORT MARINA DRIVE(PORT OFFICE ROAD)	PCC BOAT RAMP	BOATLAUNCH	ROAD01	R	AC	92	$1,649	75,273	SLURRY SEAL
DMV - WEST PARKING LOT	SOUTH PARKING LOT	NORTH END/MARINA FENCE	DMV	LOT02	O	AC	83	$1,658	78,556	SLURRY SEAL
EVENT CENTER PARKING LOT	WEST END	EAST END	EVENT	LOT01	O	AC	87	$26,646	59,537	SLURRY SEAL
EXPO BDG 2 - NORTHEAST LOT	EAST LOT	WEST END/EMPLOYEE ENTRANCE	EXPO	LOT03	O	AC	83	$1,234	83,871	SLURRY SEAL
MARINA - PARKING LOT	EAST PORT MARINA WAY	NORTH END OF LOT	MARINA	LOT01	O	AC	87	$11,125	75,859	SLURRY SEAL
SWIM BEACH - PARKING LOT	EAST PORT MARINA WAY	EAST END/SWIM BEACH ROAD	SWIMBEACH	LOT01	O	AC	85	$2,628	70,865	SLURRY SEAL
SWIM BEACH - ONE WAY EXIT ROAD	EAST PORT MARINA WAY	SWIM BEACH PARKING LOT	SWIMBEACH	ROAD01	R	AC	88	$1,978	85,756	SLURRY SEAL

Road Name	Begin Location	End Location	Street ID	Section ID	FC	Surface	PCI	Cost	Rating	Treatment
						Treatment Total		$47,374		
						Year 2014 Total		$59,929		
Year: 2015										
BOAT LAUNCH - PARKING LOT	SOUTH END OF LOT	NORTH END OF LOT	BOATLAUNCH	LOT01	O	AC	89	$16,475	66,350	SLURRY SEAL
EXPO BDG 2 - WESTSIDE DRIVEWAY	PORT WAY	ANCHOR WAY	EXPO	ROAD01	R	AC	94	$1,844	76,757	SLURRY SEAL
						Treatment Total		$18,319		
						Year 2015 Total		$18,319		
Year: 2016										
VISITOR CENTER - EAST LOT	VISITOR CENTER MAIN LOT	NORTH END	VISITOR	LOT02	O	AC	74	$1,194	51,451	CRACK AND SLURRY SEAL
						Treatment Total		$1,194		
EAST PORT MARINA WAY	SECOND SPEED BUMP	MARINA PARKING LOT	EASTPORT	ROAD02	R	AC	100	$37,431	39,161	THIN OVERLAY, PATCH, SEAL CRACKS
EVENT - PORTWAY AVE	2ND ST	1ST ST	EVENT	PORTWAY	R	AC	100	$28,871	34,440	THIN OVERLAY, PATCH, SEAL CRACKS
						Treatment Total		$66,302		
BIG 7 - WESTSIDE DRIVEWAY	BEGIN PORT JURISDICTION @ CENTURYLINK PARKING LOT	BIG 7 LOWER DRIVEWAY	BIG7	ROAD03	R	AC	86	$1,160	62,498	SLURRY SEAL
						Treatment Total		$1,160		
						Year 2016 Total		$68,656		
Year: 2017										
MARITIME - PORTWAY AVE	8TH ST	BEGIN CUL DE SAC	MARITIME	PORTWAY1	R	AC	100	$50,995	28,219	MEDIUM OVERLAY, DIGOUTS, PATCH
						Treatment Total		$50,995		

Road Name	Begin Location	End Location	Street ID	Section ID	FC	Surface	PCI	Cost	Rating	Treatment
						Year 2017 Total		$50,995		
Year: 2018										
JENSEN - EASTSIDE DRIVEWAY	PORT WAY	NORTH DEAD END	JENSEN	ROAD01	R	AC	100	$22,156	27,441	MEDIUM OVERLAY, DIGOUTS, PATCH
MARITIME - WESTSIDE DRIVEWAY	SOUTH PARKING LOT	NORTH END (FENCE)	MARITIME	ROAD01	R	AC	100	$10,850	27,733	MEDIUM OVERLAY, DIGOUTS, PATCH
						Treatment Total		$33,006		
EXPO BDG 2 - WEST LOT	PORT WAY	ANCHOR WAY	EXPO	LOT04	O	AC	89	$10,474	60,576	SLURRY SEAL
TIMBER INCUBATOR - PARKING LOT	HERON DR	END OF LOT	TIMBER	LOT01	O	AC	85	$3,169	52,381	SLURRY SEAL
WASCO BUILDING LOT	SOUTH END	NORTH END	WASCO	LOT	O	AC	94	$2,917	71,559	SLURRY SEAL
						Treatment Total		$16,560		
						Year 2018 Total		$49,566		
Year: 2019										
BIG 7 - NORTH PARKING LOT	WEST END (NORTH END OF BUILDING)	EAST END	BIG7	LOT01	O	AC	100	$39,709	25,240	MEDIUM OVERLAY, DIGOUTS, PATCH
						Treatment Total		$39,709		
KEN JERNSTED AIRPORT LOT	WEST END	EAST END	AIRPORT	LOT	O	AC	91	$3,274	63,744	SLURRY SEAL
HALYARD BUILDING PARKING LOT	WEST END HALYARD BLDG	EAST END HALYARD BLDG	HALYARD	LOT01	O	AC	91	$5,224	63,744	SLURRY SEAL
						Treatment Total		$8,498		
VISITOR CENTER - ACCESS ROAD	EAST PORT MARINA WAY	VISITOR/DMV PARKING LOTS	VISITOR	ROAD01	R	AC	100	$52,801	3,902	RECONSTRUCT STRUCTURE (AC)
						Treatment Total		$52,801		
						Year 2019 Total		$101,008		
Year: 2020										

Road Name	Begin Location	End Location	Street ID	Section ID	FC	Surface	PCI	Cost	Rating	Treatment
MARITIME - SOUTH PARKING LOT	SOUTH END (FRONT END OF BUILDING)	NORTH END	MARITIME	LOT01	O	AC	100	$57,131	24,750	MEDIUM OVERLAY, DIGOUTS, PATCH
						Treatment Total		$57,131		
MARITIME - PORTWAY AVE	BEGIN CUL DE SAC - WEST END	END CUL DE SAC	MARITIME	PORTWAY2	R	AC	94	$2,659	65,466	SLURRY SEAL
PORT OFFICE - PARKING LOT	SOUTH END OF LOT	NORTH END OF LOT	OFFICE	LOT01	O	AC	88	$3,708	48,545	SLURRY SEAL
						Treatment Total		$6,367		
						Year 2020 Total		$63,498		

Year: 2021

JENSEN - EAST PARKING LOT	PORT WAY	NORTH END	JENSEN	LOT01	O	AC	100	$57,803	24,165	MEDIUM OVERLAY, DIGOUTS, PATCH
						Treatment Total		$57,803		
EAST PORT MARINA WAY	MARINA LOT SOUTH ENTRANCE	SWIM BEACH PARKING LOT	EASTPORT	ROAD03	R	AC	88	$6,568	88,012	SLURRY SEAL
						Treatment Total		$6,568		
						Year 2021 Total		$64,371		

Year: 2022

BIG 7 - DRIVEWAY TO UPPER DOCK	ACCESS ROAD	UPPER LOT/BAY DOOR	BIG7	ROAD02	R	AC	85	$578	67,195	SLURRY SEAL
BOAT LAUNCH - ROAD	EAST PORT MARINA DRIVE(PORT OFFICE ROAD)	PCC BOAT RAMP	BOATLAUNCH	ROAD01	R	AC	91	$2,089	66,504	SLURRY SEAL
SWIM BEACH - ONE WAY EXIT ROAD	EAST PORT MARINA WAY	SWIM BEACH PARKING LOT	SWIMBEACH	ROAD01	R	AC	87	$2,506	68,748	SLURRY SEAL
						Treatment Total		$5,173		
BIG 7 - LOWER DRIVEWAY	WESTSIDE DRIVEWAY	NORTH PARKING LOT	BIG7	ROAD01	R	AC	100	$77,571	3,571	RECONSTRUCT STRUCTURE (AC)
MARITIME - EASTSIDE DRIVEWAY	SOUTH PARKING LOT	NORTH END (FENCE)	MARITIME	ROAD02	R	AC	100	$78,997	3,571	RECONSTRUCT STRUCTURE (AC)

Road Name	Begin Location	End Location	Street ID	Section ID	FC	Surface	PCI	Cost	Rating	Treatment
						Treatment Total		$156,568		
						Year 2022 Total		$161,741		
						Grand Total		$643,268		

Target-Driven Scenarios - Sections Selected for Treatment

Interest: 2.00% Inflation: 3.00% Printed: 04/25/2013

Scenario: (3) Increase PCI 5 points (to 75) Objective: Minimum Network Average PCI

Year	Value	Year	Value	Year	Value	Year	Value
Year 1	71	Year 2	71	Year 3	72	Year 4	72
Year 5	73	Year 6	73	Year 7	74	Year 8	74
Year 9	75	Year 10	75				

Road Name	Begin Location	End Location	Street ID	Section ID	FC	Surface	PCI	Cost	Rating	Treatment
Year: 2013										
JENSEN - WEST PARKING LOT	PORT WAY	NORTH END	JENSEN	LOT02	O	AC	76	$9,638	72,747	CRACK AND SLURRY SEAL
						Treatment Total		$9,638		
BIG 7 - DRIVEWAY TO UPPER DOCK	ACCESS ROAD	UPPER LOT/BAY DOOR	BIG7	ROAD02	R	AC	87	$443	87,431	SLURRY SEAL
DMV - WEST PARKING LOT	SOUTH PARKING LOT	NORTH END/MARINA FENCE	DMV	LOT02	O	AC	84	$1,610	81,430	SLURRY SEAL
EAST PORT MARINA WAY	MARINA LOT SOUTH ENTRANCE	SWIM BEACH PARKING LOT	EASTPORT	ROAD03	R	AC	87	$5,185	110,923	SLURRY SEAL
EXPO BDG 2 - NORTHEAST LOT	EAST LOT	WEST END/EMPLOYEE ENTRANCE	EXPO	LOT03	O	AC	84	$1,198	87,267	SLURRY SEAL
MARINA - PARKING LOT	EAST PORT MARINA WAY	NORTH END OF LOT	MARINA	LOT01	O	AC	88	$10,801	76,975	SLURRY SEAL
SWIM BEACH - ONE WAY EXIT ROAD	EAST PORT MARINA WAY	SWIM BEACH PARKING LOT	SWIMBEACH	ROAD01	R	AC	89	$1,921	86,510	SLURRY SEAL
						Treatment Total		$21,158		
						Year 2013 Total		$30,796		
Year: 2014										
MARITIME - NORTH LOT AC	BEGIN AC/END PCC	WEST END	MARITIME	LOT03	O	AC	77	$2,628	63,484	CRACK AND SLURRY SEAL
						Treatment Total		$2,628		
BOAT LAUNCH - ROAD	EAST PORT MARINA DRIVE(PORT OFFICE ROAD)	PCC BOAT RAMP	BOATLAUNCH	ROAD01	R	AC	92	$1,649	75,273	SLURRY SEAL

** - Treatment from Project Selection

Scenarios Criteria:

Road Name	Begin Location	End Location	Street ID	Section ID	FC	Surface	PCI	Cost	Rating	Treatment
EVENT CENTER PARKING LOT	WEST END	EAST END	EVENT	LOT01	O	AC	87	$26,646	59,537	SLURRY SEAL
SWIM BEACH - PARKING LOT	EAST PORT MARINA WAY	EAST END/SWIM BEACH ROAD	SWIMBEACH	LOT01	O	AC	85	$2,628	70,865	SLURRY SEAL
						Treatment Total		$30,923		
						Year 2014 Total		$33,551		

Year: 2015

VISITOR CENTER - EAST LOT	VISITOR CENTER MAIN LOT	NORTH END	VISITOR	LOT02	O	AC	75	$1,159	53,961	CRACK AND SLURRY SEAL
						Treatment Total		$1,159		
EAST PORT MARINA WAY	SECOND SPEED BUMP	MARINA PARKING LOT	EASTPORT	ROAD02	R	AC	100	$36,341	38,944	THIN OVERLAY, PATCH, SEAL CRACKS
EVENT - PORTWAY AVE	2ND ST	1ST ST	EVENT	PORTWAY	R	AC	100	$28,030	33,915	THIN OVERLAY, PATCH, SEAL CRACKS
						Treatment Total		$64,371		
BIG 7 - WESTSIDE DRIVEWAY	BEGIN PORT JURISDICTION @ CENTURYLINK PARKING LOT	BIG 7 LOWER DRIVEWAY	BIG7	ROAD03	R	AC	88	$1,126	62,332	SLURRY SEAL
BOAT LAUNCH - PARKING LOT	SOUTH END OF LOT	NORTH END OF LOT	BOATLAUNCH	LOT01	O	AC	89	$16,475	66,350	SLURRY SEAL
EXPO BDG 2 - WESTSIDE DRIVEWAY	PORT WAY	ANCHOR WAY	EXPO	ROAD01	R	AC	94	$1,844	76,757	SLURRY SEAL
						Treatment Total		$19,445		
						Year 2015 Total		$84,975		

Year: 2016

MARITIME - PORTWAY AVE	8TH ST	BEGIN CUL DE SAC	MARITIME	PORTWAY1	R	AC	100	$49,509	28,588	MEDIUM OVERLAY, DIGOUTS, PATCH
MARITIME - WESTSIDE DRIVEWAY	SOUTH PARKING LOT	NORTH END (FENCE)	MARITIME	ROAD01	R	AC	100	$10,227	28,484	MEDIUM OVERLAY, DIGOUTS, PATCH
						Treatment Total		$59,736		

Road Name	Begin Location	End Location	Street ID	Section ID	FC	Surface	PCI	Cost	Rating	Treatment
						Year 2016 Total		$59,736		
Year: 2017										
JENSEN - EASTSIDE DRIVEWAY	PORT WAY	NORTH DEAD END	JENSEN	ROAD01	R	AC	100	$21,511	27,793	MEDIUM OVERLAY, DIGOUTS, PATCH
						Treatment Total		$21,511		
BIG 7 - LOWER DRIVEWAY	WESTSIDE DRIVEWAY	NORTH PARKING LOT	BIG7	ROAD01	R	AC	100	$66,913	4,140	RECONSTRUCT STRUCTURE (AC)
EAST PORT MARINA WAY	BUTTON BRIDGE RD	SECOND SPEED BUMP	EASTPORT	ROAD01	R	AC	100	$131,919	4,140	RECONSTRUCT STRUCTURE (AC)
MARITIME - EASTSIDE DRIVEWAY	SOUTH PARKING LOT	NORTH END (FENCE)	MARITIME	ROAD02	R	AC	100	$68,144	4,140	RECONSTRUCT STRUCTURE (AC)
VISITOR CENTER - ACCESS ROAD	EAST PORT MARINA WAY	VISITOR/DMV PARKING LOTS	VISITOR	ROAD01	R	AC	100	$49,770	4,140	RECONSTRUCT STRUCTURE (AC)
						Treatment Total		$316,746		
						Year 2017 Total		$338,257		
Year: 2018										
EXPO BDG 2 - WEST LOT	PORT WAY	ANCHOR WAY	EXPO	LOT04	O	AC	89	$10,474	60,576	SLURRY SEAL
TIMBER INCUBATOR - PARKING LOT	HERON DR	END OF LOT	TIMBER	LOT01	O	AC	85	$3,169	52,381	SLURRY SEAL
WASCO BUILDING LOT	SOUTH END	NORTH END	WASCO	LOT	O	AC	94	$2,917	71,559	SLURRY SEAL
						Treatment Total		$16,560		
EAST PORT MARINA DRIVE	EAST PORT MARINA WAY	PORT OFFICES PARKING LOT	OFFICE	ROAD01	R	AC	100	$155,499	4,019	RECONSTRUCT STRUCTURE (AC)
						Treatment Total		$155,499		
						Year 2018 Total		$172,059		
Year: 2019										
BIG 7 - NORTH PARKING LOT	WEST END (NORTH END OF BUILDING)	EAST END	BIG7	LOT01	O	AC	100	$39,709	25,240	MEDIUM OVERLAY, DIGOUTS, PATCH

Road Name	Begin Location	End Location	Street ID	Section ID	FC	Surface	PCI	Cost	Rating	Treatment
						Treatment Total		$39,709		
KEN JERNSTED AIRPORT LOT	WEST END	EAST END	AIRPORT	LOT	O	AC	91	$3,274	63,744	SLURRY SEAL
HALYARD BUILDING PARKING LOT	WEST END HALYARD BLDG	EAST END HALYARD BLDG	HALYARD	LOT01	O	AC	91	$5,224	63,744	SLURRY SEAL
						Treatment Total		$8,498		
EVENT - 1ST ST	RIVERSIDE DR	PORT WAY	EVENT	1STST	R	AC	100	$533,335	3,902	RECONSTRUCT STRUCTURE (AC)
						Treatment Total		$533,335		
						Year 2019 Total		$581,542		

Year: 2021

MARITIME - SOUTH PARKING LOT	SOUTH END (FRONT END OF BUILDING)	NORTH END	MARITIME	LOT01	O	AC	100	$58,845	24,422	MEDIUM OVERLAY, DIGOUTS, PATCH
						Treatment Total		$58,845		
BIG 7 - DRIVEWAY TO UPPER DOCK	ACCESS ROAD	UPPER LOT/BAY DOOR	BIG7	ROAD02	R	AC	86	$561	69,331	SLURRY SEAL
EAST PORT MARINA WAY	MARINA LOT SOUTH ENTRANCE	SWIM BEACH PARKING LOT	EASTPORT	ROAD03	R	AC	88	$6,568	88,012	SLURRY SEAL
MARITIME - PORTWAY AVE	BEGIN CUL DE SAC - WEST END	END CUL DE SAC	MARITIME	PORTWAY2	R	AC	93	$2,738	67,741	SLURRY SEAL
PORT OFFICE - PARKING LOT	SOUTH END OF LOT	NORTH END OF LOT	OFFICE	LOT01	O	AC	87	$3,819	49,079	SLURRY SEAL
SWIM BEACH - ONE WAY EXIT ROAD	EAST PORT MARINA WAY	SWIM BEACH PARKING LOT	SWIMBEACH	ROAD01	R	AC	88	$2,433	70,201	SLURRY SEAL
						Treatment Total		$16,119		
						Year 2021 Total		$74,964		

Year: 2022

BOAT LAUNCH - ROAD	EAST PORT MARINA DRIVE(PORT OFFICE ROAD)	PCC BOAT RAMP	BOATLAUNCH	ROAD01	R	AC	91	$2,089	66,504	SLURRY SEAL

Road Name	Begin Location	End Location	Street ID	Section ID	FC	Surface	PCI	Cost	Rating	Treatment
DMV - WEST PARKING LOT	SOUTH PARKING LOT	NORTH END/MARINA FENCE	DMV	LOT02	O	AC	82	$2,101	61,171	SLURRY SEAL
EXPO BDG 2 - NORTHEAST LOT	EAST LOT	WEST END/EMPLOYEE ENTRANCE	EXPO	LOT03	O	AC	83	$1,563	65,566	SLURRY SEAL
MARINA - PARKING LOT	EAST PORT MARINA WAY	NORTH END OF LOT	MARINA	LOT01	O	AC	85	$14,092	60,383	SLURRY SEAL
						Treatment Total		$19,845		
						Year 2022 Total		$19,845		
						Grand Total		$1,395,725		

Target-Driven Scenarios - Sections Selected for Treatment

Interest: 2.00% Inflation: 3.00% Printed: 04/25/2013

Scenario: (4) Increase PCI 10 points (to 80) Objective: Minimum Network Average PCI

Year	Value	Year	Value	Year	Value	Year	Value
Year 1	71	Year 2	72	Year 3	73	Year 4	74
Year 5	75	Year 6	76	Year 7	77	Year 8	78
Year 9	79	Year 10	80				

Road Name	Begin Location	End Location	Street ID	Section ID	FC	Surface	PCI	Cost	Rating	Treatment
Year: 2013										
JENSEN - WEST PARKING LOT	PORT WAY	NORTH END	JENSEN	LOT02	O	AC	76	$9,638	72,747	CRACK AND SLURRY SEAL
						Treatment Total		$9,638		
BIG 7 - DRIVEWAY TO UPPER DOCK	ACCESS ROAD	UPPER LOT/BAY DOOR	BIG7	ROAD02	R	AC	87	$443	87,431	SLURRY SEAL
DMV - WEST PARKING LOT	SOUTH PARKING LOT	NORTH END/MARINA FENCE	DMV	LOT02	O	AC	84	$1,610	81,430	SLURRY SEAL
EAST PORT MARINA WAY	MARINA LOT SOUTH ENTRANCE	SWIM BEACH PARKING LOT	EASTPORT	ROAD03	R	AC	87	$5,185	110,923	SLURRY SEAL
EXPO BDG 2 - NORTHEAST LOT	EAST LOT	WEST END/EMPLOYEE ENTRANCE	EXPO	LOT03	O	AC	84	$1,198	87,267	SLURRY SEAL
MARINA - PARKING LOT	EAST PORT MARINA WAY	NORTH END OF LOT	MARINA	LOT01	O	AC	88	$10,801	76,975	SLURRY SEAL
SWIM BEACH - ONE WAY EXIT ROAD	EAST PORT MARINA WAY	SWIM BEACH PARKING LOT	SWIMBEACH	ROAD01	R	AC	89	$1,921	86,510	SLURRY SEAL
						Treatment Total		$21,158		
						Year 2013 Total		$30,796		
Year: 2014										
**EXPO BDG 2 - EAST LOT	PORT WAY	ANCHOR WAY	EXPO	LOT02	O	AC	100	$320,779	4,412	RECONSTRUCT STRUCTURE (AC)
						Treatment Total		$320,779		
						Year 2014 Total		$320,779		

** - Treatment from Project Selection

Scenarios Criteria:

Road Name	Begin Location	End Location	Street ID	Section ID	FC	Surface	PCI	Cost	Rating	Treatment
Year: 2015										
MARITIME - NORTH LOT AC	BEGIN AC/END PCC	WEST END	MARITIME	LOT03	O	AC	76	$2,707	60,335	CRACK AND SLURRY SEAL
VISITOR CENTER - EAST LOT	VISITOR CENTER MAIN LOT	NORTH END	VISITOR	LOT02	O	AC	75	$1,159	53,961	CRACK AND SLURRY SEAL
						Treatment Total		$3,866		
EAST PORT MARINA WAY	SECOND SPEED BUMP	MARINA PARKING LOT	EASTPORT	ROAD02	R	AC	100	$36,341	38,944	THIN OVERLAY, PATCH, SEAL CRACKS
						Treatment Total		$36,341		
BIG 7 - WESTSIDE DRIVEWAY	BEGIN PORT JURISDICTION @ CENTURYLINK PARKING LOT	BIG 7 LOWER DRIVEWAY	BIG7	ROAD03	R	AC	88	$1,126	62,332	SLURRY SEAL
BOAT LAUNCH - PARKING LOT	SOUTH END OF LOT	NORTH END OF LOT	BOATLAUNCH	LOT01	O	AC	89	$16,475	66,350	SLURRY SEAL
BOAT LAUNCH - ROAD	EAST PORT MARINA DRIVE(PORT OFFICE ROAD)	PCC BOAT RAMP	BOATLAUNCH	ROAD01	R	AC	92	$1,699	77,358	SLURRY SEAL
EVENT CENTER PARKING LOT	WEST END	EAST END	EVENT	LOT01	O	AC	86	$27,446	59,640	SLURRY SEAL
EXPO BDG 2 - WESTSIDE DRIVEWAY	PORT WAY	ANCHOR WAY	EXPO	ROAD01	R	AC	94	$1,844	76,757	SLURRY SEAL
SWIM BEACH - PARKING LOT	EAST PORT MARINA WAY	EAST END/SWIM BEACH ROAD	SWIMBEACH	LOT01	O	AC	84	$2,707	68,961	SLURRY SEAL
						Treatment Total		$51,297		
						Year 2015 Total		$91,504		
Year: 2016										
EVENT - PORTWAY AVE	2ND ST	1ST ST	EVENT	PORTWAY	R	AC	100	$28,871	34,440	THIN OVERLAY, PATCH, SEAL CRACKS
						Treatment Total		$28,871		
BIG 7 - LOWER DRIVEWAY	WESTSIDE DRIVEWAY	NORTH PARKING LOT	BIG7	ROAD01	R	AC	100	$64,965	4,264	RECONSTRUCT STRUCTURE (AC)
EAST PORT MARINA WAY	BUTTON BRIDGE RD	SECOND SPEED BUMP	EASTPORT	ROAD01	R	AC	100	$128,076	4,264	RECONSTRUCT STRUCTURE (AC)

Road Name	Begin Location	End Location	Street ID	Section ID	FC	Surface	PCI	Cost	Rating	Treatment
VISITOR CENTER - ACCESS ROAD	EAST PORT MARINA WAY	VISITOR/DMV PARKING LOTS	VISITOR	ROAD01	R	AC	100	$48,321	4,264	RECONSTRUCT STRUCTURE (AC)
						Treatment Total		$241,362		
						Year 2016 Total		$270,233		

Year: 2017

JENSEN - EASTSIDE DRIVEWAY	PORT WAY	NORTH DEAD END	JENSEN	ROAD01	R	AC	100	$21,511	27,793	MEDIUM OVERLAY, DIGOUTS, PATCH
						Treatment Total		$21,511		
EVENT - 1ST ST	RIVERSIDE DR	PORT WAY	EVENT	1STST	R	AC	100	$502,719	4,140	RECONSTRUCT STRUCTURE (AC)
EAST PORT MARINA DRIVE	EAST PORT MARINA WAY	PORT OFFICES PARKING LOT	OFFICE	ROAD01	R	AC	100	$150,969	4,140	RECONSTRUCT STRUCTURE (AC)
						Treatment Total		$653,688		
						Year 2017 Total		$675,199		

Year: 2019

**MARITIME - SOUTH PARKING LOT	SOUTH END (FRONT END OF BUILDING)	NORTH END	MARITIME	LOT01	O	AC	100	$58,815	23,610	MEDIUM OVERLAY, DIGOUTS, PATCH
**MARITIME - PORTWAY AVE	8TH ST	BEGIN CUL DE SAC	MARITIME	PORTWAY1	R	AC	100	$59,114	25,026	MEDIUM OVERLAY, DIGOUTS, PATCH
**MARITIME - WESTSIDE DRIVEWAY	SOUTH PARKING LOT	NORTH END (FENCE)	MARITIME	ROAD01	R	AC	100	$12,211	24,973	MEDIUM OVERLAY, DIGOUTS, PATCH
						Treatment Total		$130,140		
**MARITIME - EAST LOT	EAST ACCESS ROAD	EAST END (FENCE)	MARITIME	LOT04	O	AC	100	$86,608	3,283	RECONSTRUCT STRUCTURE (AC)
**MARITIME - EASTSIDE DRIVEWAY	SOUTH PARKING LOT	NORTH END (FENCE)	MARITIME	ROAD02	R	AC	100	$85,929	3,283	RECONSTRUCT STRUCTURE (AC)
						Treatment Total		$172,537		
						Year 2019 Total		$302,677		

Year: 2021

Road Name	Begin Location	End Location	Street ID	Section ID	FC	Surface	PCI	Cost	Rating	Treatment
BIG 7 - NORTH PARKING LOT	WEST END (NORTH END OF BUILDING)	EAST END	BIG7	LOT01	O	AC	100	$42,128	24,588	MEDIUM OVERLAY, DIGOUTS, PATCH
						Treatment Total		$42,128		
KEN JERNSTED AIRPORT LOT	WEST END	EAST END	AIRPORT	LOT	O	AC	89	$3,474	64,464	SLURRY SEAL
BIG 7 - DRIVEWAY TO UPPER DOCK	ACCESS ROAD	UPPER LOT/BAY DOOR	BIG7	ROAD02	R	AC	86	$561	69,331	SLURRY SEAL
EAST PORT MARINA WAY	MARINA LOT SOUTH ENTRANCE	SWIM BEACH PARKING LOT	EASTPORT	ROAD03	R	AC	88	$6,568	88,012	SLURRY SEAL
EXPO BDG 2 - WEST LOT	PORT WAY	ANCHOR WAY	EXPO	LOT04	O	AC	85	$11,445	58,986	SLURRY SEAL
HALYARD BUILDING PARKING LOT	WEST END HALYARD BLDG	EAST END HALYARD BLDG	HALYARD	LOT01	O	AC	89	$5,542	64,464	SLURRY SEAL
MARITIME - PORTWAY AVE	BEGIN CUL DE SAC - WEST END	END CUL DE SAC	MARITIME	PORTWAY2	R	AC	93	$2,738	67,741	SLURRY SEAL
PORT OFFICE - PARKING LOT	SOUTH END OF LOT	NORTH END OF LOT	OFFICE	LOT01	O	AC	87	$3,819	49,079	SLURRY SEAL
SWIM BEACH - ONE WAY EXIT ROAD	EAST PORT MARINA WAY	SWIM BEACH PARKING LOT	SWIMBEACH	ROAD01	R	AC	88	$2,433	70,201	SLURRY SEAL
TIMBER INCUBATOR - PARKING LOT	HERON DR	END OF LOT	TIMBER	LOT01	O	AC	80	$3,463	48,934	SLURRY SEAL
WASCO BUILDING LOT	SOUTH END	NORTH END	WASCO	LOT	O	AC	92	$3,188	74,876	SLURRY SEAL
						Treatment Total		$43,231		
						Year 2021 Total		$85,359		

Year: 2022

JENSEN - EAST PARKING LOT	PORT WAY	NORTH END	JENSEN	LOT01	O	AC	100	$59,537	23,830	MEDIUM OVERLAY, DIGOUTS, PATCH
						Treatment Total		$59,537		
JENSEN - WEST PARKING LOT	PORT WAY	NORTH END	JENSEN	LOT02	O	AC	74	$12,576	53,538	CRACK AND SLURRY SEAL
						Treatment Total		$12,576		
DMV - WEST PARKING LOT	SOUTH PARKING LOT	NORTH END/MARINA FENCE	DMV	LOT02	O	AC	82	$2,101	61,171	SLURRY SEAL
EXPO BDG 2 - NORTHEAST LOT	EAST LOT	WEST END/EMPLOYEE ENTRANCE	EXPO	LOT03	O	AC	83	$1,563	65,566	SLURRY SEAL

Road Name	Begin Location	End Location	Street ID	Section ID	FC	Surface	PCI	Cost	Rating	Treatment
MARINA - PARKING LOT	EAST PORT MARINA WAY	NORTH END OF LOT	MARINA	LOT01	O	AC	85	$14,092	60,383	SLURRY SEAL
						Treatment Total		$17,756		
						Year 2022 Total		$89,869		
						Grand Total		$1,866,416		

Port of Hood River
Long Range Financial Model
Prepared: January 24, 2014

Agency-Wide Statistic	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Total Operating Revenues	$5,618,718	$5,634,578	$6,063,492	$6,172,402	$6,282,150	$6,394,210	$6,508,638	$7,059,726	$7,197,547	$7,563,708	$7,727,406
Total Direct Operating Expenses	$1,434,797	$1,568,703	$1,471,815	$1,503,273	$1,490,693	$1,542,867	$1,596,868	$1,654,519	$1,712,427	$1,772,362	$1,834,394
Total Allocated Personnel	$1,427,702	$1,649,304	$1,736,737	$1,780,155	$1,824,659	$1,870,275	$1,917,032	$1,964,958	$2,014,082	$2,064,434	$2,116,045
Net Operating Income before Debt Service and Capital Outlay	$2,756,219	$2,416,572	$2,854,940	$2,888,974	$2,966,798	$2,981,067	$2,994,738	$3,440,249	$3,471,038	$3,726,913	$3,776,966
Cash on Cash Return before Debt Service and Capital Outlay	5.3%	4.2%	5.0%	4.8%	4.7%	4.3%	4.1%	4.2%	4.0%	4.3%	4.3%
Net Operating Income after Debt Service and Net Capital Outlays (Excl. Grant Funded)	-$413,100	$2,740,156	-$727,851	$198,514	$204,930	$534,647	$1,275,834	$15,276	$1,470,014	$1,420,745	$159,415
Cash on Cash Return after Debt Service and Capital Outlays (Excl. Grant Funded)	-0.8%	4.8%	-1.3%	0.3%	0.3%	0.8%	1.7%	0.0%	1.7%	1.6%	0.2%
No. FTE in Port Buildings	280	321	321	321	321	321	321	321	321	321	321
Wages of Jobs in Port Buildings	$11,126,969	$13,081,356	$13,408,390	$13,743,600	$14,087,190	$14,439,370	$14,800,354	$15,170,363	$15,549,622	$15,938,362	$16,336,821
End of Year Reserves	$2,749,827	$5,161,004	$4,098,315	$3,942,929	$3,778,920	$3,950,884	$4,857,709	$4,493,159	$5,573,308	$6,604,005	$6,362,805

INVESTMENT	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Commercial-Industrial Properties	$ 21,218,569	$ 22,124,739	$ 23,134,074	$ 21,832,519	$ 23,357,439	$ 25,637,517	$ 28,446,206	$ 31,335,206	$ 32,008,778	$ 33,974,743	$ 34,376,142	$ 34,701,142	$ 35,426,142
Recreation Assets	$ 3,539,735	$ 3,539,735	$ 3,550,895	$ 4,009,895	$ 4,169,895	$ 4,199,895	$ 4,209,895	$ 4,414,895	$ 4,629,895	$ 4,689,895	$ 5,064,895	$ 5,279,895	$ 5,304,895
Marina	$ 1,017,930	$ 1,156,617	$ 1,500,696	$ 2,045,696	$ 2,080,696	$ 2,125,696	$ 2,620,696	$ 3,280,696	$ 3,295,696	$ 3,310,696	$ 3,375,696	$ 3,490,696	$ 5,005,696
Airport	$ 4,292,544	$ 4,699,865	$ 8,107,213	$ 8,376,004	$ 8,530,948	$ 8,530,948	$ 10,555,948	$ 10,930,948	$ 11,100,948	$ 12,550,948	$ 12,550,948	$ 12,550,948	$ 12,550,948
Bridge	$ 19,039,260	$ 20,279,364	$ 21,102,763	$ 21,254,990	$ 22,434,109	$ 22,564,109	$ 22,890,109	$ 22,980,109	$ 31,095,309	$ 31,230,309	$ 31,381,309	$ 31,820,509	$ 31,956,509
TOTAL INVESTMENT	$ 49,108,038	$ 51,800,321	$ 57,395,642	$ 57,519,104	$ 60,573,087	$ 63,058,165	$ 68,672,854	$ 72,941,854	$ 82,130,626	$ 85,756,591	$ 86,748,990	$ 87,843,190	$ 90,244,190
TOTAL INVESTMENT LESS LAND	$ 29,759,129												

	1	2	3	4	5	6	7	8	9	10			
Operating Revenue	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**Total**
Commercial-Industrial Properties	$1,566,971	$1,613,207	$1,663,844	$1,744,700	$1,791,740	$1,840,523	$1,890,665	$1,942,206	$2,184,185	$2,256,282	$2,555,709	$2,651,644	$2,750,826	$23,701,676
Recreation Assets	$78,300	$117,345	$114,942	$117,834	$120,799	$123,838	$126,954	$130,148	$133,423	$136,781	$140,224	$143,753	$147,371	$1,262,288
Marina	$170,608	$278,273	$269,058	$272,548	$279,531	$286,695	$294,044	$301,583	$309,317	$317,251	$325,390	$333,740	$342,307	$2,933,690
Airport	$174,890	$178,280	$178,406	$183,144	$188,010	$193,008	$198,141	$203,413	$208,829	$214,391	$220,104	$225,972	$232,000	$1,965,725
Bridge	$2,908,062	$3,431,612	$3,408,328	$3,745,265	$3,792,322	$3,838,086	$3,884,406	$3,931,288	$4,223,973	$4,272,842	$4,322,281	$4,372,296	$4,422,894	$38,850,403
Total Operating Revenues	$4,898,831	$5,618,718	$5,634,578	$6,063,492	$6,172,402	$6,282,150	$6,394,210	$6,508,638	$7,059,726	$7,197,547	$7,563,708	$7,727,406	$7,895,399	$64,495,168

Direct Operating Expenses	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**Total**
Commercial-Industrial Properties	$750,476	$862,785	$967,684	$849,761	$856,531	$827,118	$856,067	$886,029	$918,801	$950,959	$984,242	$1,018,691	$1,054,345	$8,959,976
Recreation Assets	$75,165	$102,283	$80,201	$83,008	$88,723	$89,748	$92,889	$96,140	$99,505	$102,988	$106,592	$110,323	$114,184	$942,078
Marina	$50,537	$72,113	$66,180	$68,496	$70,893	$73,375	$75,943	$78,601	$81,352	$84,199	$87,146	$90,196	$93,353	$758,297
Airport	$85,396	$94,945	$94,836	$98,155	$101,697	$101,535	$105,089	$108,767	$112,573	$116,514	$120,592	$124,812	$129,181	$1,054,702
Bridge	$383,153	$302,671	$359,801	$372,394	$385,428	$398,918	$412,880	$427,331	$442,288	$457,768	$473,790	$490,372	$507,535	$4,033,269
Total Direct Operating Expenses	$1,344,729	$1,434,797	$1,568,703	$1,471,815	$1,503,273	$1,490,693	$1,542,867	$1,596,868	$1,654,519	$1,712,427	$1,772,362	$1,834,394	$1,898,598	$15,748,322

Allocated Personnel	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**Total**
Commercial-Industrial Properties	$401,381	$440,699	$384,925	$360,748	$369,767	$379,011	$388,486	$398,198	$408,153	$418,357	$428,816	$439,537	$450,525	$3,977,161
Recreation Assets	$312,086	$327,165	$363,916	$373,014	$382,339	$391,898	$401,695	$411,738	$422,031	$432,582	$443,396	$454,481	$465,843	$3,949,774
Marina	$68,150	$77,884	$139,524	$153,012	$156,837	$160,758	$164,777	$168,897	$173,119	$177,447	$181,883	$186,430	$191,091	$1,554,139
Airport	$68,185	$78,745	$70,485	$72,247	$74,053	$75,905	$77,802	$79,747	$81,741	$83,785	$85,879	$88,026	$90,227	$780,389
Bridge	$460,740	$503,209	$690,454	$777,715	$797,158	$817,087	$837,514	$858,452	$879,914	$901,911	$924,459	$947,571	$971,260	$7,987,874
Total Allocated Personnel	$1,310,541	$1,427,702	$1,649,304	$1,736,737	$1,780,155	$1,824,659	$1,870,275	$1,917,032	$1,964,958	$2,014,082	$2,064,434	$2,116,045	$2,168,946	$18,249,338

Net Operating Income before Debt Service and Capital Outlay	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**Total**
Commercial-Industrial Properties	$415,113	$309,724	$311,235	$534,191	$565,442	$634,394	$646,112	$657,978	$857,230	$886,966	$1,142,651	$1,193,416	$1,245,956	$6,545,924
Recreation Assets	-$308,951	-$312,103	-$329,175	-$338,188	-$350,264	-$357,808	-$367,630	-$377,729	-$388,112	-$398,788	-$409,765	-$421,051	-$432,656	-$3,629,563
Marina	$51,921	$128,276	$63,355	$51,040	$51,801	$52,562	$53,324	$54,085	$54,846	$55,604	$56,361	$57,114	$57,863	$621,253
Airport	$21,309	$4,590	$13,085	$12,741	$12,260	$15,568	$15,250	$14,899	$14,514	$14,093	$13,633	$13,134	$12,593	$130,634
Bridge	$2,064,169	$2,625,732	$2,358,073	$2,595,156	$2,609,735	$2,622,081	$2,634,011	$2,645,505	$2,901,772	$2,913,163	$2,924,033	$2,934,354	$2,944,099	$26,829,259
Total NOI before DS and CO	$2,243,561	$2,756,219	$2,416,572	$2,854,940	$2,888,974	$2,966,798	$2,981,067	$2,994,738	$3,440,249	$3,471,038	$3,726,913	$3,776,966	$3,827,855	$30,497,508

Cash on Cash Return before Debt Service and Capital Outlay	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**Annual Average**
Commercial-Industrial Properties	2.0%	1.4%	1.3%	2.4%	2.4%	2.5%	2.3%	2.1%	2.7%	2.6%	3.3%	3.4%	3.5%	2.3%
Recreation Assets	-8.7%	-8.8%	-9.3%	-8.4%	-8.4%	-8.5%	-8.7%	-8.6%	-8.4%	-8.5%	-8.1%	-8.0%	-8.2%	-8.6%
Marina	5.1%	11.1%	4.2%	2.5%	2.5%	2.5%	2.0%	1.6%	1.7%	1.7%	1.7%	1.6%	1.2%	3.1%
Airport	0.5%	0.1%	0.2%	0.2%	0.1%	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
Bridge	10.8%	12.9%	11.2%	12.2%	11.6%	11.6%	11.5%	11.5%	9.3%	9.3%	9.3%	9.2%	9.2%	11.1%
Cash on Cash Return before DS and CO	4.6%	5.3%	4.2%	5.0%	4.8%	4.7%	4.3%	4.1%	4.2%	4.0%	4.3%	4.3%	4.2%	4.5%

Agency-Wide Cash Flow - Part B

Net Operating Income after Debt Service and Net Capital Outlays (Excl. Grant Funded)	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**Average**
Commercial-Industrial Properties	-$368,697	-$431,146	$1,587,706	-$834,609	-$1,111,090	-$778,997	-$260,293	-$55,063	-$1,553,972	$134,953	$262,889	-$91,799	$775,000	-$289,831
Recreation Assets	-$308,951	-$323,263	-$468,175	-$498,188	-$380,264	-$367,808	-$572,630	-$592,729	-$448,112	-$773,788	-$624,765	-$446,051	-$442,656	-$525,162
Marina	-$111,609	-$240,376	$192,462	-$79,565	-$93,329	-$91,962	-$409,423	-$87,942	$12,331	-$36,151	-$84,589	-$1,482,966	-$1,187	-$75,352
Airport	-$44,250	-$517,411	-$17,690	-$7,203	$12,260	-$209,432	-$39,750	-$32,930	$161,315	-$16,737	-$17,196	-$17,696	-$18,237	-$54,444
Bridge	$115,377	$1,099,095	$1,445,853	$691,715	$1,770,937	$1,653,129	$1,816,743	$2,044,498	$2,166,345	$2,161,736	$1,884,406	$2,197,927	$2,269,472	$1,737,262
Total NOI after DS and CO	-$718,130	-$413,100	$2,740,156	-$727,851	$198,514	$204,930	$534,647	$1,275,834	$15,276	$1,470,014	$1,420,745	$159,415	$2,582,392	$792,474

Cash on Cash Return after Debt Service and Capital Outlays (Excl. Grant Funded)	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Average
Commercial-Industrial Properties	-1.7%	-1.9%	6.9%	-3.8%	-4.8%	-3.0%	-0.9%	-0.2%	-4.9%	0.4%	0.8%	-0.3%	2.2%	-1.1%
Recreation Assets	-8.7%	-9.1%	-13.2%	-12.4%	-9.1%	-8.8%	-13.6%	-13.4%	-9.7%	-16.5%	-12.3%	-8.4%	-8.3%	-12.1%
Marina	-11.0%	-20.8%	12.8%	-3.9%	-4.5%	-4.3%	-15.6%	-2.7%	0.4%	-1.1%	-2.5%	-42.5%	0.0%	-2.4%
Airport	-1.0%	-11.0%	-0.2%	-0.1%	0.1%	-2.5%	-0.4%	-0.3%	-1.5%	-0.1%	-0.1%	-0.1%	-0.1%	-0.6%
Bridge	0.6%	5.4%	6.9%	3.3%	7.9%	7.3%	8.0%	8.9%	7.0%	6.9%	6.0%	6.9%	7.1%	6.9%
Cash on Cash Return after DS and CO	-1.5%	-0.8%	4.8%	-1.3%	0.3%	0.3%	0.8%	1.7%	0.0%	1.7%	1.6%	0.2%	2.9%	1.1%

Economic Impact of Buildings Owned by Port	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Average
No. FTE in Port Buildings	299	280	321	321	321	321	321	321	321	321	321	321	321	321
Wages of Jobs in Port Buildings	11,894,061	$11,126,969	$13,081,356	$13,408,390	$13,743,600	$14,087,190	$14,439,370	$14,800,354	$15,170,363	$15,549,622	$15,938,362	$16,336,821	$16,745,242	$14,468,734

Reserves	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Average
Beginning Year Reserves	$4,504,542	$3,463,498	$2,749,827	$5,161,004	$4,098,315	$3,942,929	$3,778,920	$3,950,884	$4,857,709	$4,493,159	$5,573,308	$6,604,005	$6,362,805	$4,289,561
Total NOI after Debt Service & Capital Outlay	-$718,130	-$413,100	$2,740,156	-$727,851	$198,514	$204,930	$534,647	$1,275,834	$15,276	$1,470,014	$1,420,745	$159,415	$2,582,392	$792,474
General Fund and Other Admin	-$356,136	-$333,140	-$370,178	-$382,809	-$395,876	-$409,393	-$423,376	-$437,841	-$452,806	-$468,287	-$484,303	-$500,871	-$518,012	-$424,985
		1.0%	1.0%	1.0%	1.0%	1.0%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	$0
Interest Earnings	$33,222	$32,569	$41,199	$47,971	$41,976	$40,454	$60,694	$68,832	$72,980	$78,422	$94,255	$100,256	$114,810	$60,754
End of Year Reserves	$3,463,498	$2,749,827	$5,161,004	$4,098,315	$3,942,929	$3,778,920	$3,950,884	$4,857,709	$4,493,159	$5,573,308	$6,604,005	$6,362,805	$8,541,995	$4,717,803

PORT OF HOOD RIVER
LONG RANGE FINANCIAL MODEL
BASE ASSUMPTIONS

Base Assumptions

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
CPI	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
CPI Multiplier	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025
Cumulative CPI	1.025	1.051	1.077	1.104	1.131	1.160	1.189	1.218	1.249	1.280	1.312	1.345	1.379	1.413	1.448	1.485	1.522
Expense Differential	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Expense Multiplier	103.5%	103.5%	103.5%	103.5%	103.5%	103.5%	103.5%	103.5%	103.5%	103.5%	103.5%	103.5%	103.5%	103.5%	103.5%	103.5%	103.5%
Annual Lease Revenue Growth	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Annual Lease Revenue Growth Multiplier	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025
Increase in Bridge Traffic	1.25%	1.25%	1.25%	1.20%	1.20%	1.20%	1.15%	1.15%	1.15%	1.15%	1.15%	1.10%	1.10%	1.10%	1.10%	1.10%	1.10%
	1.013	1.013	1.013	1.012	1.012	1.012	1.012	1.012	1.012	1.012	1.012	1.011	1.011	1.011	1.011	1.011	1.011
Cumulative Increase in Bridge Traffic	101.3%	102.6%	103.8%	105.1%	106.4%	107.6%	108.9%	110.1%	111.4%	112.7%	114.0%	115.2%	116.5%	117.8%	119.1%	120.4%	121.7%
ETC Toll	$ 0.75	$ 0.80	$ 0.80	$ 0.80	$ 0.80	$ 0.80	$ 0.85	$ 0.85	$ 0.85	$ 0.85	$ 0.85	$ 0.85	$ 0.90	$ 0.90	$ 0.90	$ 0.90	$ 0.90
ETC Toll Rate Compared to 2014 Rate	1.000	1.067	1.000	1.000	1.000	1.000	1.063	1.000	1.000	1.000	1.000	1.000	1.059	1.000	1.000	1.000	1.000
Growth in Average Payroll per FTE	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Growth in Payroll	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025
Cumulative Growth in Average Payroll per FTE	1.025	1.051	1.077	1.104	1.131	1.160	1.189	1.218	1.249	1.280	1.312	1.345	1.379	1.413	1.448	1.485	1.522
Growth in Allocated Administration Costs	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Admin Cost Multiplier	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025
Cumulative Growth in Allocated Admin Cost	1.025	1.051	1.077	1.104	1.131	1.160	1.189	1.218	1.249	1.280	1.312	1.345	1.379	1.413	1.448	1.485	1.522
Number of Marina Slips	165	165	165	165	165	165	165	165	165	165	165	165	165	165	165	165	165
Interest Rate on Reserve Funds	1.0%	1.0%	1.0%	1.0%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Cash Toll	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%
Ticket/ETC	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%

PORT OF HOOD RIVER
LONG RANGE FINANCIAL MODEL
BASE ASSUMPTIONS

Base Assumptions

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
CPI	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
CPI Multiplier	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025
Cumulative CPI	1.025	1.051	1.077	1.104	1.131	1.160	1.189	1.218	1.249	1.280	1.312	1.345	1.379	1.413	1.448	1.485	1.522
Expense Differential	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Expense Multiplier	103.5%	103.5%	103.5%	103.5%	103.5%	103.5%	103.5%	103.5%	103.5%	103.5%	103.5%	103.5%	103.5%	103.5%	103.5%	103.5%	103.5%
Annual Lease Revenue Growth	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Annual Lease Revenue Growth Multiplier	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025
Increase in Bridge Traffic	1.25%	1.25%	1.25%	1.20%	1.20%	1.20%	1.15%	1.15%	1.15%	1.15%	1.15%	1.10%	1.10%	1.10%	1.10%	1.10%	1.10%
	1.013	1.013	1.013	1.012	1.012	1.012	1.012	1.012	1.012	1.012	1.012	1.011	1.011	1.011	1.011	1.011	1.011
Cumulative Increase in Bridge Traffic	101.3%	102.6%	103.8%	105.1%	106.4%	107.6%	108.9%	110.1%	111.4%	112.7%	114.0%	115.2%	116.5%	117.8%	119.1%	120.4%	121.7%
ETC Toll	$ 0.75	$ 0.80	$ 0.80	$ 0.80	$ 0.80	$ 0.80	$ 0.85	$ 0.85	$ 0.85	$ 0.85	$ 0.85	$ 0.85	$ 0.90	$ 0.90	$ 0.90	$ 0.90	$ 0.90
ETC Toll Rate Compared to 2014 Rate	1.000	1.067	1.000	1.000	1.000	1.000	1.063	1.000	1.000	1.000	1.000	1.000	1.059	1.000	1.000	1.000	1.000
Growth in Average Payroll per FTE	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Growth in Payroll	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025
Cumulative Growth in Average Payroll per FTE	1.025	1.051	1.077	1.104	1.131	1.160	1.189	1.218	1.249	1.280	1.312	1.345	1.379	1.413	1.448	1.485	1.522
Growth in Allocated Administration Costs	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Admin Cost Multiplier	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025	1.025
Cumulative Growth in Allocated Admin Cost	1.025	1.051	1.077	1.104	1.131	1.160	1.189	1.218	1.249	1.280	1.312	1.345	1.379	1.413	1.448	1.485	1.522
Number of Marina Slips	165	165	165	165	165	165	165	165	165	165	165	165	165	165	165	165	165
Interest Rate on Reserve Funds	1.0%	1.0%	1.0%	1.0%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%
Cash Toll	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%	35%
Ticket/ETC	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%

PORT OF HOOD RIVER
LONG RANGE FINANCIALMODEL
GENERAL FUND, ADMINISTRATION AND MAINTENANCE

GENERAL FUND, ADMINISTRATION AND MAINTENANCE

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
EXPENSES												
Personnel	$66,528	$61,283	$62,815	$64,385	$65,995	$67,645	$69,336	$71,069	$72,846	$74,667	$76,534	$78,447
Professional Services	$158,124	$154,179	$159,575	$165,160	$170,941	$176,924	$183,116	$189,525	$196,159	$203,024	$210,130	$217,485
Other Materials and Services	$109,186	$120,219	$124,427	$128,782	$133,289	$137,954	$142,782	$147,780	$152,952	$158,305	$163,846	$169,581
Total	$333,838	$335,681	$346,817	$358,327	$370,225	$382,523	$395,235	$408,375	$421,957	$435,997	$450,510	$465,513
REVENUES		1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03
Property Tax	$55,872	$57,548	$59,275	$61,053	$62,884	$64,771	$66,714	$68,716	$70,777	$72,900	$75,087	$77,340
NET GENERAL FUND PRIOR TO TRANSFERS	-$277,966	-$278,133	-$287,542	-$297,275	-$307,341	-$317,752	-$328,521	-$339,659	-$351,180	-$363,097	-$375,423	-$388,173
Rev Fund Admin: Personnel Services	$0	-$12,000	-$12,420	-$12,855	-$13,305	-$13,770	-$14,252	-$14,751	-$15,267	-$15,802	-$16,355	-$16,927
Rev Fund Admin: M&S	-$55,174	-$80,045	-$82,847	-$85,746	-$88,747	-$91,853	-$95,068	-$98,396	-$101,840	-$105,404	-$109,093	-$112,911
Rev Fund Admin: Capital Outlay	$0	-$50,175	-$103,862	$5,000	$5,175	$5,356	$5,544	$5,738	$5,938	$6,146	$6,361	$6,584
Total Rev Fund Admin	-$55,174	-$142,220	-$199,129	-$93,601	-$96,877	-$100,268	-$103,777	-$107,409	-$111,169	-$115,059	-$119,086	-$123,255
Rev Fund Unallocated Maintenance: Personnel Services	-$157	$0	-$20,000	-$20,700	-$21,425	-$22,174	-$22,950	-$23,754	-$24,585	-$25,446	-$26,336	-$27,258
Rev Fund Unallocated Maintenance: M&S	-$58,547	-$71,896	-$74,412	-$77,017	-$79,712	-$82,502	-$85,390	-$88,379	-$91,472	-$94,673	-$97,987	-$101,416
Rev Fund Unallocated Maintenance: Capital Outlay	-$31,961	-$40,000	-$63,400	-$80,619	-$4,554	-$4,713	-$4,878	-$5,049	-$5,226	-$5,409	-$45,598	-$47,194
Total Rev Fund Unallocated Maintenance	-$90,665	-$111,896	-$157,812	-$178,336	-$105,691	-$109,390	-$113,219	-$117,181	-$121,283	-$125,528	-$169,921	-$175,868
Total NOI General Fund and Other Administration	-$333,140	-$370,178	-$382,809	-$395,876	-$409,393	-$423,376	-$437,841	-$452,806	-$468,287	-$484,303	-$500,871	-$518,012

BRIDGE	Investment	Annual Traffic Volume	Annual Gross Toll Revenue	Average Toll Rate	Credit Card Fees (Deduct from Gross Toll Rev)	Cable Lease Revenue	Other	--Blank--	Utility Expenses	Utility Reimburse	Bridge Fund M&S	Maintenance Expenses	Insurance	Other Expenses	Professional Services	Total Expenses	Allocated Admin (Rev Fund+Bridge Fund)	Debt Service	Capital Outlay (Rev Fund +Bridge Fund)	Capital Grant
2013	$20,279,364	3,701,238	$3,440,147	$0.93	-$30,393	$10,000	$11,858		17,006	$0	$58,170	$208	$219,009	$689	$7,589	$302,671	$503,209	$703,238	$823,399	$0
	OI	**OE**	**Debt Service**	**NOI**	**Alloc Admin**	**NOI-AA**	**Capital Outlay**	**Capital Grant**	**NOI-AA-CO**											
Summary Current Year	$3,431,612	302,671	703,238	$ 2,425,703	$503,209	$1,922,494	$823,399	$0	$1,099,095											
2014	$21,102,763	3,747,503	$3,423,792	$0.93	-$34,238	$10,000	$8,774	$0	$17,408	$0	$53,365	$10,000	$225,815	$2,213	$51,000	$359,801	$690,454	$759,993	$152,227	$0
	OI	**OE**	**Debt Service**	**NOI**	**Alloc Admin**	**NOI-AA**	**Capital Outlay**	**Capital Grant**	**NOI-AA-CO**											
Summary Year 1	$3,408,328	359,801	759,993	$ 2,288,534	$690,454	$1,598,080	$152,227	$0	$1,445,853											
2015	$21,254,990	3,796,221	$3,763,658	$0.99	-$37,637	$10,250	$8,993	$0	$18,017	$0	$55,233	$10,350	$233,719	$2,291	$52,785	$372,394	$777,715	$724,322	$1,179,119	$0
	OI	**OE**	**Debt Service**	**NOI**	**Alloc Admin**	**NOI-AA**	**Capital Outlay**	**Capital Grant**	**NOI-AA-CO**											
Summary Year 2	$3,745,265	372,394	724,322	$ 2,648,549	$777,715	$1,870,834	$1,179,119	$0	$691,715											
2016	$22,434,109	3,843,674	$3,810,704	$0.99	-$38,107	$10,506	$9,218	$0	$18,648	$0	$57,166	$10,712	$241,899	$2,371	$54,632	$385,428	$797,158	$708,798	$130,000	$0
	OI	**OE**	**Debt Service**	**NOI**	**Alloc Admin**	**NOI-AA**	**Capital Outlay**	**Capital Grant**	**NOI-AA-CO**											
Summary Year 3	$3,792,322	385,428	708,798	$ 2,698,095	$797,158	$1,900,937	$130,000	$0	$1,770,937											
2017	$22,564,109	3,889,798	$3,856,433	$0.99	-$38,564	$10,769	$9,449	$0	$19,301	$0	$59,167	$11,087	$250,365	$2,454	$56,544	$398,918	$817,087	$692,952	$276,000	$0
	OI	**OE**	**Debt Service**	**NOI**	**Alloc Admin**	**NOI-AA**	**Capital Outlay**	**Capital Grant**	**NOI-AA-CO**											
Summary Year 4	$3,838,086	398,918	692,952	$ 2,746,216	$817,087	$1,929,129	$276,000	$0	$1,653,129											
2018	$22,840,109	3,936,475	$3,902,710	$0.99	-$39,027	$11,038	$9,685	$0	$19,976	$0	$61,238	$11,475	$259,128	$2,540	$58,523	$412,880	$837,514	$677,268	$140,000	$0
	OI	**OE**	**Debt Service**	**NOI**	**Alloc Admin**	**NOI-AA**	**Capital Outlay**	**Capital Grant**	**NOI-AA-CO**											
Summary Year 5	$3,884,406	412,880	677,268	$ 2,794,257	$837,514	$1,956,743	$140,000	$0	$1,816,743											
2019	$22,980,109	3,983,713	$3,949,542	$0.99	-$39,495	$11,314	$9,927	$0	$20,675	$0	$63,381	$11,877	$268,198	$2,628	$60,572	$427,331	$858,452	$485,807	$8,115,200	$8,000,000
	OI	**OE**	**Debt Service**	**NOI**	**Alloc Admin**	**NOI-AA**	**Capital Outlay**	**Capital Grant**	**NOI-AA-CO**											
Summary Year 6	$3,931,288	427,331	485,807	$ 3,018,150	$858,452	$2,159,698	$8,115,200	$8,000,000	$2,044,498											
2020	$31,095,309	4,029,526	$4,244,647	$1.05	-$42,446	$11,597	$10,175	$0	$21,399	$0	$65,599	$12,293	$277,585	$2,720	$62,692	$442,288	$879,914	$600,427	$135,000	$0
	OI	**OE**	**Debt Service**	**NOI**	**Alloc Admin**	**NOI-AA**	**Capital Outlay**	**Capital Grant**	**NOI-AA-CO**											
Summary Year 7	$4,223,973	442,288	600,427	$ 3,181,258	$879,914	$2,301,345	$135,000	$0	$2,166,345											
2021	$31,230,309	4,075,865	$4,293,461	$1.05	-$42,935	$11,887	$10,430	$0	$22,148	$0	$67,895	$12,723	$287,300	$2,816	$64,886	$457,768	$901,911	$600,427	$151,000	$0
	OI	**OE**	**Debt Service**	**NOI**	**Alloc Admin**	**NOI-AA**	**Capital Outlay**	**Capital Grant**	**NOI-AA-CO**											
Summary Year 8	$4,272,842	457,768	600,427	$ 3,214,648	$901,911	$2,312,736	$151,000	$0	$2,161,736											
2022	$31,381,309	4,122,738	$4,342,835	$1.05	-$43,428	$12,184	$10,690	$0	$22,923	$0	$70,272	$13,168	$297,356	$2,914	$67,157	$473,790	$924,469	$600,427	$439,200	$0
	OI	**OE**	**Debt Service**	**NOI**	**Alloc Admin**	**NOI-AA**	**Capital Outlay**	**Capital Grant**	**NOI-AA-CO**											
Summary Year 9	$4,322,281	473,790	600,427	$ 3,248,065	$924,459	$2,323,606	$439,200	$0	$1,884,406											
2023	$31,820,509	4,170,149	$4,392,778	$1.05	-$43,928	$12,489	$10,958	$0	$23,726	$0	$72,731	$13,629	$307,763	$3,016	$69,507	$490,372	$947,571	$600,427	$136,000	$0
	OI	**OE**	**Debt Service**	**NOI**	**Alloc Admin**	**NOI-AA**	**Capital Outlay**	**Capital Grant**	**NOI-AA-CO**											
Summary Year 10	$4,372,296	490,372	600,427	$ 3,281,497	$947,571	$2,333,927	$136,000	$0	$2,197,927											
2024	$31,956,509	4,218,106	$4,443,295	$1.05	-$44,433	$12,801	$11,231	$0	$24,556	$0	$75,277	$14,106	$318,535	$3,122	$71,940	$507,535	$971,260	$600,427	$74,200	$0
	OI	**OE**	**Debt Service**	**NOI**	**Alloc Admin**	**NOI-AA**	**Capital Outlay**	**Capital Grant**	**NOI-AA-CO**											
Summary Year 10	$4,422,894	507,535	600,427	$ 3,314,932	$971,260	$2,343,672	$74,200	$0	$2,269,472											

Marina	Investment	No. of Slips	Slip Lease Income	Annual Income per Slip	Misc Rev - Dinghy, Transient Dock	Cruise Ship Revenues	State Marine Board Revenue	-- Blank --	Utility Expenses	Utility Reimburse	Unreimbursed Utilities	Maintenance Expenses	Insurance	Other Expenses	Professional Services	Total Expenses	Allocated Admin	Debt Service	Capital Outlay	Capital Grant
2013	$1,156,617	165	$215,325	$1,305	$8,472	$3,725	$9,100	$0	$27,381	$16,651	$10,730	$1,726	$6,855	$32,238	$3,913	$72,113	$77,884	$24,573	$344,079	$0
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Grant	NOI-AA-CO											
Summary Current Year	$278,273	72,113	24,573	$ 181,588	$77,884	$103,704	$344,079	$0	-$240,376											
2014	$1,500,696	165	$234,795	$1,423	$6,597	$1,975	$9,328	$0	$24,469	$16,364	$8,106	$2,102	$7,095	$21,512	$11,001	$66,180	$139,524	$95,966	$545,000	$770,073
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Grant	NOI-AA-CO											
Summary Year 1	$269,058	66,180	95,966	$ 106,913	$139,524	-$32,611	$545,000	$770,073	$192,462											
2015	$2,045,696	165	$240,665	$1,459	$6,762	$2,024	$6,161	$0	$25,326	$16,937	$8,389	$2,176	$7,343	$22,265	$11,386	$68,496	$153,012	$95,606	$35,000	$0
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Grant	NOI-AA-CO											
Summary Year 2	$272,548	68,496	95,606	$ 108,447	$153,012	-$44,565	$35,000	$0	-$79,565											
2016	$2,080,696	165	$246,681	$1,495	$6,931	$2,075	$6,315	$0	$26,212	$17,529	$8,683	$2,252	$7,600	$23,044	$11,785	$70,893	$156,837	$100,129	$45,000	$0
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Grant	NOI-AA-CO											
Summary Year 3	$279,531	70,893	100,129	$ 108,509	$156,837	-$48,329	$45,000	$0	-$93,329											
2017	$2,125,696	165	$252,849	$1,532	$7,104	$2,127	$6,473	$0	$27,130	$18,143	$8,987	$2,331	$7,866	$23,851	$12,197	$73,375	$160,758	$99,524	$495,000	$450,000
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Grant	NOI-AA-CO											
Summary Year 4	$286,695	73,375	99,524	$ 113,796	$160,758	-$46,962	$495,000	$450,000	-$91,962											
2018	$2,620,696	165	$259,170	$1,571	$7,282	$2,180	$6,634	$0	$28,079	$18,778	$9,301	$2,413	$8,142	$24,686	$12,624	$75,943	$164,777	$127,747	$660,000	$325,000
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Grant	NOI-AA-CO											
Summary Year 5	$294,044	75,943	127,747	$ 90,354	$164,777	-$74,423	$660,000	$325,000	-$409,423											
2019	$3,280,696	165	$265,649	$1,610	$7,464	$2,235	$6,800	$0	$29,062	$19,435	$9,627	$2,497	$8,427	$25,550	$13,066	$78,601	$168,897	$127,027	$15,000	$0
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Grant	NOI-AA-CO											
Summary Year 6	$301,583	78,601	127,027	$ 95,955	$168,897	-$72,942	$15,000	$0	-$87,942											
2020	$3,295,696	165	$272,290	$1,650	$7,650	$2,290	$6,970	$0	$30,079	$20,115	$9,964	$2,584	$8,721	$26,444	$13,523	$81,352	$173,119	$27,515	$15,000	$0
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Grant	NOI-AA-CO											
Summary Year 7	$309,317	81,352	27,515	$ 200,450	$173,119	$27,331	$15,000	$0	$12,331											
2021	$3,310,696	165	$279,097	$1,691	$7,842	$2,348	$7,145	$0	$31,132	$20,819	$10,313	$2,675	$9,027	$27,369	$13,996	$84,199	$177,447	$26,755	$65,000	$0
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Grant	NOI-AA-CO											
Summary Year 8	$317,251	84,199	26,755	$ 206,297	$177,447	$28,849	$65,000	$0	-$36,151											
2022	$3,375,696	165	$286,075	$1,734	$8,038	$2,406	$7,323	$0	$32,221	$21,548	$10,673	$2,768	$9,343	$28,327	$14,486	$87,146	$181,883	$25,950	$115,000	$0
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Grant	NOI-AA-CO											
Summary Year 9	$325,390	87,146	25,950	$ 212,294	$181,883	$30,411	$115,000	$0	-$84,589											
2023	$3,490,696	165	$293,227	$1,777	$8,239	$2,467	$7,506	$0	$33,349	$22,302	$11,047	$2,865	$9,670	$29,319	$14,993	$90,196	$186,430	$25,080	$1,515,000	$0
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Grant	NOI-AA-CO											
Summary Year 10	$333,740	90,196	25,080	$ 218,464	$186,430	$32,034	$1,515,000	$0	-$1,482,966											
2024	$5,005,696	165	$300,557	$1,822	$8,445	$2,528	$7,694	$0	$34,516	$23,083	$11,434	$2,966	$10,008	$30,345	$15,518	$93,353	$191,091	$29,050	$30,000	$0
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Grant	NOI-AA-CO											
Summary Year 10	$342,307	93,353	29,050	$ 219,904	$191,091	$28,813	$30,000	$0	-$1,187											

Recreation Properties	Investment	Lease Income	Permit, Passes, Misc Revenues	Concession/ School Revenues	Utility Expenses	Utility Reimburse	Unreimbursed Utilities	Taxes	Maintenance	Insurance	Other Expenses	Professional Services	Total Expenses	Allocated Admins	Debt Service	Capital Outlay	Capital Grants
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Gra	NOI-AA-CO								
Summary Last year	$78,300	75,165	$0	$3,135	$312,086	-$308,951	$0	$0	-$308,951								
2013																	
Park	$1,736,084	5,700	$941	$6,501	$24,649	$1,742	$22,907	$1,142	$5,172	$691	$21,156	$295	$53,105	$200,436	$0	$11,160	$0
Event site	$1,559,165	0	$76,734	$16,902	$10,694		$10,694	$0	$0	$461	$21,633	$552	$33,340	$92,860	$0	$0	$0
Hook and Spit	$244,485	0	$425	$8,400	$38	$0	$0	$0	$0	$0	$13,704	$2,096	$15,838	$33,869	$0	$0	$0
	$3,539,735	$5,700	$78,100	$31,803	$35,381	$1,742	$33,601	$1,142	$5,172	$1,152	$56,493	$2,943	$102,283	$327,165	$0	$11,160	$0
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Gra	NOI-AA-CO								
Summary Current Year	$117,345	102,283	$0	$15,062	$327,165	-$312,103	$11,160	$0	-$323,263								
2014																	
Park	$1,747,244	5,843	$5,000	$32,963	$25,733	$1,803	$23,930	$1,182	$7,089	$659	$7,850	$3,000	$45,513	$205,104	$0	$439,000	$320,000
Event site	$1,559,165		$66,771	$2,050	$12,402	$0	$12,402	$0	$0	$492	$6,210	$1,000	$20,104	$117,529	$0	$15,000	$0
Hook and Spit	$244,485		$0	$513	$0	$0		$0	$0	$0	$14,084	$500	$14,584	$41,283	$0	$5,000	$0
	$3,550,895	$5,843	$71,771	$35,526	$38,135	$1,803	$36,332	$1,182	$7,089	$1,151	$28,144	$4,500	$80,201	$363,916	$0	$459,000	$320,000
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Gra	NOI-AA-CO								
Summary Year 1	$114,942	80,201	$0	$34,741	$363,916	-$329,175	$459,000	$320,000	-$468,175								
2015																	
Park	$2,186,244	5,989	$5,125	$33,787	$26,634	$1,866	$24,768	$1,224	$7,337	$682	$8,125	$3,105	$47,106	$210,232	$0	$0	$0
Event site	$1,574,165		$68,440	$2,101	$12,836	$0	$12,836	$0	$0	$509	$6,427	$1,035	$20,808	$120,467	$0	$155,000	$0
Hook and Spit	$249,485		$0	$526	$0	$0		$0	$0	$0	$14,577	$518	$15,094	$42,315	$0	$5,000	$0
	$4,009,895	$5,989	$73,565	$36,414	$39,470	$1,866	$37,604	$1,224	$7,337	$1,191	$29,129	$4,658	$83,008	$373,014	$0	$160,000	$0
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Gra	NOI-AA-CO								
Summary Year 2	$117,834	83,008	$0	$34,826	$373,014	-$338,188	$160,000	$0	-$498,188								
2016																	
Park	$2,186,244	6,138	$5,253	$34,632	$27,566	$1,931	$25,634	$1,267	$7,594	$706	$8,409	$3,214	$48,755	$215,487	$0	$0	$0
Event site	$1,729,165		$70,151	$2,154	$13,285	$0	$13,285	$0	$0	$527	$6,652	$3,881	$24,346	$123,479	$0	$25,000	$0
Hook and Spit	$254,485		$0	$539	$0	$0		$0	$0	$0	$15,087	$536	$15,623	$43,373	$0	$5,000	$0
	$4,169,895	$6,138	$75,404	$37,325	$40,851	$1,931	$38,920	$1,267	$7,594	$1,233	$30,149	$7,630	$88,723	$382,339	$0	$30,000	$0
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Gra	NOI-AA-CO								
Summary Year 3	$120,799	88,723	$0	$32,075	$382,339	-$350,264	$30,000	$0	-$380,264								
2017																	
Park	$2,186,244	6,292	$5,384	$35,498	$28,531	$1,999	$26,532	$1,311	$7,860	$731	$8,703	$1,245	$48,380	$220,875	$0	$0	$0
Event site	$1,754,165		$71,905	$2,208	$13,750	$0	$13,750	$0	$0	$545	$6,885	$4,017	$25,198	$126,566	$0	$5,000	$0
Hook and Spit	$259,485		$0	$552	$0	$0		$0	$0	$0	$15,615	$554	$16,170	$44,457	$0	$5,000	$0
	$4,199,895	$6,292	$77,290	$38,258	$42,281	$1,999	$40,282	$1,311	$7,860	$1,276	$31,204	$5,816	$89,748	$391,898	$0	$10,000	$0
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Gra	NOI-AA-CO								
Summary Year 4	$123,838	89,748	$0	$34,090	$391,898	-$357,808	$10,000	$0	-$367,808								
2018																	
Park	$2,186,244	6,449	$5,519	$36,385	$29,529	$2,069	$27,460	$1,357	$8,135	$756	$9,008	$1,289	$50,074	$226,396	$0	$100,000	$0
Event site	$1,759,165		$73,703	$2,263	$14,232	$0	$14,232	$0	$0	$565	$7,126	$4,157	$26,080	$129,730	$0	$25,000	$0
Hook and Spit	$264,485		$0	$566	$0	$0		$0	$0	$0	$16,162	$574	$16,735	$45,569	$0	$80,000	$0
	$4,209,895	$6,449	$79,222	$39,214	$43,761	$2,069	$41,692	$1,357	$8,135	$1,321	$32,296	$6,020	$92,889	$401,695	$0	$205,000	$0
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Gra	NOI-AA-CO								
Summary Year 5	$126,954	92,889	$0	$34,065	$401,695	-$367,630	$205,000	$0	-$572,630								
2019																	
Park	$2,286,244	6,610	$5,657	$37,295	$30,563	$2,141	$28,421	$1,404	$8,420	$783	$9,323	$1,334	$51,826	$232,056	$0	$200,000	$0
Event site	$1,784,165		$75,545	$2,319	$14,730	$0	$14,730	$0	$0	$584	$7,376	$4,303	$26,992	$132,973	$0	$5,000	$0
Hook and Spit	$344,485		$0	$580	$0	$0		$0	$0	$0	$16,727	$594	$17,321	$46,708	$0	$10,000	$0
	$4,414,895	$6,610	$81,202	$40,194	$45,292	$2,141	$43,151	$1,404	$8,420	$1,367	$33,426	$6,230	$96,140	$411,738	$0	$215,000	$0
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Gra	NOI-AA-CO								
Summary Year 6	$130,148	96,140	$0	$34,008	$411,738	-$377,729	$215,000	$0	-$592,729								
2020																	
Park	$2,486,244	6,776	$5,798	$38,227	$31,632	$2,216	$29,416	$1,453	$8,714	$810	$9,650	$1,380	$53,640	$237,858	$0	$0	$0
Event site	$1,789,165		$77,434	$2,377	$15,245	$0	$15,245	$0	$0	$605	$7,634	$4,454	$27,937	$136,298	$0	$50,000	$0
Hook and Spit	$354,485		$0	$595	$0	$0		$0	$0	$0	$17,313	$615	$17,927	$47,876	$0	$10,000	$0
	$4,629,895	$6,776	$83,232	$41,199	$46,878	$2,216	$44,661	$1,453	$8,714	$1,415	$34,596	$6,449	$99,505	$422,031	$0	$60,000	$0
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Gra	NOI-AA-CO								
Summary Year 7	$133,423	99,505	$0	$33,919	$422,031	-$388,112	$60,000	$0	-$448,112								

Recreation Properties	Investment	Lease Income	Permit, Passes, Misc Revenues	Concession/ School Revenues	Utility Expenses	Utility Reimburse	Unreimbursed Utilities	Taxes	Maintenance	Insurance	Other Expenses	Professional Services	Total Expenses	Allocated Admins	Debt Service	Capital Outlay	Capital Grants
2021																	
Park	$2,486,244	6,945	$5,943	$39,183	$32,740	$2,294	$30,446	$1,504	$9,019	$838	$9,987	$1,429	$55,518	$243,804	$0	$0	$0
Event site	$1,839,165		$79,370	$2,437	$15,779	$0	$15,779	$0	$0	$626	$7,901	$4,609	$28,915	$139,705	$0	$360,000	$0
Hook and Spit	$364,485		$0	$610	$0	$0		$0	$0	$0	$17,919	$636	$18,555	$49,073	$0	$15,000	$0
	$4,689,895	$6,945	$85,313	$42,229	$48,518	$2,294	$46,224	$1,504	$9,019	$1,464	$35,807	$6,674	$102,988	$432,582	$0	$375,000	$0
	OI	**OE**	**Debt Service**	**NOI**	**Alloc Admin**	**NOI-AA**	**Capital Outlay**	**Capital Gra**	**NOI-AA-CO**								
Summary Year 8	$136,781	102,988	$0	$33,794	$432,582	-$398,788	$375,000	$0	-$773,788								
2022																	
Park	$2,486,244	7,119	$6,092	$40,162	$33,885	$2,374	$31,511	$1,557	$9,335	$868	$10,337	$1,479	$57,461	$249,899	$0	$0	$0
Event site	$2,199,165		$81,354	$2,498	$16,331	$0	$16,331	$0	$0	$648	$8,177	$4,771	$29,927	$143,198	$0	$200,000	$0
Hook and Spit	$379,485		$0	$625	$0	$0		$0	$0	$0	$18,546	$658	$19,204	$50,299	$0	$15,000	$0
	$5,064,895	$7,119	$87,446	$43,285	$50,217	$2,374	$47,842	$1,557	$9,335	$1,516	$37,060	$6,908	$106,592	$443,396	$0	$215,000	$0
	OI	**OE**	**Debt Service**	**NOI**	**Alloc Admin**	**NOI-AA**	**Capital Outlay**	**Capital Gra**	**NOI-AA-CO**								
Summary Year 9	$140,224	106,592	$0	$33,632	$443,396	-$409,765	$215,000	$0	-$624,765								
2023																	
Park	$2,486,244	7,296	$6,244	$41,166	$35,071	$2,457	$32,614	$1,611	$9,662	$898	$10,699	$1,530	$59,472	$256,147	$0	$0	$0
Event site	$2,399,165		$83,388	$2,560	$16,903	$0	$16,903	$0	$0	$671	$8,464	$4,938	$30,975	$146,778	$0	$10,000	$0
Hook and Spit	$394,485		$0	$641	$0	$0		$0	$0	$0	$19,195	$681	$19,876	$51,557	$0	$15,000	$0
	$5,279,895	$7,296	$89,632	$44,367	$51,974	$2,457	$49,517	$1,611	$9,662	$1,569	$38,357	$7,150	$110,323	$454,481	$0	$25,000	$0
	OI	**OE**	**Debt Service**	**NOI**	**Alloc Admin**	**NOI-AA**	**Capital Outlay**	**Capital Gra**	**NOI-AA-CO**								
Summary Year 10	$143,753	110,323	$0	$33,430	$454,481	-$421,051	$25,000	$0	-$446,051								
2024																	
Park	$2,486,244	7,479	$6,400	$42,195	$36,299	$2,543	$33,756	$1,668	$10,000	$930	$11,073	$1,584	$61,553	$262,550	$0	$0	$0
Event site	$2,409,165		$85,473	$2,624	$17,494	$0	$17,494	$0	$0	$694	$8,760	$5,111	$32,059	$150,447	$0	$10,000	$0
Hook and Spit	$409,485		$0	$657	$0	$0		$0	$0	$0	$19,867	$705	$20,572	$52,846	$0	$0	$0
	$5,304,895	$7,479	$91,873	$45,476	$53,793	$2,543	$51,250	$1,668	$10,000	$1,624	$39,700	$7,400	$114,184	$465,843	$0	$10,000	$0
	OI	**OE**	**Debt Service**	**NOI**	**Alloc Admin**	**NOI-AA**	**Capital Outlay**	**Capital Gra**	**NOI-AA-CO**								
Summary Year 10	$147,371	114,184	$0	$33,187	$465,843	-$432,656	$10,000	$0	-$442,656								

Airport	Investment	T-Hangar Annual	Hangar 1 Annual	Helicopter Hangar	Annual Rent	Income from Land Lease	Other and Misc. Income	Utility Expenses	Utility Reimburse	Unreimbursed Utilities	Taxes	Taxes Reimburse	Maintenance	Insurance	Other Expenses	Professional Services	Total Expenses	Allocated Admins	Debt Service	Capital Outlay	Capital Grants
2013	$4,699,865	93,902	$30,169	$12,223	$136,294	$19,083	$750	$34,368	$19,668	$14,702	$3,949	$2,488	$19,950	$7,935	$11,860	$16,883	$94,945	$ 78,745	$ -	$ 3,407,348	$ 2,885,347
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Grant	NOI-AA-CO												
Summary Current Y	$178,280	94,945	0	$ 83,335	$78,745	$4,590	$ 3,407,348	$ 2,885,347	-$517,411												
2014	$8,107,213	$ 94,045	$ 30,923	$ 12,362	$137,329	$12,529	$769	$37,624	$25,204	$12,420	$4,087	$2,575	$17,630	$8,145	$10,350	$17,000	$94,836	$ 70,485	$ -	$ 268,791	$ 238,017
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Grant	NOI-AA-CO												
Summary Year 1	$178,406	94,836	0	$ 83,570	$70,485	$13,085	$ 268,791	$ 238,017	-$17,690												
2015	$8,376,004	$ 96,396	$ 31,606	$ 12,671	$140,762	$ 12,842	$ 788	$38,941	$26,086	$12,854	$4,230	$2,665	$18,247	$8,430	$10,712	$17,595	$98,155	$ 72,247	$ -	$ 154,944	$ 135,000
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Grant	NOI-AA-CO												
Summary Year 2	$183,144	98,155	0	$ 84,988	$72,247	$12,741	$ 154,944	$ 135,000	-$7,203												
2016	$8,530,948	$ 98,806	$ 32,488	$ 12,987	$144,281	$ 13,163	$ 808	$40,304	$26,999	$13,304	$4,484	$2,758	$18,886	$8,725	$11,087	$18,211	$101,697	$ 74,053	$ -	$ -	$ -
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Grant	NOI-AA-CO												
Summary Year 3	$188,010	101,697	0	$ 86,313	$74,053	$12,260	$ -	$ -	$12,260												
2017	$8,530,948	$ 101,276	$ 33,300	$ 13,312	$147,888	$ 13,492	$ 828	$41,714	$27,944	$13,770	$4,641	$2,855	$19,547	$9,031	$11,475	$15,127	$101,535	$ 75,905	$ -	$ 2,025,000	$ 1,800,000
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Grant	NOI-AA-CO												
Summary Year 4	$193,008	101,535	0	$ 91,473	$75,905	$15,568	$ 2,025,000	$ 1,800,000	-$209,432												
2018	$10,555,948	$ 103,808	$ 34,133	$ 13,645	$151,585	$ 13,830	$ 849	$43,174	$28,923	$14,252	$4,803	$2,955	$20,231	$9,347	$11,877	$15,656	$105,089	$ 77,802	$ -	$ 375,000	$ 320,000
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Grant	NOI-AA-CO												
Summary Year 5	$198,141	105,089	0	$ 93,052	$77,802	$15,250	$ 375,000	$ 320,000	-$39,750												
2019	$10,930,948	$ 106,403	$ 34,986	$ 13,986	$155,375	$ 14,175	$ 870	$44,685	$29,935	$14,751	$4,972	$3,058	$20,939	$9,674	$12,293	$16,204	$108,767	$ 79,747	$ 30,830	$ 170,000	$ 155,000
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Grant	NOI-AA-CO												
Summary Year 6	$203,413	108,767	30,830	$ 63,817	$79,747	-$15,930	$ 170,000	$ 155,000	-$32,930												
2020	$11,100,948	$ 109,063	$ 35,861	$ 14,336	$159,259	$ 14,530	$ 892	$46,249	$30,983	$15,267	$5,146	$3,165	$21,672	$10,012	$12,723	$16,772	$112,573	$ 81,741	$ 30,830	$ 1,450,000	$ 1,305,000
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Grant	NOI-AA-CO												
Summary Year 7	$208,829	112,573	30,830	$ 65,426	$81,741	-$16,315	$ 1,450,000	$ 1,305,000	-$161,315												
2021	$12,550,948	$ 111,789	$ 36,757	$ 14,694	$163,241	$ 14,893	$ 914	$47,868	$32,067	$15,801	$5,326	$3,276	$22,430	$10,363	$13,168	$17,359	$116,514	$ 83,785	$ 30,830	$ -	$ -
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Grant	NOI-AA-CO												
Summary Year 8	$214,391	116,514	30,830	$ 67,048	$83,785	-$16,737	$ -	$ -	-$16,737												
2022	$12,550,948	$ 114,584	$ 37,676	$ 15,061	$167,322	$ 15,265	$ 937	$49,543	$33,189	$16,354	$5,512	$3,391	$23,215	$10,725	$13,629	$17,966	$120,592	$ 85,879	$ 30,830	$ -	$ -
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Grant	NOI-AA-CO												
Summary Year 9	$220,104	120,592	30,830	$ 68,683	$85,879	-$17,196	$ -	$ -	-$17,196												
2023	$12,550,948	$ 117,449	$ 38,618	$ 15,438	$171,505	$ 15,647	$ 960	$51,277	$34,351	$16,927	$5,705	$3,509	$24,028	$11,101	$14,106	$18,595	$124,812	$ 88,026	$ 30,830	$ -	$ -
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Grant	NOI-AA-CO												
Summary Year 10	$225,972	124,812	30,830	$ 70,331	$88,026	-$17,696	$ -	$ -	-$17,696												
2024	$12,550,948	$ 120,385	$ 39,584	$ 15,824	$175,793	$ 16,038	$ 984	$53,072	$35,553	$17,519	$5,905	$3,632	$24,869	$11,489	$14,600	$19,246	$129,181	$ 90,227	$ 30,830	$ -	$ -
	OI	OE	Debt Service	NOI	Alloc Admin	NOI-AA	Capital Outlay	Capital Grant	NOI-AA-CO												
Summary Year 10	$232,000	129,181	30,830	$ 71,990	$90,227	-$18,237	$ -	$ -	-$18,237												

	Investment	Total Sq. Ft. Ex. Common	Total Sq. Ft. Rented at End	Rent Capacity Utilization	Mo. Rent Leased SF	Annual Rent	Income from Land Lease	Other and Misc. Income	Utility Expense	Utility Reimburse	Taxes	Taxes Reimburse	Maintenance	Insurance	Other Expenses	Professional Services	Total Expenses	Allocated Personnel	Debt Service	Capital Outlay	3rd Party Payment	Property Sale
2013																						
Waterfront Industrial Land	$ 2,559,558						$1,200		$4,779						$12,787	$136,539	$154,105	$75,634	$ -	$532,065	$136,677	$256,012
Big 7	$ 2,644,583	35,289	35,289	100%	$0.67	$ 279,887	$0	$0	$63,361	$42,016	$ 25,075	$13,702	$6,986	$8,501	$12,548	$1,632	$118,103	$32,919	$ -	$32,666	$0	0
Maritime Bldg.	$ 1,445,524	36,586	9,695	27%	$0.49	$ 65,375	$0	$0	$29,248	$9,545	$ 11,751	$4,897	$919	$3,690	$24,223	$22,140	$91,971	$25,371	$ -	$44,736	$0	0
State Office Building	$ 149,655	1,990	1,990	100%	$1.59	$ 37,869	$0	$0	$4,242	$2,303	$ -	$0	$3,897	$566	$10,163	$648	$19,516	$20,483	$ -	$0	$0	0
Marina Office Building	$ 823,087	4,934	3,518	71%	$1.13	$ 42,499	$0	$0	$8,438	$5,485	$11,563	$10,905	$0	$1,333	$4,541	$70	$25,945	$29,430	$ -	$4,844	$0	0
Port Office Building	$ 1,095,396	5,000	3,600	72%	$0.99	$ 48,500	$0	$0	$1,772	$0	$0	$0	$0	$0	$2,140	$575	$4,487	$23,744	$ -	$116,324	$0	0
Timber Incubator	$ 952,253	10,000	3,500	35%	$0.60	$ 38,743	$0	$0	$5,745	$954	$7,669	$7,906.00	$1,371	$905	$3,244	$396	$19,330	$29,175	$ -	$0	$0	0
Wasco St. Office Building	$ 2,584,126	12,236	12,236	100%	$0.87	$ 130,793	$0	$0	$33,132	$24,149	$22,752	$17,902	$332	$2,970	$8,295	$347	$67,828	$42,716	$ -	$0	$14,430	0
Expo Center	$ 3,215,328	24,803	21,827	88%	$0.63	$ 166,469	$0	$450	$40,412	$27,004	$35,728	$13,089	$2,220	$6,933	$3,548	$0	$88,841	$55,464	$ -	$0	$0	0
Jensen Building	$ 3,258,320	53,314	52,280	98%	$0.51	$ 313,219	$0	$0	$101,421	$96,959	$38,450	$38,450	$720	$4,154	$14,469	$466	$159,680	$51,676	$ 144,942	$0	$0	0
Halyard Building	$ 3,396,910	19,542	9,380	48%	$0.53	$ 123,847	$0	$8,555	$45,720	$33,832.94	$13,963	$6,702	$20,209	$4,006	$21,988	$7,092	$112,978	$54,086	$ -	$278,700	$6,288	0
	22,124,739	203,694	153,315	75%	$0.68	$1,247,202	$1,200	$9,005	$338,271	$242,248	$166,951	$113,353	$36,654	$33,058	$117,946	$169,905	$862,785	$440,699	$ 144,942	$1,009,335	$157,395	$256,012

Summary Current Year	OI	OE		Debt Service	NOI	Alloc Pers	NOI-AP	Capital Outlay	Grant/Land	NOI-AP-CO
	$ 1,613,207	$ 862,785	309,724	$ 144,942	$ 605,481	$ 440,699	$ 164,782	$ 1,009,335	$ 413,407	-$431,146

2014																						
Waterfront Industrial Land	$3,091,623	0	0	0%			$1,200	$0	$4,946	$0	$0	$0	$0	$0	$12,787	$148,000	$165,733	$41,523	$ -	$157,805	$99,478	$0
Big 7	$2,677,249	35,289	33,525	95%	$0.69	$276,276	$0	$0	$65,579	$58,567	$25,953	$14,182	$9,640	$8,288	$12,173	$2,000	$123,632	$36,698	$ -	$12,000	$0	$0
Maritime Bldg.	$1,490,260	36,586	34,757	95%	$0.50	$61,261	$0	$0	$37,003	$27,753	$12,162	$10,068	$1,269	$3,635	$31,364	$13,000	$98,433	$28,316	$ -	$51,000	$0	$0
New Initiative	$0	0	0.00	0%		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$55,000	$55,000	$0	$ -	$0	$0	$0
State Office Building	$149,655	1,990	1,891	95%	$1.63	$36,973	$0	$0	$4,573	$2,384	$0	$0	$5,378	$551	$9,644	$100	$20,246	$18,635	$ -	$5,000	$0	$0
Marina Office Building	$827,931	4,934	3,947	80%	$1.16	$54,862	$0	$0	$9,000	$5,677	$11,968	$11,287	$0	$1,312	$2,912	$100	$25,292	$30,445	$ -	$60,396	$0	$0
Port Office Building	$1,211,720	5,000	2,500	50%	$1.01	-$18,266	$0	$0	$10,016	$0	$2,000	$0	$915	$1,150	$2,568	$500	$17,149	$16,063		$5,000	$0	$0
Timber Incubator	$952,253	10,000	7,000	70%	$0.62	$25,660	$0	$0	$6,063	$987	$7,937	$8,183	$1,893	$897	$1,487	$2,000	$20,277	$26,719	$ -	$0	$0	$0
Wasco St. Office Building	$2,584,126	12,236	11,624	95%	$0.89	$124,393	$0	$0	$32,766	$24,994	$23,548	$18,529	$458	$2,961	$8,902	$1,000	$69,635	$45,949	$ -	$0	$14,430	$0
Expo Center	$3,215,328	24,803	18,602	75%	$0.65	$144,149	$0	$480	$43,706	$27,949	$36,978	$13,547	$3,064	$6,837	$4,066	$1,000	$95,651	$32,976	$ -	$0	$0	$1,936,600
Jensen Building	$3,258,320	53,314	50,648	95%	$0.52	$315,225	$0	$0	$104,971	$108,465	$39,796	$39,796	$993	$3,917	$17,340	$6,000	$173,018	$56,435	$ 144,942	$90,050	$0	$0
Halyard Building	$3,675,610	19,542	18,565	95%	$0.98	$218,323	$0	$8,988	$47,269	$35,017	$14,452	$6,937	$2,240	$3,833	$27,228	$8,595	$103,617	$51,176	$ -	$253,793	$5,950	$0
				0%																		
				0%																		
				0%																		
	23,134,074	203,694	183,059	90%	$0.56	$1,238,856	$1,200	$9,468	$365,892	$291,792	$174,794	$122,527	$25,850	$33,381	$130,471	$237,295	$967,681	$384,925	$ 144,942	$635,044	$119,857	$1,936,600

Summary Year 1	OI	OE	Debt Service	NOI	Alloc Pers	NOI-AP	Capital Outlay	Grant/Land	NOI-AP-CO
	$ 1,663,898	$ 967,684	$ 144,942	$ 551,218	$ 384,925	$ 166,293	$ 635,044	$ 2,056,457	$1,587,706

2015																						
Waterfront Industrial Land	$3,249,428	0	0	0%			$1,230	$0	$5,119	$0	$0	$0	$0	$0	$13,235	$98,853	$117,207	$42,561	$ -	$632,920	$280,682	0
Big 7	$2,689,249	35289	33,525	95%	$0.70	$283,183	$0	$0.00	$67,874	$60,616	$26,861	$14,678	$9,977	$8,578	$12,599	$2,070	$127,959	$37,615	$ -	$87,000	$0	0
Maritime Bldg.	$1,541,260	36586	34,757	95%	$0.51	$212,525	$0	$0.00	$38,298	$28,724	$12,588	$10,421	$1,314	$3,762	$32,462	$13,455	$101,878	$29,024	$ -	$35,000	$0	0
New Initiative	$0	0	0.00	0%	$0.00	$0	$0	$0.00	$0	$0	$0	$0	$0	$0	$0	$56,925	$56,925	$0	$ -	$0	$0	0
State Office Building	$154,655	1990	1,891	95%	$1.67	$37,897	$0	$0.00	$4,733	$2,467	$0	$0	$5,566	$570	$9,982	$104	$20,955	$19,101	$ -	$5,000	$0	0
Marina Office Building	$888,327	4934	3,947	80%	$1.19	$56,234	$0	$0.00	$9,315	$5,875	$12,387	$11,682	$0	$1,358	$3,014	$104	$26,177	$31,206	$ -	$8,000	$0	0
Port Office Building	$1,216,720	5000	2,500	50%	$1.04	$31,204	$0	$0.00	$10,367	$0	$2,070	$0	$947	$1,190	$2,658	$518	$17,749	$16,454	$ -	$15,000	$0	0
Timber Incubator	$952,253	10000	7,000	70%	$0.63	$52,952	$0	$0.00	$6,275	$1,022	$8,215	$8,469	$1,959	$928	$1,539	$2,070	$20,987	$27,387	$ -	$43,000	$0	0
Wasco St. Office Building	$2,584,126	12236.25	11,624	95%	$0.91	$127,503	$0	$0.00	$33,913	$25,869	$24,373	$19,177	$474	$3,055	$9,214	$1,035	$72,073	$47,098	$ -	$25,000	$14,430	0
Expo Center	$1,278,728	4,803	0	75%	$0.66	$2	$0	$0.00	$0	$0	$1,295	$0	$0	$239	$0	$0	$1,534	$0	$ -	$0	$0	0
Jensen Building	$3,348,370	53314	50,648	95%	$0.53	$323,106	$0	$0.00	$108,645	$112,261	$41,189	$41,189	$1,028	$4,054	$17,947	$6,210	$179,074	$57,846	$ 144,942	$674,000	$0	0
Halyard Building	$3,929,403	19542	18,565	95%	$1.00	$223,781	$0	$9,212.80	$48,924	$36,243	$14,958	$7,180	$2,318	$3,957	$28,181	$8,896	$107,244	$52,455	$ -	$0	$5,950	0
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	21,832,519	183,694	164,457	90%	$0.68	$1,348,385	$1,230	$9,213	$333,462	$273,078	$143,934	$112,795	$23,584	$27,712	$130,830	$190,239	$849,761	$360,748	$ 144,942	$1,524,920	$301,061	$0

Summary Year 2	OI	OE	Debt Service	NOI	Alloc Pers	NOI-AP	Capital Outlay	Grant/Land	NOI-AP-CO
	$ 1,744,700	$ 849,761	$ 144,942	$ 749,997	$ 360,748	$ 389,249	$ 1,524,920	$ 301,061	-$834,609

2016																						
Waterfront Industrial Land	$3,882,348	0	0	0%			$1,261	$0	$5,298	$0	$0	$0	$0	$0	$13,698	$80,325	$99,321	$43,625	$ -	$1,583,078	$728,107	0
Big 7	$2,776,249	35,289	33,525	95%	$0.72	$290,262	$0	$0	$70,249	$62,738	$27,801	$15,192	$10,326	$8,878	$13,040	$2,143	$132,437	$38,556	$ -	$145,400	$0	0
Maritime Bldg.	$1,576,260	36,586	34,757	95%	$0.52	$217,838	$0	$0	$39,638	$29,730	$13,029	$10,786	$1,360	$3,894	$33,598	$13,926	$105,444	$29,749	$ -	$0	$0	0
New Initiative	$0	0	0.00	0%	$0.00	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$58,917	$58,917	$0	$ -	$436,600	$0	0
State Office Building	$159,655	1,990	1,891	95%	$1.71	$38,844	$0	$0	$4,899	$2,553	$0	$0	$5,761	$590	$10,331	$107	$21,688	$19,578	$ -	$5,000	$0	0
Marina Office Building	$896,327	4,934	3,947	80%	$1.22	$57,640	$0	$0	$9,641	$6,081	$12,820	$12,090	$0	$1,405	$3,119	$107	$27,093	$31,986	$ -	$10,000	$0	0
Port Office Building	$1,231,720	5,000	2,500	50%	$1.07	$31,984	$0	$0	$10,729	$0	$2,142	$0	$980	$1,232	$2,751	$536	$18,370	$16,866	$ -	$10,000	$0	0
Timber Incubator	$995,253	10,000	7,000	70%	$0.65	$54,275	$0	$0	$6,495	$1,058	$8,503	$8,766	$2,028	$961	$1,593	$2,142	$21,722	$28,072	$ -	$10,000	$0	0
Wasco St. Office Building	$2,609,126	12,236	11,624	95%	$0.94	$130,691	$0	$0	$35,100	$26,774	$25,226	$19,848	$491	$3,172	$9,536	$1,071	$74,595	$48,275	$ -	$20,000	$14,430	0
Expo Center	$1,278,728	4,803	0	0%	$0.68	$0	$0	$0	$0	$1,340	$0	$0	$0	$248	$0	$0	$1,588	$0	$ -	$0	$0	0
Jensen Building	$4,022,370	53,314	50,648	95%	$0.54	$331,183	$0	$0	$112,448	$116,190	$42,630	$42,630	$1,064	$4,196	$18,575	$6,428	$185,342	$59,292	$ 144,942	$60,000	$0	0
Halyard Building	$3,929,403	19,542	18,565	95%	$1.03	$229,376	$0	$9,443	$50,147	$37,149	$15,331	$7,359	$2,376	$4,066	$28,886	$9,207	$110,014	$53,767	$ -	$0	$5,950	0
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	23,357,439	183,694	164,457	90%	$0.70	$1,382,092	$1,261	$9,443	$344,644	$282,273	$148,822	$116,671	$24,386	$28,643	$135,127	$174,909	$856,531	$369,767	$ 144,942	$2,280,078	$748,487	$0

Summary Year 3	OI	OE	Debt Service	NOI	Alloc Pers	NOI-AP	Capital Outlay	Grant/Land	NOI-AP-CO
	$ 1,791,740	$ 856,531	$ 144,942	$ 790,267	$ 369,767	$ 420,500	$ 2,280,078	$ 748,487	-$1,111,090

2017

	Investment	Total Sq. Ft. Ex. Common	Total Sq. Ft. Rented at End	Rent Capacity Utilization	Mo. Rent/Leased SF	Annual Rent	Income from Land Leases	Other and Misc. Income	Utility Expense	Utility Reimburse	Taxes	Taxes Reimburse	Maintenance	Insurance	Other Expenses	Professional Services	Total Expenses	Variable Percent	Debt Service	Capital Outlay	3rd Party Payment	Property Sale
Waterfront Industrial Land	$5,465,426		0	0%			$1,292	$0.00	$5,484	$0	$0	$0	$0	$0	$14,177	$23,744	$43,405	$44,716	$ -	$1,014,689	$669,859	$850,000
Big 7	$2,921,649	35,289	33,525	95%	$0.74	$297,519	$0	$0.00	$72,708	$64,934	$28,774	$15,723	$10,687	$9,189	$13,497	$2,218	$137,073	$39,520	$ -	$74,000	$0	0
Maritime Bldg.	$1,576,260	36,586	34,757	95%	$0.54	$223,284	$0	$0.00	$41,026	$30,770	$13,485	$11,163	$1,407	$4,030	$34,774	$14,413	$109,134	$30,493	$ -	$50,000	$0	0
New Initiative	$436,600	0	0.00	0%	$0.00	$0	$0	$0.00	$0	$0	$0	$0	$0	$0	$0	$60,979	$60,979	$0	$ -	$1,500,000	$0	0
State Office Building	$164,655	1,990	1,891	95%	$1.76	$39,815	$0	$0.00	$5,070	$2,643	$0	$0	$5,963	$611	$10,692	$111	$22,447	$20,068	$ -	$5,000	$0	0
Marina Office Building	$906,327	4,934	3,947	80%	$1.25	$59,081	$0	$0.00	$9,978	$6,294	$13,269	$12,514	$0	$1,455	$3,229	$111	$28,041	$32,786	$ -	$25,000	$0	0
Port Office Building	$1,241,720	5,000	2,500	50%	$1.09	$32,783	$0	$0.00	$11,105	$0	$2,217	$0	$1,014	$1,275	$2,847	$554	$19,013	$17,287	$ -	$10,000	$0	0
Timber Incubator	$1,005,253	10,000	7,000	70%	$0.66	$55,632	$0	$0.00	$6,722	$1,095	$8,800	$9,072	$2,099	$995	$1,649	$2,217	$22,482	$28,773	$ -	$10,000	$0	0
Wasco St. Office Building	$2,629,126	12,236	11,624	95%	$0.96	$133,958	$0	$0.00	$36,328	$27,712	$26,108	$20,543	$508	$3,283	$9,870	$1,109	$77,206	$49,482	$ -	$10,000	$14,430	0
Expo Center	$1,278,728	4,803	0	0%	$0.70	$0	$0	$0.00	$0	$0	$1,387	$0	$0	$256	$0	$0	$1,644	$0	$ -	$0	$0	0
Jensen Building	$4,082,370	53,314	50,648	95%	$0.56	$339,463	$0	$0.00	$116,383	$120,257	$44,122	$44,122	$1,101	$4,343	$19,226	$6,653	$191,828	$60,774	$ 144,942	$110,000	$0	0
Halyard Building	$3,929,403	19,542	18,565	95%	$1.06	$235,110	$0	$9,679.20	$51,902	$38,449	$15,868	$7,617	$2,460	$4,209	$29,896	$9,529	$113,864	$55,111	$ -	$0	$5,950	0
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	25,637,517	183,694	164,457	90%	$0.72	$1,416,645	$1,292	$9,679	$356,707	$292,153	$154,031	$120,754	$25,239	$29,645	$139,857	$121,639	$827,118	$379,011	$ 144,942	$2,808,689	$690,239	$850,000

	OI	OE	Debt Service	NOI	Alloc Pers	NOI-AP	Capital Outlay	Grant/Land	NOI-AP-CO
Summary Year 4	$ 1,840,523	$ 827,118	$ 144,942	$ 868,464	$ 379,011	$ 489,453	$ 2,808,689	$ 1,540,239	-$778,997

2018																						
Waterfront Industrial Land	$6,480,115	0	0	0%			$1,325	$0.00	$5,676	$0	$0	$0	$0	$0	$14,673	$24,575	$44,924	$45,834	$ -	$575,000	$507,156	0
Big 7	$2,995,649	35,289	33,525	95%	$0.76	$304,957	$0	$0.00	$75,253	$67,206	$29,781	$16,274	$11,062	$9,510	$13,969	$2,295	$141,870	$40,508	$ -	$24,000	$0	0
Maritime Bldg.	$1,626,260	36,586	34,757	95%	$0.55	$228,866	$0	$0.00	$42,461	$31,847	$13,957	$11,554	$1,456	$4,171	$35,991	$14,918	$112,954	$31,256	$ -	$0	$0	0
New Initiative	$1,936,600	-	0.00	0%	$0.00	$0	$0	$0.00	$0	$0	$0	$0	$0	$0	$0	$63,114	$63,114	$0	$ -	$2,000,000	$1,600,000	0
State Office Building	$169,655	1,990	1,891	95%	$1.80	$40,811	$0	$0.00	$5,248	$2,735	$0	$0	$6,171	$632	$11,067	$115	$23,233	$20,570	$ -	$25,000	$0	0
Marina Office Building	$931,327	4,934	3,947	80%	$1.28	$60,558	$0	$0.00	$10,328	$6,514	$13,733	$12,952	$0	$1,506	$3,342	$115	$29,023	$33,606	$ -	$10,000	$0	0
Port Office Building	$1,251,720	5,000	2,500	50%	$1.12	$33,603	$0	$0.00	$11,494	$0	$2,295	$0	$1,050	$1,320	$2,947	$574	$19,679	$17,720	$ -	$10,000	$0	0
Timber Incubator	$1,015,253	10,000	7,000	70%	$0.68	$57,023	$0	$0.00	$6,957	$1,133	$9,108	$9,390	$2,172	$1,029	$1,706	$2,295	$23,269	$29,493	$ -	$10,000	$0	0
Wasco St. Office Building	$2,639,126	12,236	11,624	95%	$0.98	$137,307	$0	$0.00	$37,600	$28,681	$27,022	$21,262	$526	$3,398	$10,215	$1,148	$79,908	$50,719	$ -	$10,000	$14,430	0
Expo Center	$1,278,728	4,803	0	0%	$0.71	$0	$0	$0.00	$0	$0	$1,435	$0	$0	$265	$0	$0	$1,701	$0	$ -	$0	$0	0
Jensen Building	$4,192,370	53,314	50,648	95%	$0.57	$347,949	$0	$0.00	$120,457	$124,466	$45,667	$45,667	$1,140	$4,499	$19,899	$6,885	$198,542	$62,294	$ 144,942	$150,000	$0	0
Halyard Building	$3,929,403	19,542	18,565	95%	$1.08	$240,988	$0	$9,921.18	$53,719	$39,795	$16,423	$7,883	$2,546	$4,356	$30,943	$9,863	$117,849	$56,489	$ -	$75,000	$5,950	$0
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	28,446,206	183,694	164,457	90%	$0.74	$1,452,061	$1,325	$9,921	$369,191	$302,378	$159,422	$124,981	$26,123	$30,683	$144,752	$125,896	$856,067	$388,486	$ 144,942	2,889,000	2,127,536	$0

	OI	OE	Debt Service	NOI	Alloc Pers	NOI-AP	Capital Outlay	Grant/Land	NOI-AP-CO
Summary Year 5	$ 1,890,665	$ 856,067	$ 144,942	$ 889,657	$ 388,486	$ 501,170	$ 2,889,000	$ 2,127,536	-$260,293

2019																						
Waterfront Industrial Land	$7,055,115		0	0%			$1,357.69	$0.00	$5,874	$0	$0	$0	$0	$0	$15,187	$25,435	$46,497	$46,979	$ -	$372,572	$239,241	0
Big 7	$3,019,649	35,289	33,525	95%	$0.78	$312,581	$0.00	$0.00	$77,887	$69,559	$30,824	$16,843	$11,449	$9,843	$14,458	$2,376	$146,836	$41,520	$ -	$86,000	$0	0
Maritime Bldg.	$1,626,260	36,586	34,757	95%	$0.56	$234,587	$0.00	$0.00	$43,948	$32,962	$14,445	$11,958	$1,507	$4,317	$37,250	$15,440	$116,908	$32,037	$ -	$0	$0	0
New Initiative	$3,936,600	35,000	0.00	0%	$0.00	$0	$0.00	$0.00	$0	$0	$0	$0	$0	$0	$0	$65,323	$65,323	$0	$ 154,148	$0	$0	0
State Office Building	$194,655	1,990	1,891	95%	$1.84	$41,831	$0.00	$0.00	$5,431	$2,831	$0	$0	$6,387	$654	$11,454	$119	$24,046	$21,084	$ -	$10,000	$0	0
Marina Office Building	$941,327	4,934	3,947	80%	$1.31	$62,071	$0.00	$0.00	$10,689	$6,742	$14,214	$13,405	$0	$1,558	$3,459	$119	$30,039	$34,446	$ -	$25,000	$0	0
Port Office Building	$1,261,720	5,000	2,500	50%	$1.15	$34,443	$0.00	$0.00	$11,896	$0	$2,375	$0	$1,087	$1,366	$3,050	$594	$20,368	$18,162	$ -	$10,000	$0	0
Timber Incubator	$1,025,253	10,000	7,000	70%	$0.70	$58,449	$0.00	$0.00	$7,201	$1,173	$9,427	$9,718	$2,248	$1,065	$1,766	$2,375	$24,083	$30,230	$ -	$50,000	$0	0
Wasco St. Office Building	$2,649,126	12,236	11,624	95%	$1.01	$140,739	$0.00	$0.00	$38,916	$29,685	$27,968	$22,006	$544	$3,517	$10,573	$1,188	$82,705	$51,987	$ -	$10,000	$14,430	0
Expo Center	$1,278,728	4,803	0	0%	$0.73	$0	$0.00	$0.00	$0	$0	$1,486	$0	$0	$275	$0	$0	$1,761	$0	$ -	$0	$0	0
Jensen Building	$4,342,370	53,314	50,648	95%	$0.59	$356,648	$0.00	$0.00	$124,673	$128,822	$47,265	$47,265	$1,180	$4,653	$20,595	$7,126	$205,491	$63,851	$ 144,942	$110,000	$0	0
Halyard Building	$4,004,403	19,542	18,565	95%	$1.11	$247,013	$0.00	$10,169.21	$55,599	$41,187	$16,998	$8,159	$2,635	$4,508	$32,026	$10,208	$121,974	$57,901	$ -	$0	$5,950	0
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	31,335,206	218,694	164,457	75%	$0.75	$1,488,362	$1,358	$10,169	$382,113	$312,961	$165,002	$129,355	$27,037	$31,757	$149,818	$130,303	$886,029	$398,198	$ 290,090	673,572	259,621	

	OI	OE	Debt Service	NOI	Alloc Pers	NOI-AP	Capital Outlay	Grant/Land	NOI-AP-CO
Summary Year 6	$ 1,942,206	$ 886,029	$ 299,090	$ 757,087	$ 398,198	$ 358,888	$ 673,572	$ 259,621	-$55,063

2020																						
Waterfront Industrial Land	$7,427,687		0	0%			$1,392	$0.00	$6,080	$0	$0	$0	$0	$0	$15,718	$26,326	$48,124	$48,154	$ -	$254,965	$64,126	0
Big 7	$3,105,649	35,289	33,525	95%	$0.80	$320,395	$0	$0.00	$80,613	$71,993	$31,902	$17,433	$11,849	$10,187	$14,964	$2,459	$151,975	$42,558	$ -	$36,000	$0	0
Maritime Bldg.	$1,626,260	36,586	34,757	95%	$0.58	$240,452	$0	$0.00	$45,486	$34,116	$14,951	$12,377	$1,560	$4,469	$38,554	$15,980	$120,999	$32,838	$ -	$1,500,000	$0	0
New Initiative	$3,936,600	35,000	26,250	75%	$0.60	$189,000	$0	$0.00	$0	$0	$1,486	$0	$0	$275	$0	$67,609	$69,370	$0	$ 154,148	$0	$0	0
State Office Building	$204,655	1,990	1,891	95%	$1.89	$42,877	$0	$0.00	$5,621	$2,930	$0	$0	$6,611	$677	$11,855	$123	$24,888	$21,611	$ -	$10,000	$0	0
Marina Office Building	$966,327	4,934	3,947	80%	$1.34	$63,623	$0	$0.00	$11,063	$6,978	$14,711	$13,874	$0	$1,613	$3,580	$123	$31,090	$35,307	$ -	$10,000	$0	0
Port Office Building	$1,271,720	5,000	2,500	50%	$1.18	$35,304	$0	$0.00	$12,312	$0	$2,459	$0	$1,125	$1,414	$3,157	$615	$21,080	$18,617	$ -	$10,000	$0	0
Timber Incubator	$1,075,253	10,000	7,000	70%	$0.71	$59,910	$0	$0.00	$7,453	$1,214	$9,757	$10,059	$2,327	$1,103	$1,828	$2,459	$24,926	$30,986	$ -	$10,000	$0	0
Wasco St. Office Building	$2,659,126	12,236	11,624	95%	$1.03	$144,258	$0	$0.00	$40,278	$30,724	$28,947	$22,776	$563	$3,640	$10,943	$1,229	$85,600	$53,287	$ -	$10,000	$14,430	0
Expo Center	$1,278,728	4,803	0	0%	$0.75	$0	$0	$0.00	$0	$0	$1,538	$0	$0	$284	$0	$0	$1,822	$0	$ -	$0	$0	0
Jensen Building	$4,452,370	53,314	50,648	95%	$0.60	$365,564	$0	$0.00	$129,036	$133,331	$48,919	$48,919	$1,221	$4,815	$21,316	$7,376	$212,684	$65,447	$ 375,595	$50,000	$0	0
Halyard Building	$4,004,403	19,542	18,565	95%	$1.14	$253,188	$0	$10,423.44	$57,545	$42,629	$17,593	$8,445	$2,727	$4,666	$33,147	$10,565	$126,243	$59,348	$ -	$75,000	$5,950	0
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				0%																		
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	32,008,778	218,694	190,707	87%	$0.75	$1,714,571	$1,392	$10,423	$395,487	$323,915	$172,263	$133,883	$27,984	$33,143	$155,062	$134,863	$918,801	$408,153	$ 529,742	$1,965,965	$84,505	$0

	OI	OE	Debt Service	NOI	Alloc Pers	NOI-AP	Capital Outlay	Grant/Land	NOI-AP-CO
Summary Year 7	$ 2,184,185	$ 918,801	$ 529,742	$ 735,641	$ 408,153	$ 327,488	$ 1,965,965	$ 84,505	-$1,553,972

2021																						
Waterfront Industrial Land	$7,682,652		0	0%			$1,426.42	$0.00	$6,293	$0	$0	$0	$0	$0	$16,269	$27,247	$49,808	$49,358	$ -	$61,399	$0	0
Big 7	$3,141,649	35,289	33,525	95%	$0.82	$328,405	$0.00	$0.00	$83,434	$74,392	$33,019	$18,043	$12,264	$10,544	$15,488	$2,545	$157,294	$43,622	$ -	$50,000	$0	0
Maritime Bldg.	$3,126,260	36,586	34,757	95%	$0.59	$246,463	$0.00	$0.00	$47,078	$35,310	$15,474	$12,810	$1,615	$4,625	$39,904	$16,540	$125,234	$33,659	$ 96,291	$0	$0	0

	Investment	Total Sq. Ft. Ex. Common	Total Sq. Ft. Rented at End	Rent Capacity Utilization	Mo. Rent Leased SF	Annual Rent	Income from Land Lease	Other and Misc. Income	Utility Expense	Utility Reimburse	Taxes	Taxes Reimburse	Maintenance	Insurance	Other Expenses	Professional Services	Total Expense	Vacancy Forecast	Debt Service	Capital Outlay	3rd Party Payment	Property Sale
New Initiative	$3,936,600	35,000	28,000	80%	$0.62	$206,640	$0.00	$0.00	$0	$0	$1,538	$0	$0	$284	$0	$69,975	$71,798	$0	$ 154,148	$0	$0	0
State Office Building	$214,655	1,990	1,891	95%	$1.94	$43,949	$0.00	$0.00	$5,818	$3,033	$0	$0	$6,842	$701	$12,270	$127	$25,759	$22,151	$ -	$25,000	$0	0
Marina Office Building	$976,327	4,934	3,947	80%	$1.38	$65,214	$0.00	$0.00	$11,451	$7,222	$15,226	$14,360	$0	$1,669	$3,705	$127	$32,178	$36,190	$ -	$25,000	$0	0
Port Office Building	$1,281,720	5,000	2,500	50%	$1.21	$36,187	$0.00	$0.00	$12,743	$0	$2,545	$0	$1,164	$1,463	$3,267	$636	$21,818	$19,082	$ -	$10,000	$0	0
Timber Incubator	$1,085,253	10,000	7,000	70%	$0.73	$61,408	$0.00	$0.00	$7,714	$1,256	$10,099	$10,411	$2,408	$1,141	$1,892	$2,545	$25,799	$31,760	$ -	$5,000	$0	0
Wasco St. Office Building	$2,669,126	12,236	11,624	95%	$1.06	$147,864	$0.00	$0.00	$41,688	$31,800	$29,960	$23,574	$583	$3,767	$11,326	$1,272	$88,596	$54,619	$ -	$15,000	$14,430	0
Expo Center	$1,278,728	4,803	0	0%	$0.77	$0	$0.00	$0.00	$0	$0	$1,592	$0	$0	$294	$0	$0	$1,886	$0	$ -	$0	$0	0
Jensen Building	$4,502,370	53,314	50,648	95%	$0.62	$374,703	$0.00	$0.00	$133,553	$137,997	$50,631	$50,631	$1,264	$4,984	$22,062	$7,634	$220,128	$67,083	$ 120,555	$210,000	$0	0
Halyard Building	$4,079,403	19,542	18,565	95%	$1.16	$259,518	$0.00	$10,684.02	$59,559	$44,121	$18,209	$8,740	$2,822	$4,830	$34,307	$10,935	$130,662	$60,832	$ -	$0	$5,950	0
				80%																		
				0%																		
				0%																		
	33,974,743	218,694	192,457	88%	$0.77	$1,770,350	$1,426	$10,684	$409,329	$335,252	$178,292	$138,569	$28,963	$34,303	$160,489	$139,583	$950,959	$418,357	$ 370,993	$401,399	$20,380	$0

Summary Year 8	OI	OE	Debt Service	NOI	Alloc Pers	NOI-AP	Capital Outlay	Grant/Land	NOI-AP-CO
	$ 2,256,282	$ 950,959	$ 370,993	$ 934,330	$ 418,357	$ 515,973	$ 401,399	$ 20,380	$134,953

2022																						
Waterfront Industrial Land	$7,744,051		0	0%			$1,462	$0.00	$6,513	$0	$0	$0	$0	$0	$16,838	$28,201	$51,552	$50,592	$ 154,148	$180,000	$0	0
Big 7	$3,191,649	35,289	33,525	95%	$0.84	$336,615	$0	$0.00	$86,355	$77,121	$34,175	$18,674	$12,693	$10,913	$16,030	$2,634	$162,799	$44,713	$ -	$0	$0	0
Maritime Bldg.	$3,126,260	36,586	34,757	95%	$0.61	$252,625	$0	$0.00	$48,725	$36,545	$16,015	$13,258	$1,671	$4,787	$41,300	$17,118	$129,617	$34,500	$ 96,291	$0	$0	0
New Initiative	$3,936,600	70,000	59,500	85%	$0.63	$450,088	$0	$0.00	$0	$0	$1,592	$0	$0	$294	$0	$72,424	$74,311	$0	$ 154,148	$0	$0	0
State Office Building	$239,655	1,990	1,891	95%	$1.09	$45,047	$0	$0.00	$6,022	$3,139	$0	$0	$7,082	$726	$12,699	$132	$26,660	$22,705	$ -	$10,000	$0	0
Marina Office Building	$1,001,327	4,934	3,947	80%	$1.41	$66,844	$0	$0.00	$11,851	$7,475	$15,759	$14,862	$0	$1,728	$3,835	$132	$33,304	$37,094	$ -	$10,000	$0	0
Port Office Building	$1,291,720	5,000	2,500	50%	$1.24	$37,091	$0	$0.00	$13,189	$0	$2,634	$0	$1,205	$1,514	$3,382	$658	$22,582	$19,559	$ -	$50,000	$0	0
Timber Incubator	$1,090,253	10,000	7,000	70%	$0.75	$62,943	$0	$0.00	$7,984	$1,300	$10,452	$10,775	$2,493	$1,181	$1,958	$2,634	$26,701	$32,555	$ -	$10,000	$0	0
Wasco St. Office Building	$2,684,126	12,236	11,624	95%	$1.09	$151,561	$0	$0.00	$43,147	$32,913	$31,009	$24,399	$603	$3,899	$11,722	$1,317	$91,696	$55,984	$ -	$15,000	$14,430	0
Expo Center	$1,278,728	4,803	0	0%	$0.79	$0	$0	$0.00	$0	$0	$1,647	$0	$0	$304	$0	$0	$1,952	$0	$ -	$0	$0	0
Jensen Building	$4,712,370	53,314	50,648	95%	$0.63	$384,071	$0	$0.00	$138,227	$142,827	$52,403	$52,403	$1,308	$5,158	$22,834	$7,901	$227,832	$68,761	$ 120,555	$50,000	$0	0
Halyard Building	$4,079,403	19,542	18,565	95%	$1.19	$266,006	$0	$10,951.12	$61,643	$45,665	$18,846	$9,046	$2,921	$4,999	$35,508	$11,318	$135,235	$62,353	$ -	$0	$5,950	0
South Marina Commercial/Retail Complex				85%																$50,000		
				75%																		
				0%																		
	34,376,142	253,694	223,957	88%	$0.76	$2,052,891	$1,462	$10,951	$423,655	$346,986	$184,532	$143,419	$29,977	$35,503	$166,106	$144,469	$984,242	$428,816	$ 525,141	$375,000	$20,380	$0

Summary Year 9	OI	OE	Debt Service	NOI	Alloc Pers	NOI-AP	Capital Outlay	Grant/Land	NOI-AP-CO
	$ 2,555,709	$ 984,242	$ 525,141	$ 1,046,326	$ 428,816	$ 617,509	$ 375,000	$ 20,380	$262,889

2023																						
Waterfront Industrial Land	$7,924,051		0	0%			$1,499	$0.00	$6,741	$0	$0	$0	$0	$0	$17,427	$29,188	$53,356	$51,857	$ 154,148	$180,000	$0	0
Big 7	$3,191,649	35,289	33,525	95%	$0.86	$345,031	$0.00	$0.00	$89,377	$79,820	$35,371	$19,328	$13,138	$11,295	$16,591	$2,726	$168,497	$45,831	$ -	$50,000	$0	0
Maritime Bldg.	$3,126,260	36,586	34,757	95%	$0.62	$258,941	$0.00	$0.00	$50,431	$37,825	$16,576	$13,722	$1,730	$4,954	$42,746	$17,718	$134,154	$35,363	$ 96,291	$0	$0	0
New Initiative	$3,936,600	70,000	63,000	90%	$0.65	$488,478	$0.00	$0.00	$0	$0	$1,647	$0	$0	$304	$0	$74,959	$76,911	$0	$ 154,148	$0	$0	0
State Office Building	$249,655	1,990	1,891	95%	$2.04	$46,174	$0.00	$0.00	$6,233	$3,249	$0	$0	$7,330	$751	$13,144	$136	$27,593	$23,273	$ -	$25,000	$0	0
Marina Office Building	$1,011,327	4,934	3,947	80%	$1.45	$68,515	$0.00	$0.00	$12,266	$7,737	$16,311	$15,382	$0	$1,788	$3,969	$136	$34,470	$38,022	$ -	$75,000	$0	0
Port Office Building	$1,341,720	5,000	2,500	50%	$1.27	$38,019	$0.00	$0.00	$13,651	$0	$2,726	$0	$1,247	$1,567	$3,500	$681	$23,372	$20,048	$ -	$10,000	$0	0
Timber Incubator	$1,100,253	10,000	7,000	70%	$0.77	$64,516	$0.00	$0.00	$8,263	$1,346	$10,818	$11,152	$2,580	$1,223	$2,027	$2,726	$27,636	$33,368	$ -	$100,000	$0	0
Wasco St. Office Building	$2,699,126	12,236	11,624	95%	$1.11	$155,350	$0.00	$0.00	$44,657	$34,065	$32,094	$25,253	$624	$4,036	$12,133	$1,363	$94,906	$57,384	$ -	$100,000	$14,430	0
Expo Center	$1,278,728	4,803	0	0%	$0.81	$0	$0.00	$0.00	$0	$0	$1,705	$0	$0	$315	$0	$0	$2,020	$0	$ -	$0	$0	0
Jensen Building	$4,762,370	53,314	50,648	95%	$0.65	$393,673	$0.00	$0.00	$143,065	$147,826	$54,238	$54,238	$1,354	$5,339	$23,633	$8,178	$235,806	$70,480	$ 120,555	$110,000	$0	0
Halyard Building	$4,079,403	19,542	18,565	95%	$1.22	$272,656	$0.00	$11,224.90	$63,801	$47,264	$19,506	$9,363	$3,023	$5,174	$36,750	$11,714	$139,988	$63,912	$ -	$75,000	$496	0
South Marina Commercial/Retail Complex				90%																$50,000		
				80%																		
				0%																		
	34,701,142	253,694	227,457	90%	$0.78	2,131,351	1,499	11,225	438,483	359,131	190,991	148,438	31,026	36,746	171,020	149,525	1,018,691	439,537	$ 525,141	775,000	14,926	0

Summary Year 10	OI	OE	Debt Service	NOI	Alloc Pers	NOI-AP	Capital Outlay	Grant/Land	NOI-AP-CO
	$ 2,651,644	$ 1,018,691	$ 525,141	$ 1,107,812	$ 439,537	$ 668,275	$ 775,000	$ 14,926	-$91,799

2024																						
Waterfront Industrial Land	$8,104,051		0	0%			$1,536	$0.00	$6,977	$0	$0	$0	$0	$0	$18,037	$30,209	$55,224	$53,153	$ 154,148	$180,000	$0	0
Big 7	$3,241,649	35,289	33,525	95%	$0.88	$353,656	$0.00	$0.00	$92,505	$82,614	$36,609	$20,005	$13,597	$11,690	$17,171	$2,821	$174,395	$46,977	$ -	$50,000	$0	0
Maritime Bldg.	$3,126,260	36,586	34,757	95%	$0.64	$265,414	$0.00	$0.00	$52,196	$39,148	$17,156	$14,202	$1,790	$5,128	$44,242	$18,338	$138,849	$36,247	$ 96,291	$0	$0	0
New Initiative	$3,936,600	70,000	66,500	95%	$0.66	$528,506	$0.00	$0.00	$0	$0	$1,705	$0	$0	$315	$0	$77,583	$79,603	$0	$ 154,148	$0	$0	0
State Office Building	$274,655	1,990	1,891	95%	$2.09	$47,328	$0.00	$0.00	$6,451	$3,362	$0	$0	$7,586	$777	$13,604	$141	$28,559	$23,854	$ -	$25,000	$0	0
Marina Office Building	$1,086,327	4,934	3,947	80%	$1.48	$70,228	$0.00	$0.00	$12,695	$8,007	$16,882	$15,921	$0	$1,851	$4,108	$141	$35,676	$38,972	$ -	$75,000	$0	0
Port Office Building	$1,351,720	5,000	2,500	50%	$1.30	$38,969	$0.00	$0.00	$14,129	$0	$2,821	$0	$1,291	$1,622	$3,622	$705	$24,190	$20,549	$ -	$10,000	$0	0
Timber Incubator	$1,200,253	10,000	7,000	70%	$0.79	$66,129	$0.00	$0.00	$8,552	$1,393	$11,197	$11,543	$2,670	$1,265	$2,098	$2,821	$28,603	$34,203	$ -	$100,000	$0	0
Wasco St. Office Building	$2,799,126	12,236	11,624	95%	$1.14	$159,234	$0.00	$0.00	$46,220	$35,257	$33,217	$26,136	$646	$4,177	$12,557	$1,411	$98,227	$58,819	$ -	$100,000	$14,430	0
Expo Center	$1,278,728	4,803	0	0%	$0.83	$0	$0.00	$0.00	$0	$0	$1,765	$0	$0	$326	$0	$0	$2,091	$0	$ -	$0	$0	0
Jensen Building	$4,872,370	53,314	50,648	95%	$0.66	$403,515	$0.00	$0.00	$148,072	$153,000	$56,136	$56,136	$1,401	$5,526	$24,460	$8,464	$244,059	$72,242	$ 120,555	$110,000	$0	0
Halyard Building	$4,154,403	19,542	18,565	95%	$1.25	$279,472	$0.00	$11,505.52	$66,034	$48,918	$20,189	$9,691	$3,129	$5,355	$38,037	$12,124	$144,867	$65,510	$ -	$75,000	$496	0
South Marina Commercial/Retail Complex				90%																$50,000		
				0%																		
				0%																		
	35,426,142	253,694	230,957	91%	$0.80	2,212,451	1,536	11,506	453,830	371,700	197,675	153,634	32,112	38,032	177,937	154,759	1,054,345	450,525	$ 525,141	775,000	14,926	0

Summary Year 10	OI	OE	Debt Service	NOI	Alloc Pers	NOI-AP	Capital Outlay	Grant/Land	NOI-AP-CO
	$ 2,750,826	$ 1,054,345	$ 525,141	$ 1,171,340	$ 450,525	$ 720,815	$ 775,000	$ 14,926	-$39,259

Land Sales

		2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Commercial/Industrial Properties	Big 7																
	Maritime																
	Waterfront Industrial																
	Parcel-2& 7																
	Parcel 3	$ 256,012															
	Parcel 5		$ -			$ 850,000											
	Parcel 6																
	East Of KWPB																
	East of Park																
	Intersection Parcel																
	Total	$ 256,012	$ -	$ -	$ -	$ 850,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	State Office Building																
	Port Office Building																
	Port Maintenance Bldg.																
	Marina Center Bldg.																
	JWBP-Timber Building																
	Wasco St. Office Building																
	Expo Center																
	Sale to Key Development		$ 1,936,600														
	Jensen																
	Halyard																
	Total	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	New Commercial Building																
	Total	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Sub-Total Commercial/ Industrial Properties	$ 256,012	$ 1,936,600	$ -	$ -	$ 850,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Airport	Airport																
	Sub-Total Airport	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	GRAND TOTAL			$ -		$ 850,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -

Capital Projects

Commercial/Industrial Properties

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Big 7												
Tenant Improvements			$50,000		$50,000		$50,000		$50,000		$50,000	$0
Building Upgrades/Roof	$32,666	$0	$5,000	$133,400								
Big 7 Lower Driveway			$0	$0								
HVAC/Site/Landscape/Parking		$12,000	$32,000	$12,000	$24,000	$24,000	$36,000	$36,000				$50,000
Total	$32,666	$12,000	$87,000	$145,400	$74,000	$24,000	$86,000	$36,000	$50,000	$0	$50,000	$50,000
Maritime Building												
Tenant Improvements	$44,736				$50,000			$0			$0	$0
Building Upgrades/Roof		$51,000	$0					$1,500,000				
Site/Landscape/Parking /Sign		$0	$35,000	$0				$0				$50,000
Total	$44,736	$51,000	$35,000	$0	$50,000	$0	$0	$1,500,000	$0	$0	$0	$50,000
UTS Portsite Bldg.												
Annual Total		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Waterfront Infrastructure												
Capital Outlay	$0											
Portway Ave. Angled Parking	$225,000											
Portway Avenue Road Project	$307,065											
1st Street Re-Alignment					$1,000,000							
Portway 1st and 2nd reconstruction						$550,000						
Anchor Way 1st to 2nd incl stoplight				1,238,000								
West Nichols Basin Ped/Bike Path		$50,000	$350,000									
Water Access Amenities							$100,000	$200,000				
Paving Projects												
Various Rehabilitation		$107,805	$ 11,920	$ 45,078	$ 14,689	$25,000	$272,572	$54,965	$61,399	$30,000	$30,000	$0
DMV S. Parking Lot		$0	$21,000									
E. Port Marina Drive and Marina Way			$ 250,000	$ 300,000						$150,000	$150,000	
Total	$532,065	$157,805	$632,920	$1,583,078	$1,014,689	$575,000	$372,572	$254,965	$61,399	$180,000	$180,000	$0
Halyard Building												
Pocket Fuel TT	$202,288	$53,190										
Prism TT	$76,412	$200,603	$0	$0	$0	$75,000	$0	$75,000	$0	$0	$75,000	$0
Total	$278,700	$253,793	$0	$0	$0	$75,000	$0	$75,000	$0	$0	$75,000	$0
Jensen Building												
Site/Landscape/Parking		$10,000	$15,000	$10,000	$10,000		$10,000		$10,000		$10,000	
Building Upgrades/HVAC/Roof		$70,050	$534,000	$50,000	$50,000	$150,000	$50,000	$50,000	$100,000	$50,000	$100,000	$0
Breeze-Way Upgrades		$10,000	$125,000	$0	$0							
Tenant Improvements					$50,000		$50,000		$100,000			$100,000
Total	$0	$90,050	$674,000	$60,000	$110,000	$150,000	$110,000	$50,000	$210,000	$50,000	$110,000	$100,000
State Office Building												
Building Upgrades/Tenant Improvem		$5,000	$5,000	$5,000	$5,000	$25,000	$10,000	$10,000	$25,000	$10,000	$25,000	$10,000
Total		$5,000	$5,000	$5,000	$5,000	$25,000	$10,000	$10,000	$25,000	$10,000	$25,000	$10,000
Marina Office Building												
Overall Building Upgrades	4,844	$60,396	$8,000	$10,000	$25,000	$10,000	$25,000	$10,000	$25,000	$10,000	$75,000	$10,000
Total	$4,844	$60,396	$8,000	$10,000	$25,000	$10,000	$25,000	$10,000	$25,000	$10,000	$75,000	$10,000
Port Office Building												
Tenant Space	$91,593											
Building Upgrades	$24,731	$5,000	$15,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$50,000	$10,000	$10,000
Total	$116,324	$5,000	$15,000	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000	$50,000	$10,000	$10,000
JWBP-Timber Building												
Tenant Improvements			$0									
Building Upgrades		$0	$43,000	$10,000	$10,000	$10,000	$50,000	$10,000	$5,000	$10,000	$100,000	$10,000
Total	$0	$0	$43,000	$10,000	$10,000	$10,000	$50,000	$10,000	$5,000	$10,000	$100,000	$10,000
South Marina Commercial/Retail Complex												
A/E										$50,000	$50,000	$0
Construction											$0	$0
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$50,000	$50,000	$0
Wasco St. Office Building												
Tenant Improvements	$0	$0	$25,000	$20,000	$10,000	$10,000	$10,000	$10,000	$15,000	$15,000	$100,000	$100,000
Total	$0	$0	$25,000	$20,000	$10,000	$10,000	$10,000	$10,000	$15,000	$15,000	$100,000	$100,000
Expo Center												
Redevelopment		$0	$0									
Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New Initiatives												
Commercial Building and Land Acquistion			$0	$436,600	$1,500,000	$2,000,000						
Total	$0	$0	$0	$436,600	$1,500,000	$2,000,000	$0	$0	$0	$0	$0	$0
Sub-Total Commercial/ Industrial Properties	$1,009,335	$635,044	$1,524,920	$2,280,078	$2,808,689	$2,889,000	$673,572	$1,965,965	$401,399	$375,000	$775,000	$340,000

Capital Projects

		2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Airport	**Airport**												
	Relocate Runways	$3,407,348	$264,463										
	Taxiway B Ext & South Apron				$0	$1,700,000							
	Master Plan/FBO Building/Avgas Relocate			150,000	$ -								
	North Apron Expansion							$ 170,000	$ 950,000				
	Road Improvement Security/Fence Perimeter		$0			$ 300,000	-						
	T-Hangars		$4,328	4,944		$25,000	$ 375,000						
	Jet Fuel Tank												
	AWOS/Crack Seal, Slurry Seal								$500,000				
	Sub-Total Airport	$3,407,348	$268,791	$154,944	$0	$2,025,000	$375,000	$170,000	$1,450,000	$0	$0	$0	$0
Bridge	**Bridge**												
	Paint/Clean	$823,399											
	North Approach Rehabilitation		$67,817	$250,000									
	Approach Span Rehab.							$500,000		$0	$0		
	Sub-structure Piers/Seismic		$0	$52,500				$550,000		$0	$0	$0	
	Steel Truss Aux. Brace		$0	$398,119	$0								
	Steel Truss Gussets			$50,000				$500,000					
	Pressure Wash/Painting		$5,000	$51,000	$5,000	$51,000	$5,000	$51,000	$10,000	$51,000	$0	$51,000	$0
	Deck Systems-Welding		$25,000	$52,500	$50,000	$50,000	$50,000	$1,940,000	$50,000	$25,000	$0	$0	$10,000
	Bridge Railing			$100,000		$100,000		$510,000					
	Lift Span E&M		$54,410	$160,800	$10,800	$10,800	$20,800	$4,000,000	$10,800	$10,800	$375,000	$20,800	$0
	Inspections/Repairs Ongoing Maintenance (See "Other Expenses" in Toll Bridge			$64,200	$64,200	$64,200	$64,200	$64,200	$64,200	$64,200	$64,200	$64,200	$64,200
	Sub-Total Bridge	$823,399	$152,227	$1,179,119	$130,000	$276,000	$140,000	$8,115,200	$135,000	$151,000	$439,200	$136,000	$74,200
Marina	**Marina**												
	Capital Maintenance	$11,000	$10,000	$10,000	$10,000	$10,000	$10,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000
	Visitor Dock Rehabilitation				$10,000	$35,000	$650,000						$15,000
	Electrical Upgrade	$324,241	$ 215,000										
	Boathouse Dock Replacement	$8,838	$ 320,000										
	South Dock Upgrade			$25,000	$25,000	$450,000							
	A/B Dock Expansion									$50,000	$100,000	$1,500,000	$0
	Key System												
	Total	$344,079	$545,000	$35,000	$45,000	$495,000	$660,000	$15,000	$15,000	$65,000	$115,000	$1,515,000	$30,000
Recreation	**Marina Park**												
	Frontage Rd Marina Green Path	$0	$400,000										
	Marina Green Upgrades						$100,000						
	Marina Perimeter Path							$200,000					
	Yacht Club Restroom Upgrade	$11,160	$39,000										
	Total	$11,160	$439,000	$0	$0	$0	$100,000	$200,000	$0	$0	$0	$0	$0
	Event Site												
	Landscaping/Signage/Paving		$15,000	$5,000	$25,000	$5,000	$25,000	$5,000	$50,000	$10,000	$50,000	$10,000	$10,000
	Restroom Upgrade		$0	$150,000									
	Dredging										$150,000		
	Jetty Repair									$350,000			
			$0										
	Total	$0	$15,000	$155,000	$25,000	$5,000	$25,000	$5,000	$50,000	$360,000	$200,000	$10,000	$10,000
	Hook and Spit												
	Grading/Signage/Amenities		$5,000	$5,000	$5,000	$5,000	$80,000	$10,000	$10,000	$15,000	$15,000	$15,000	$0
	Sewer Line Bike Path		$0	$10,000									
	Launch Upgrades		$0	$50,000				$50,000				$50,000	
	Total	$0	$5,000	$65,000	$5,000	$5,000	$80,000	$60,000	$10,000	$15,000	$15,000	$65,000	$0
	Sub-Total Recreation	$11,160	$459,000	$220,000	$30,000	$10,000	$205,000	$265,000	$60,000	$375,000	$215,000	$75,000	$10,000
	GRAND TOTAL	$5,595,321	$2,060,062	$3,113,983	$2,485,078	$5,614,689	$4,269,000	$9,238,772	$3,625,965	$992,399	$1,144,200	$2,501,000	$454,200

GRANTS, LOAN REPAYMENTS, THIRD PARTY FUNDS

		Payment Type	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Commercial/Industrial Properties	**Wasco St. Office Building**													
	Tenant Improvements	Repayment	$14,430	$14,430	$14,430	$14,430	$14,430	$14,430	$14,430	$14,430	$14,430	$14,430	$14,430	$14,430
	Expo Center													
	Planning and Design	Loan	$0	$0	$0									
	Jensen Building Improvements													
	Remodel													
	Halyard Building													
	TI	Repayment	$6,288	$5,950	$5,950	$5,950	$5,950	$5,950	$5,950	$5,950	$5,950	$5,950	$496	
	Waterfront Industrial													
	Repayment of Sewer Plant Loan	Repayment		$74,478	$105,682	$109,107	$55,287	$0	$0	$0				
	Repayment of Consolidated URA Loan	Repayment					$114,572	$232,156	$239,241	$64,126	$0	$0	$0	$0
	Riverside Reconstruction	Grant						$0						
	1st Street Re-Alignment	Grant					$500,000							
	E. Portway Ave. Upgrades	Grant						$275,000						
	Anchor Way 1st & 2nd/Extension	Grant				$619,000								
	West Nichols Basin Ped/Bike Path	Grant		$25,000	$175,000									
	Portway Avenue EDA Grant	Grant	$136,677											
		Repayment												
		Repayment												
	TOTAL		$136,677	$99,478	$280,682	$728,107	$669,859	$507,156	$239,241	$64,126	$0	$0	$0	$0
	New Initiative													
	Land Acquisition and Bldg						$0	$1,600,000	$0					
	Sub-Total Commercial/ Industrial Properties		$157,395	$119,857	$301,061	$748,487	$690,239	$2,127,536	$259,621	$84,505	$20,380	$20,380	$14,926	$14,430
Airport	**Airport**													
	Relocate Runways	Grant	$2,885,347	$238,017										
	Taxiway B Ext & South Apron	Grant				$0	$1,530,000							
	Master Plan/FBO Building	Grant			$135,000									
	North Apron Expansion	Grant						$ -	$ 153,000	$ 855,000				
	Road Improvement Security/Fence Perimeter	Grant					$270,000							
	T-Hangars	Loan						$ 320,000						
	Jet Fuel Tank	Loan												
	AWOS/Crack Seal, Slurry Seal	Grant								$ 450,000				
	Sub-Total Airport		$2,885,347	$238,017	$135,000	$0	$1,800,000	$320,000	$153,000	$1,305,000	$0	$0	$0	$0
Bridge	**Bridge**													
	Bridge Improvements	Loan							$8,000,000					
	Sub-Total Bridge		$0	$0	$0	$0	$0	$0	$8,000,000	$0	$0	$0	$0	$0
Marina	**Marina**													
	Capital Maintenance													
	Visitor Dock Rehabilitation	Grant						$325,000						
	Electrical Upgrade	Loan		$478,361										
	Boathouse Dock Replacement	Loan		$291,712										
	South Dock Upgrade	Loan					$450,000							
	A/B Dock Expansion													
	Total		$0	$770,073	$0	$0	$450,000	$325,000	$0	$0	$0	$0	$0	$0
Recreation	**Park**													
	Frontage Rd Marina Green Path	Grant	$0	$320,000										
	Marina Green Upgrades					$0								
	Marina Perimeter Path	Grant							$120,000					
	Total		$0	$320,000	$0	$0	$0	$0	$120,000	$0	$0	$0	$0	$0
	Event Site													
	Landscaping/Signage/Paving													
	Restroom Upgrade													
	Dredging													
	Jetty Repair													
	Total		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Hook and Spit													
	Grading/Signage/Amenities													
	Sewer Line Bike Path													
	Launch Upgrades													
	Total		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	
	Sub-Total Recreation		$0	$320,000	$0	$0	$0	$0	$120,000	$0	$0	$0	$0	$0
	GRAND TOTAL	$0	$3,042,742	$1,447,947	$436,061	$748,487	$2,940,239	$2,772,536	$8,532,621	$1,389,505	$20,380	$20,380	$14,926	$14,430

DEBT SERVICE SCHEDULE

		2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Commercial/Industrial Properties	**Waterfront Industrial**												
	New Initiative Waterfront Debt Service Waterfront 2014+	$0	$0	$0	$0	$0	$0	$154,148	$154,148	$154,148	$154,148	$154,148	$154,148
	Total	$0	$0	$0	$0	$0	$0	$154,148	$154,148	$154,148	$154,148	$154,148	$154,148
	Big 7												
	Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	KWPB												
	Total												
	State Office Building												
	Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Marina Office Building												
	Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	New Building												
	Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Port Office Building												
	Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	JWBP-Timber Building												
	Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Wasco St. Office Building												
	Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Maritime Building												
	Debt Service Maritime 2014+	$0	$0	$0	$0	$0	$0	$0	$0	$96,291	$96,291	$96,291	$96,291
	Total	$0	$0	$0	$0	$0	$0	$0	$0	$96,291	$96,291	$96,291	$96,291
	Jensen Bldg.												
	Phil Jensen Note	$144,942	$144,942	$144,942	$144,942	$144,942	$144,942	$144,942					
	Refinance of 2020 Ballon Payment								$375,595	$120,555	$120,555	$120,555	$120,555
	Total	$144,942	$144,942	$144,942	$144,942	$144,942	$144,942	$144,942	$375,595	$120,555	$120,555	$120,555	$120,555
	Halyard Bldg.												
	Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Sub-Total Commercial/ Industrial Properties	$144,942	$144,942	$144,942	$144,942	$144,942	$144,942	$299,090	$529,742	$370,993	$370,993	$370,993	$370,993
Airport	**Airport**												
	Debt Service Airport 2014+	$0	$0	$0	$0	$0	$0	$30,830	$30,830	$30,830	$30,830	$30,830	$30,830
	Sub-Total Airport	$0	$0	$0	$0	$0	$0	$30,830	$30,830	$30,830	$30,830	$30,830	$30,830
Bridge	**Bridge**												
	Series 2013 Bonds	$703,238	$759,993	$724,322	$708,798	$692,952	$677,268	$485,807	$600,427	$600,427	$600,427	$600,427	$600,427
	Sub-Total Bridge	$703,238	$759,993	$724,322	$708,798	$692,952	$677,268	$485,807	$600,427	$600,427	$600,427	$600,427	$600,427
Marina	**Marina**												
	Marina Expansion C Dock (20)	$24,573	$24,261	$23,901	$28,425	$27,820	$27,155	$26,435	$27,515	$26,755	$25,950	$25,080	$29,050
	Debt Service Marina 2014+	$0	$71,704	$71,704	$71,704	$71,704	$100,592	$100,592	$100,592	$100,592	$100,592	$100,592	$100,592
	Sub-Total Marina	$24,573	$95,966	$95,606	$100,129	$99,524	$127,747	$127,027	$128,107	$127,347	$126,542	$125,672	$129,642
Recreation	**Park**												
	Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Event Site												
	Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Hook and Spit												
	Total	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	Sub-Total Recreation	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	GRAND TOTAL	$872,752	$1,000,901	$964,870	$953,869	$937,418	$949,957	$942,753	$1,289,106	$1,129,597	$1,128,792	$1,127,922	$1,131,892