

PORT OF HOOD RIVER 2023 WATERFRONT RECREATION REPORT



Prepared by Daryl Stafford, Waterfront Manager

The purpose of this report is to highlight Port waterfront operations and recreational activity on the Hood River waterfront. This narrative is for informational purposes only and is not intended to be relied upon as a final account.

One of the most significant milestones for the Port of Hood River took place in March 2023 when the Port Commission made the landmark decision to relinquish the new bridge ownership and replacement effort to a recently formed government entity called the Hood River-White Salmon Bridge Authority. This proposed resolution (due to get finalized in early 2024) impacts waterfront recreation and park operations in consequence of the fact that the Port has always relied upon subsidies from bridge toll revenue as a mechanism to support deficits for the waterfront recreation cost center. The costs of operating, maintaining and repairing the old bridge are increasing faster than the tolls can keep up. The Port needs to retain the bridge tolls to take care of the existing bridge until the new bridge is open in 2029.

To put this in context, the Port of Hood River began waterfront development in the 1950's with working capital from bridge toll revenue which allowed the organization to acquire land, fill submerged properties, and eventually develop the area. **The Port created the waterfront.** Today, much of this area is still owned by the Port and dedicated for park space and waterfront recreation. Subsidies from bridge toll revenue has historically been used to support park development, maintenance, and operations. The Port owns approximately 24,000 feet or 5 miles of shoreline along the waterfront, considerably more than in downtown Portland. Within the Marina itself, including the Hood River and back around to the bridge there is over 8,000 feet of shoreline. Most would say this property is the town of Hood River's greatest asset.

Port staff and the Commission reflect upon the Port's mission and values when making decisions. "Promoting and maintaining the economy" has typically been the foundation for directives, as the Port is a

revenue based agency. Over the past decade, “strong quality of life” has taken equal value as the increase in recreational use and public desire for beach access has skyrocketed. This has put greater demands on the Port for upkeep and maintenance of the parks causing the Port to take on responsibilities that would typically look like a Parks and Recreation District with a different mission to fulfill. Parks are typically funded by tax revenue which the Port receives very little of. At the Port Fall Planning meeting the Commission discussed updating the mission and vision statements to better reflect the Port of today; new ideas are under consideration.

This transformation of the Port’s waterfront holdings from what was originally natural resource operations (lumber and fruit); to light industrial; then to tourism and recreational use; has given Hood River a more welcoming atmosphere, in turn that has caused tourism to flourish. This shift has prioritized focus for Port staff and the Commission towards revenue generation and management efficiencies to support waterfront recreation and park sustainability. New development opportunities are under consideration along with evaluations of cost center fee structures to counterbalance deficits for the parks.

2022 waterfront directives to staff were to make sure that in 2023 the Port was charging fair market prices for the 3 main sources of revenue from the waterfront; *parking, events and concessions*.



Aerial view of Hood River, 1930. Courtesy Oregon Hist. Soc. Research Lib., OrHi85748

Fall Planning: During the Port’s 2023 annual Fall Planning session (the meeting when Commissioners express their desires for Port staff’s efforts for the upcoming year), the Commission continued with the understanding of following waterfront background themes:

1. The Waterfront Recreation Department continues to run in deficit.
2. Approach each cost center with the premise that there will no longer be bridge toll revenue to support it. Port initiatives should focus on projects that generate positive net income.
3. Keep and lease port-owned property. If a port-owned property is sold, proceeds should be used towards other asset generating and not operational costs.

The directives for staff that were established for the waterfront and Marina from this meeting were:

1. Develop Plans for waterfront parks and Marina sustainability such that each cost center supports itself.
2. Convene Waterfront Committee to develop ideas and proposals for additional access/parking on waterfront. Update parking policy/fees by adding a \$100 Marina boat ramp only parking pass.
3. Engage American Cruise Lines for future development of Marina Jetty for a commercial terminal.

Waterfront Capitol Projects: There were not any large waterfront recreation projects initiated in 2023 as part of the Commission directive from Fall Planning 2022 to reduce waterfront expenses. The Port facility department focused on maintenance and upkeep of the properties.

PORT WATERFRONT PARKING



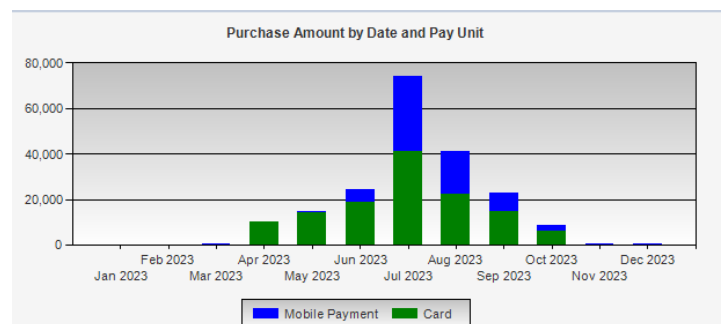
The pay-to-park areas are the primary source of revenue to support waterfront recreational properties. The Port has 8 locations along the waterfront that are pay-to-park zones: The Hook, W. Portway, Jensen W. Lot, Event Site Lot, E. Portway, 1st Street, Lot #1, Nichols Dock, DMV gravel lot, and the Marina Boat Ramp lot. There are three areas that are free to park: The Spit, the Marina Moorage, and the Marina Beach Park. Free waterfront parking areas present future opportunities for revenue for the Port.

In June of 2023, significant changes to the Port’s parking plan were rolled out in a very short period of time. The Port discontinued the use of kiosks for parking payment due to outdated equipment and switched to pay-by-text and use of the Flowbird App. By switching to the pay-by-text and eliminating kiosks there was a significant savings to the Port. The Hook was turned into pay-to-park only and the Marina boat ramp parking lot was added to the pay to park and season pass program. Both hourly and season pass fees were increased. The Event Site parking lot no longer had a full time attendant, only part time staff with limited hours, and daily parking is now only offered through the pay-to-park program eliminating day passes. These changes significantly reduced waterfront expenses and office staff time.

2023 Total revenue for parking was \$325,255.

2023 (January 1 – December 31) revenue for Waterfront Pay-by-Text parking totaled \$129,555 and the annual waterfront parking pass revenue was approximately \$195,700.

Parking Text-to-Pay Location	CC Trans Amount
Nichols Basin Total	\$ 563.60
Waterfront Street Parking Total	\$ 17,201.54
Event Site Total	\$ 12,667.75
Hook West Portway Total	\$ 5,093.43
Event Site Total	\$ 19,156.85
Hook Total	\$ 26,304.22
Jensen Total	\$ 10,611.22
Marina Total	\$ 12,400.40
Waterfront Street Parking Total	\$ 25,556.34
Grand Total	\$ 129,555.35



2023 Season Pass Sales					
# Passes Sold-Regular \$200		\$ Revenue	# Passes Sold-Overlength \$350		\$ Revenue
Jan-23	54	\$ 10,800	Jan-23	0	\$ -
Feb-23	51	\$ 10,200	Feb-23	2	\$ 700
Mar-23	73	\$ 14,600	Mar-23	2	\$ 700
Apr-23	181	\$ 36,200	Apr-23	6	\$ 2,100
May-23	257	\$ 51,400	May-23	9	\$ 3,150
Jun-23	197	\$ 39,400	Jun-23	10	\$ 3,500
Aug-23	75	\$ 15,000	Aug-23	5	\$ 1,750
Sep-23	26	\$ 5,200	Sep-23		\$ -
Oct-23	5	\$ 1,000	Oct-23		\$ -
Nov-23	0	\$ -	Nov-23		\$ -
Dec-23	0	\$ -	Dec-23		\$ -
		Total \$ 183,800			Total \$ 11,900
					Total Pass Revenue \$ 195,700

2023 Waterfront Parking Fee Schedule	Parking Fees
Event Site Day Pass regular sized vehicle 20' and under per day	\$15.00
Event Site Day Pass oversized vehicle over 20' per day	\$25.00
Event Site/Jensen West Season Pass regular sized vehicle 20' and under annual	\$200.00
Event Site Season Pass Oversize vehicles over 20' over annual	\$350.00
On street parking all zones non commercial vehicles- per hour	\$2.50
On street parking Commercial Zone 6 trucks only per day	\$30.00
Parking fine- overtime	\$20.00
Parking fine- non payment	\$50.00
Parking fine- parking in an unauthorized space	\$50.00
Parking fine- overnight (any time between 11PM and 6AM)	\$90.00
Parking fine- Trucks no pay or time expired Zone 6	\$50.00
Parking fine- Parking in Handicap, Fire Lane, or Other Prohibited Space	\$75.00
Parking Fine Payment Late Fee - overtime citation non-payment 30+/60+/90+/collections	\$20.00
Parking Fine Payment Late Fee - non-payment 30+/60+/90+/collections	\$20.00
Parking Fine Payment Late Fee - parking in an unauthorized space citation non-payment 30+/60+/90+/collections	\$20.00
Parking Fine Payment Late Fee - overnight citation non-payment 30+/60+/90+/collections	\$40.00
Parking Fine Payment Late Fee - Trucks no pay or time expired zone 6 citation non-payment 30+/60+	\$40.00
Parking Fine Payment Late Fee - Trucks no pay or time expired Zone 6 citation non-payment 90+/collections	\$80.00
Parking Fine Payment Late Fee - parking in handicap, fire lane, etc. citation non-payment 30+/60+/90+/collections	\$40.00

WATERFRONT EVENTS



The Port added one new large waterfront event in 2023; Cider Fest, which took place in April and was a tremendous success! The weather was unusually warm for that time of year, so the turnout was far greater than expected. It became the second largest event right behind Harvest Fest.

The trend for waterfront events in 2023 was that the large events prospered and grew, while there were fewer small events (less than 100 people). There was interest shown from several promoters to add large events (over 100 people), however the demand was for June, July, and August which coincides with peak times for waterfront recreation. The Port sells unlimited parking passes so public expectations are for access rights for all days. Port staff encourages new events September – May, but those dates are not highly sought after due to potential weather conditions.

2023 Event revenue totaled \$34,765, up \$9,940 (40%) from the year prior. For comparison, 2022 event revenue was \$24,825 and 2021 was \$17,400.

2023 Waterfront Event Fee Schedule	Event Permit Fees
Picnic Shelter Up to 50 people exclusive use-per day N/A in 2023	\$ -
Marina Park/ Hook/ Spit/ Lot #1/ Nichols Basin- not exclusive use up to 50 people per day	\$ 200.00
Marina Park/ Hook/ Spit/ Lot #1/ Nichols Basin- not exclusive use 50-100 people per day	\$ 325.00
Marina Park/ Hook/ Spit/ Lot #1/ Nichols Basin- not exclusive use Over 100 people per day	\$ 800.00
Marina Green- not exclusive use up to 50 people per day	\$ 200.00
Marina Green- exclusive use 50-100 people per day	\$ 350.00
Marina Green- exclusive use over 100 people per day	\$ 800.00
Marina Green- exclusive use over 200 people per day	\$ 1,300.00
Event Site September - June- not exclusive use up to 50 people per day	\$ 200.00
Event Site July & August- not exclusive use up to 50 people per day	\$ 300.00
Event Site September - June- not exclusive use 50-100 people per day	\$ 375.00
Event Site July & August- not exclusive use 50-100 people per day	\$ 500.00
Event Site September - June- exclusive use of grass area over 100 people per day	\$ 1,500.00
Event Site July & August- exclusive use of grass area over 100 people per day	\$ 2,200.00
Event Site September - June- exclusive use of grass area & parking lot over 100 people per day	\$ 1,800.00
Event Site July & August- exclusive use of grass area & parking lot over 100 people per day	\$ 2,700.00
All locations Event Set-up and breakdown days nonexclusive use per day	\$ 300.00

2023 Waterfront Event Schedule

Start Date	End Date	Event Name	Location	Estimated # People	Event Cost
2/1/2023	2/1/2023	Pacific Northwest Search and Rescue	Lot #1	20	NA
3/25/2023	3/25/2023	Oregon Bass Federation Fishing Tournament	Marina Boat Ramp/Guest Dock	40+ boats	NA
4/8/2023	4/8/2023	Gorge High School Sailing Team Regatta	Cruise Ship Dock	30	NA
4/22/2023	4/23/2023	24 Hour Paddle for Cancer Fundraiser	Nichols Basin- Frog Beach	26	\$ 100.00
4/22/2023	4/22/2023	Oregon Bass Federation Fishing Tournament	Marina Boat Ramp/Guest Dock	40+ boats	NA
4/29/2023	4/29/2023	Ciderfest	Event Site	2500	\$ 2,400.00
4/30/2023	4/30/2023	Oregon Bass Federation Fishing Tournament	Marina Boat Ramp/Guest Dock	40+ boats	NA
5/27/2023	5/27/2023	Oregon Bass Federation Fishing Tournament	Marina Boat Ramp/Guest Dock	40+ boats	NA
5/28/2023	5/28/2023	CGW2 Gear Swap	Lot #1	300	\$ 450.00
5/28/2023	5/28/2023	Oregon Bass Federation Fishing Tournament	Marina Boat Ramp/Guest Dock	40+ boats	NA
6/8/2023	6/8/2023	Global Sessions- Lawn Olympics	Marina Park	45	\$200
6/9/2023	6/10/2023	GoFoil Jeremy Riggs Paddle Clinic	Event Site	10	\$100
6/17/2023	6/17/2023	Oregon Bass Federation Fishing Tournament	Marina Boat Ramp/Guest Dock	40+ boats	NA
6/26/2023	8/11/2023	HRCSD Summer Mobile Meal Program			NA
6/26/2023	6/26/2023	Wet Planet Kayak School- First Descents Camp	Marina Beach	16+ staff	
6/27/2023	6/27/2023	Wet Planet Kayak School- Avid 4 Adventure Camp	Frog Beach, Nichols Basin	15+ staff	
7/1/2023	7/1/2023	Mt. Hood MegaLoop Contest	Sandbar	50	\$ 100.00
7/2/2023	7/2/2023	CGW2 Gear Swap	Lot #1	300	NA
7/3/2023	7/7/2023	Jr. Sailing Program Kids Program	Marina Basin/ SB Dock	30	NA
7/3/2023	7/3/2023	Wet Planet Kayak School- First Descents Camp	Marina Beach	16+ staff	
7/4/2023	7/4/2023	4th of July Fireworks	Waterfront	10,000	NA
7/7/2023	7/9/2023	KB4C (Kiteboard for Cancer)	Event Site	500	
7/9/2023	7/9/2023	Wet Planet Kayak School- Adventure Treks	Marina Beach	28+ staff	\$ 525.00
7/10/2023	7/15/2023	Downwind Paddle Champs- Canoe/Outrigger Race	Stevenson/Waterfront Park	800	\$ 325.00
7/10/2023	7/14/2023	Jr. Sailing Program Kids Program	Marina Basin/ SB Dock	30	NA
7/14/2023	7/16/2023	Bridge of the Gods Kitefest and the Gorge Blowout holding period	Stevenson/Event Site	50	NA
7/17/2023	7/21/2023	Jr. Sailing Program Kids Program	Marina Basin/ SB Dock	30	NA
7/18/2023	7/18/2023	Wet Planet Kayak School- Kids Kayak Camp	Frog Beach, Nichols Basin	12+ staff	
7/21/2023	7/23/2023	SIC Gorge Paddle Challenge- SUP, OC, Foil, Wing Race	Waterfront Park/ Jensen West Parking	400	NA
7/22/2023	7/22/2023	Windy River Marathon Relay- Hood to Coast Series	Marina Green	1000	
7/24/2023	8/15/2023	Big Air Kite League Hood River	Lot #1		\$ 325.00
7/24/2023	7/28/2023	Jr. Sailing Program Kids Program	Marina Basin/ SB Dock	30	NA
7/24/2023	7/24/2023	Wet Planet Kayak School- Avid 4 Adventure Camp	Frog Beach, Nichols Basin	15+ staff	
7/29/2023	7/30/2023	HR1D Regatta	North Jetty Commercial Dock	24 boats	NA
7/31/2023	8/4/2023	Jr. Sailing Program Kids Program	Marina Basin/ SB Dock	30	NA
7/31/2023	7/31/2023	Wet Planet Kayak School- Adventure Treks	Marina Beach	28+ staff	
8/3/2023	8/3/2023	Rotary Event	Marina Park Picning Shelter		NA
8/6/2023	8/6/2023	HRYC Double Damned Regatta	North Jetty Commercial Dock	24 boats	NA
8/10/2023	8/10/2023	Gorge Ultimate Frisbee Game	Marina Green	50	\$ 100.00
8/7/2023	8/11/2023	ABK Windsurfing Clinics	Marina Beach	20	\$ 750.00
8/7/2023	8/11/2023	Jr. Sailing Program Kids Program	Marina Basin/ SB Dock	30	NA
8/14/2023	8/18/2023	ABK Windsurfing Clinics	Marina Beach	20	NA
8/14/2023	8/18/2023	Jr. Sailing Program Kids Program	Marina Basin/ SB Dock	30	NA
8/21/2023	8/24/2023	Wylde Wind & Water Free Wing Youth Foil Camps	Event Site	15	NA
9/3/2023	9/3/2023	CGW2 Gear Swap	Lot #1	300	NA
9/5/2023	9/9/2023	AWSI Trade Show- Private Event	Event Site & Lot #1	600	\$ 6,150.00
9/9/2023	9/9/2023	Oregon Bass Federation Fishing Tournament	Marina Boat Ramp/Guest Dock	40+ boats	NA
10/13/2023	10/15/2023	Harvest Fest	Event Site & Lot #1	10,000	\$ 9,900.00
10/21/2023	10/21/2023	Oregon Bass Federation Fishing Tournament	Marina Boat Ramp/Guest Dock	40+ boats	NA
10/22/2023	10/22/2023	Columbia Gorge Marathon	Event Site	1500	\$ 2,400.00
10/22/2023	10/22/2023	Oregon Bass Federation Fishing Tournament	Marina Boat Ramp/Guest Dock	40+ boats	NA
11/4/2023	11/4/2023	Oregon Bass Federation Fishing Tournament	Marina Boat Ramp/Guest Dock	40+ boats	NA
12/31/2023	12/31/2023	NYE Fireworks	Waterfront		NA

PORT WATERFRONT CONCESSIONS



The Port offers several different seasonal permits for Waterfront Recreation Concessions. There currently are: 7 windsport lesson and rentals; 2 kayak and SUP lesson and rentals; 2 sailing lesson programs and 1 sailboat tour charter; 1 downwind SUP tour guide; 1 pedicab taxi; 1 non-profit windsurf club; 1 non-profit kids SUP program; and 1 non-profit outrigger canoe club. There was a hot dog stand that started out the season but ended up moving to a different location in the Heights after a month as they found it to be a better fit.

Most of the kite/windsurf/wing foil schools have 5-year concession agreements that expire in October 2025. All others are issued on a yearly basis.

The Commission directive from 2022 to consider a food cart area in conjunction with the development of Lot #1 and redevelopment of First Street was still on the table at the end of the year moving into 2024. Until the roundabout project for the entrance to the waterfront comes together, this project is on hold, but still under consideration.

The consensus from concession feedback for the 2023 summer season from the Kite/Windsurf/Wing/Sup lessons and rentals was that business was a bit slower than in the past. The greatest demand was for wing-foil lessons. Most mentioned their labor and insurance costs went up significantly.

All non-profit youth programs thrived in summer 2023 with attendance at record highs!

The HR Outrigger canoe club (HROCC) expanded their “keiki” program and continues to grow with their adult memberships. Gorge Jr. Sailing classes were full for all sessions, and the Gorge Sailing high school team was once again at the top of their field. The CGW2 continued with their Gorge Grom gear usage program at the Hook.

Wylde Wind and Water (WWW), a nonprofit 501(c)(3) received several grants to expand their watersport educational programs. They ran 12 programs with 1,053 youth and adults including 728 on-water participants. They were able to hire 10 paid part time staff and 12 paid high school internships and had over 1,400



volunteer hours. WWW offered classes in both English and Spanish. Community Programs are free to the public. Partners included Hood River County School District Migrant Education, CGW2, The Next Door, HR Outrigger Canoe Club, Gorge Paddling Center, Columbia Riverkeepers, HR Historical Museum, the HR Sheriff's Department Marine division, and many local businesses. They also offered youth wing foil and SUP Performance Programs that did have a fee.

The HROCC, CGW2, WWW, and Gorge Jr. Sailing youth programs each received \$500 fee waivers from the Port as donations to support youth watersports in our community.

2023 revenue from the concessions totaled \$57,740, up \$5,788 (11%) from the year prior.

For comparison, 2022 was \$51,952 and 2021 was \$45,790 (including the HRYC building rent).

2023 Waterfront Concessions Fee Schedule	Permit/ Rental Fees
Club CGWA- The Hook- Non-Profit 6 month term	\$ 1,500
Club- Outrigger Canoe Club- Nichols Basin- Non Profit 7 month	\$ 1,500
Lesson Rental Jet Ski Slip at the South Basin Dock- annual per ski	\$ 150
Lesson/Rental Event Site Upper Dock- Large- 6 month term	\$ 3,696
Lesson/Rental Event Site Upper Dock- Small- 6 month term	\$ 1,848
Lesson/Rental Nichols Basin- 6 month term	\$ 2,772
Lesson/Rental The Hook- 6 month term	\$ 2,772
Lesson/Rental The Spit- 6 month term	\$ 2,772
Lesson/School Event Site Lower Dock South end-Non-Profit small- 6 month term	\$ 1,500
Lesson/School Gorge Jr. Sailing- South Basin- Non-Profit annual term	\$ 1,500
Mobile Concession Guide Service- SUP Downwind Tours- 6 month term	\$ 150
Mobile Concession Pedicab- 6 month term	\$ 150
Sailboat Charter- Marina Commercial Dock- 6 month	\$ 1,650
Storage Marina Park Shed- annual	\$ 1,848
Storage Maritime Parking- monthly	\$ 100
Storage Nichols Basin Shed Winter-monthly	\$ 200
Storage The Spit Winter Shed Sublease- Sublessee pays Port- 6 month term	\$ 500

2023			
Waterfront Concessions	Lease Term/Dates	Locations	Total Billing
Big Winds	4/15/2021 - 10/15/2025	Hook &/Marina Park Shed	\$ 4,851.00
Brian's	4/15/2021 - 10/15/2025	Upper ES Dock- #4 / Marina Park Shed /Jet ski slip	\$ 5,971.00
Cascade Kiteboarding	4/15/2021 - 10/15/2025	Upper ES Dock- #1 / Jet Ski Slips	\$ 4,480.80
		Maritime Parking Storage	\$ 500.00
CGW2- Gorge Groms	4/1/23 - 9-30/23	Hook	\$ 1,000.00
		Maritime Parking Storage	\$ 500.00
Doug's HR Water Adventures	4/15/2022 - 10/15/2025	Upper ES Dock- #5 / Jet Ski Slips	\$ 3,846.00
Gorge Jr. Sailing	4/1/23 - 3/31/24	South Basin Dock	\$ 1,000.00
Gorge Kiteboard School	4/15/2021 - 10/15/2025	Upper ES Dock- #3 / Marina Park Shed	\$ 4,030.80
Gorge Paddle Center	4/15/2021 - 10/15/2025	Nichols Basin	\$ 2,910.60
		Building Rent/Winter Storage	\$ 1,000.00
Gorge Sailing Ventures	4/15/23 - 10/15/23	Marina Commercial Dock	\$ 1,650.00
Hood River Hot Dog	4/15/23 - 10/15/23	Event Site Entrance	\$ 1,000.00
Hood River Outrigger Canoe Club	4/1/23 - 10/21/23	Nichols Basin	\$ 1,000.00
Hood River Pedicab	5/1/23 - 10/31/23	Mobile Concession	\$ 150.00
Hood River SUP & Kayak	4/15/2021 - 10/15/2025	Hook	\$ 2,910.60
Hood River Yacht Club	1/15/2023 - 4/30/24	Club House monthly rent \$679	\$ 8,148.00
Hood River Yacht Club	5/1/2023-4/30/24	South Basin Dock	\$ 2,800.00
Kite the Gorge	4/15/2021 - 10/15/2025	The Spit	\$ 3,510.60
		Winter Storage Sublease w/Merlin Electric/Port	\$ 500.00
Oregon Kiteboarding	4/15/2021 - 10/15/2025	Upper ES Dock #4	\$ 4,330.80
		Maritime Parking Storage	\$ 500.00
Stoke on the Water	5/1/23 - 10/31/23	Waterfront	\$ 150.00
Wyldie Wind & Water	4/1/23 - 9/30/23	Lower ES Dock- #2	\$ 1,000.00
			\$ 57,740.20

WATERFRONT NUMBERS

Calendar year 2023 Waterfront expenses exceeded revenues by **(\$172, 643)**.

CALENDAR YEAR SUMMARY- OPERATING REVENUE/EXPENSES WATERFRONT RECREATION

CALENDAR YEAR- JANUARY 1 - DECEMBER 31				+/-	+/-
Waterfront Recreation	2021	2022	2023	Difference	Difference
Operating Revenue/Expenses				from 2022	from 2022
				to 2023	to 2023
Waterfront Revenue	\$ 144,812	\$ 142,337	\$ 258,224	\$ 115,887	81%
Waterfront Expenses	\$ 130,735	\$ 123,542	\$ 119,067	\$ (4,475)	-4%
Waterfront Net Income (Loss)	\$ 14,077	\$ 18,795	\$ 139,157	\$ 120,362	640%
Nichols Basin Revenue	\$ 1,376	\$ 2,685	\$ 5,498	\$ 2,813	105%
Nichols Basin Expenses	\$ 33,805	\$ 40,288	\$ 68,068	\$ 27,780	69%
Nichols Basin Net Income (Loss)	\$ (32,429)	\$ (37,603)	\$ (62,570)	\$ (24,967)	66%
The Hook Revenue	\$ 8,220	\$ 8,316	\$ 14,910	\$ 6,594	79%
The Hook Expenses	\$ 28,259	\$ 33,617	\$ 37,852	\$ 4,235	13%
The Hook Net Income (Loss)	\$ (20,039)	\$ (25,301)	\$ (22,942)	\$ 2,359	-9%
Event Site Revenue	\$ 249,985	\$ 286,661	\$ 242,829	\$ (43,832)	-15%
Event Site Expenses	\$ 175,552	\$ 191,343	\$ 211,919	\$ 20,576	11%
Event Site Net Income (Loss)	\$ 74,433	\$ 95,318	\$ 30,910	\$ (64,408)	-68%
Marina Park Revenue	\$ 7,630	\$ 9,314	\$ 10,771	\$ 1,457	16%
Marina Park Expenses	\$ 198,687	\$ 226,930	\$ 237,519	\$ 10,589	5%
Marina Park Net Income (Loss)	\$ (191,057)	\$ (217,616)	\$ (226,748)	\$ (9,132)	4%
The Spit Revenue	\$ 590	\$ 3,372	\$ 3,811	\$ 439	13%
The Spit Expenses	\$ 29,498	\$ 28,978	\$ 34,261	\$ 5,283	18%
The Hook Net Income (Loss)	\$ (28,908)	\$ (25,606)	\$ (30,450)	\$ (4,844)	19%
Total Operating Revenue - Waterfront	\$ 412,613	\$ 452,685	\$ 536,043	\$ 83,358	18%
Total Operating Expenses - Waterfront	\$ 596,536	\$ 644,698	\$ 708,686	\$ 63,988	10%
Total Operating Net Income (Loss)	\$ (183,923)	\$ (192,013)	\$ (172,643)	\$ 19,370	-10%

Notable changes/explanations

1. This is the first Annual Waterfront Report that compares data on an annual basis. Due to having to manually pull the numbers (our current accounting software doesn't provide the reporting needed) the numbers are split up into slightly different categories. The dollars are all in the Waterfront department, just different categories over the years.
2. Waterfront Revenue is part of the new parking plan taking over the parking sales of day passes. Waterfront is up and Event Site revenue is down due to this reason.
3. Nichols Basin expenses went way up due to a water leak that was undetectable visually and wasn't noticed until the Port received the bill.

***This report was generated for informational purposes only. The numbers have not been officially audited.

CALENDAR YEAR BY CATEGORY- OPERATING REVENUE/EXPENSES WATERFRONT RECREATION

CALENDAR YEAR- JANUARY 1 - DECEMBER 31				CALENDAR YEAR- JANUARY 1 - DECEMBER 31				
Waterfront Recreation- Detail				Waterfront Recreation- Detail				
Operating REVENUE				Operating EXPENSES				
2021	2022	2023	+/- Difference from 2022 to 2023	2021	2022	2023	+/- Difference from 2022 to 2023	
Waterfront - Miscellaneous (misc parking)	9,743	2,775	5,725 \$ (2,950)	106%	49,063	39,177	52,853 \$ 13,676	35%
Waterfront - Special Events	-	2,900	325 \$ (2,575)	-89%	24,977	17,516	22,887 \$ 5,371	31%
Waterfront - Parking Fees	116,670	106,481	192,030 \$ 85,549	80%	2,813	628	- \$ (628)	-100%
Waterfront - Parking Fines	18,399	30,181	60,144 \$ 29,963	99%	2,669	17	2,913 \$ 2,896	17035%
Nichols Basin - Lease	-	600	1,800 \$ 1,200	200%	580	6,198	142 \$ (6,056)	-98%
Nichols Basin - Special Events	325	(140)	- \$ 140	-100%	2,275	1,396	- \$ (1,396)	-100%
Nichols Basin - Concessions	1,051	2,225	3,698 \$ 1,473	66%	48,358	58,610	40,272 \$ (18,338)	-31%
The Hook - Miscellaneous	-	-	1,700 \$ 1,700	-	13,356	14,466	16,293 \$ 1,827	13%
The Hook - Special Events	300	-	325 \$ 325	-	7,400	7,489	7,457 \$ (32)	0%
The Hook - Concessions	7,920	8,316	12,885 \$ 4,569	55%	300	277	272 \$ (5)	-2%
Event Site - Miscellaneous	2,115	2,910	1,100 \$ (1,810)	-62%	2,034	20	- \$ (20)	-100%
Event Site - Special Events	14,100	18,300	22,300 \$ 4,000	22%	1,358	9,952	30,334 \$ 20,382	205%
Event Site - Permit Season Passes	154,137	191,760	197,600 \$ 5,840	3%	4,298	2,694	3,573 \$ 879	33%
Event Site - Day Passes	57,633	52,760	- \$ (5,276)	-100%	4,821	4,785	8,404 \$ 3,619	76%
Event Site - Concessions	22,000	20,931	21,829 \$ 898	4%	238	605	1,735 \$ 1,130	187%
Marina Park - Picnic Shelter	400	220	- \$ (220)	-100%	8,760	10,760	14,990 \$ 4,230	39%
Marina Park - Special Events	1,950	3,550	3,300 \$ (250)	-7%	4,879	5,488	6,874 \$ 1,386	25%
Marina Park - Concessions	5,280	5,544	7,471 \$ 1,927	35%	1,371	723	- \$ (723)	-100%
The Spit - Concessions	590	3,372	3,811 \$ 439	13%	5,921	7,422	7,146 \$ (276)	-4%
Total Operating Revenue - Waterfront	412,613	452,685	536,043 \$ 83,358	18.41%	119	605	1,735 \$ 1,130	187%
PORT OF HOOD RIVER WATERFRONT RECREATION- OPERATING REVENUE/EXPENSES								
Event Site - Wages	78,646	85,967	95,474 \$ 9,507	11%	78,646	85,967	95,474 \$ 9,507	11%
Event Site - Taxes and Benefits	35,913	35,098	50,420 \$ 15,322	44%	35,913	35,098	50,420 \$ 15,322	44%
Event Site - Electric	2,231	1,567	2,216 \$ 649	41%	2,231	1,567	2,216 \$ 649	41%
Event Site - Gas	839	1,408	- \$ (1,408)	-100%	839	1,408	- \$ (1,408)	-100%
Event Site - Garbage	10,374	6,113	1,724 \$ (4,389)	-72%	10,374	6,113	1,724 \$ (4,389)	-72%
Event Site - Water	16,832	22,297	22,611 \$ 314	1%	16,832	22,297	22,611 \$ 314	1%
Event Site - Maintenance	13,473	9,700	13,268 \$ 3,568	37%	13,473	9,700	13,268 \$ 3,568	37%
Event Site - Miscellaneous	11,798	24,248	21,141 \$ (3,107)	-13%	11,798	24,248	21,141 \$ (3,107)	-13%
Event Site - IT/Security	4,196	1,965	2,757 \$ 792	40%	4,196	1,965	2,757 \$ 792	40%
Event Site - Prof Services	375	605	- \$ (605)	-100%	375	605	- \$ (605)	-100%
Event Site - Prof Services Legal	875	2,375	2,308 \$ (67)	-3%	875	2,375	2,308 \$ (67)	-3%
Marina Park - Wages	101,492	120,588	138,900 \$ 18,312	15%	101,492	120,588	138,900 \$ 18,312	15%
Marina Park - Taxes and Benefits	57,244	61,835	63,416 \$ 1,581	3%	57,244	61,835	63,416 \$ 1,581	3%
Marina Park - Electric	891	981	1,184 \$ 203	21%	891	981	1,184 \$ 203	21%
Marina Park - Gas	-	1,662	2,082 \$ 420	25%	-	1,662	2,082 \$ 420	25%
Marina Park - Garbage	3,705	900	983 \$ 83	9%	3,705	900	983 \$ 83	9%
Marina Park - Water	4,053	4,241	4,587 \$ 346	8%	4,053	4,241	4,587 \$ 346	8%
Marina Park - Maintenance	19,731	16,842	10,280 \$ (6,562)	-39%	19,731	16,842	10,280 \$ (6,562)	-39%
Marina Park - Miscellaneous	8,549	14,103	13,910 \$ (193)	-1%	8,549	14,103	13,910 \$ (193)	-1%
Marina Park - IT/Security	3,022	5,073	442 \$ (4,631)	-91%	3,022	5,073	442 \$ (4,631)	-91%
Marina Park - Prof Services / Legal	-	705	1,735 \$ 1,030	146%	-	705	1,735 \$ 1,030	146%
The Spit - Wages	8,760	10,760	14,990 \$ 4,230	39%	8,760	10,760	14,990 \$ 4,230	39%
The Spit - Taxes and Benefits	4,879	5,488	6,874 \$ 1,386	25%	4,879	5,488	6,874 \$ 1,386	25%
The Spit - Garbage	5,224	652	- \$ (652)	-100%	5,224	652	- \$ (652)	-100%
The Spit - Maintenance	4,835	6,640	5,253 \$ (1,387)	-21%	4,835	6,640	5,253 \$ (1,387)	-21%
The Spit - Miscellaneous	5,681	4,833	5,409 \$ 576	12%	5,681	4,833	5,409 \$ 576	12%
The Spit - Prof Services / Legal	119	605	1,735 \$ 1,130	187%	119	605	1,735 \$ 1,130	187%
Total Operating Expenses - Waterfront	596,536	644,698	708,686 \$ 63,988	9.93%	596,536	644,698	708,686 \$ 63,988	9.93%
Net (Loss)	\$ (183,923)	\$ (192,013)	\$ (172,643)	-10.09%	\$ (183,923)	\$ (192,013)	\$ (172,643)	-10.09%

FISCAL YEAR SUMMARY- OPERATING REVENUE/EXPENSES WATERFRONT RECREATION

PORT OF HOOD RIVER											
FISCAL YEAR- WATERFRONT REVENUES AND EXPENDITURES											
	Actuals										Budget
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	
Operating Revenues											
Event Site passes	\$ 108,486	\$ 99,246	\$ 109,984	\$ 141,775	155,977	155,630	\$ 205,996	\$ 235,654	\$ 242,264	\$ 235,000	
Event Site special events	8,350	8,100	12,733	9,832	12,550	8,800	2,604	14,100	20,900	16,200	
Event Site sailing schools/concessions	3,900	17,532	16,730	21,325	18,233	20,073	54,899	18,072	26,692	18,000	
Total Event Site	120,736	124,878	139,447	172,932	186,760	184,503	263,499	267,826	289,856	269,200	
Hook/Spit/Nichols sailing schools/special events	1,595	3,450	7,669	8,495	7,812	3,514	4,850	8,710	13,244	10,000	
Nichols concessions/special events/lease	-	7,833	5,170	4,288	3,280	1,468	1,638	2,123	-	2,600	
Grant	65,250	148,733	-	-	-	-	27,000	-	-	20,000	
Total Hook/Spit/Nichols	66,845	160,016	12,839	12,783	11,092	4,982	33,488	10,833	13,244	32,600	
Marina Park shop building #3	6,240	6,532	6,518	6,693	7,061	7,303	7,426	7,562	8,093	8,000	
Marinal Park utilities/taxes	600	1,934	1,994	2,032	860	2,581	11,739	5,690	5,690	1,200	
Marina Park other	375	533	2,914	4,936	4,434	2,832	8,200	5,610	6,209	6,000	
Marina Park showers	2,255	2,699	3,114	4,319	3,798	2,144	221	1,038	1,389	1,000	
Marina Park special events	3,200	3,450	3,075	2,475	3,105	2,400	1,050	1,150	2,700	1,200	
Grant	-	-	-	-	-	-	9,000	-	-	-	
Total Marina Park	12,670	15,148	17,615	20,455	19,258	17,260	37,636	21,050	24,081	17,400	
Total Parking	-	-	-	6,355	87,313	104,558	141,970	133,218	144,973	140,000	
Operating Revenues	200,251	300,042	169,901	212,525	304,423	311,303	476,593	432,927	472,154	459,200	
Operating Expenses											
Labor, taxes and burden	290,737	312,914	285,711	263,689	299,178	291,935	350,817	333,472	365,787	464,400	
Electric, water and garbage	34,995	51,293	34,855	32,592	37,050	32,350	34,321	57,020	48,622	70,000	
Insurance	2,112	2,130	3,773	5,111	5,511	6,425	6,924	7,480	7,866	8,700	
Maintenance	32,982	46,287	61,876	39,586	53,437	48,261	57,135	47,273	40,993	53,000	
Miscellaneous	27,714	21,976	19,371	38,131	39,786	50,415	91,369	48,557	55,415	63,000	
Property tax	-	-	1,351	1,387	1,413	1,442	1,545	-	-	1,700	
Professional Services	11,745	1,204	27,486	586	14,442	13,725	1,615	10,445	2,688	13,000	
Legal	285	2,523	2,136	60	616	-	2,900	1,025	11,098	9,000	
Operating Expenses before Capital Outlay	400,570	438,327	436,559	381,142	451,433	444,553	546,626	505,272	532,469	682,800	
Net Cashflow before Capital Outlay	(200,319)	(138,285)	(266,658)	(168,617)	(147,010)	(133,250)	(70,033)	(72,345)	(60,315)	(223,600)	
Capital Outlay	138,094	\$ 302,008	\$ 61,375	\$ 28,659	29,450	50,197	\$ 72,679	\$ -	\$ 6,256	60,000	
Budgetary loss	(338,413)	(440,293)	(328,033)	(197,276)	(176,460)	(183,447)	(142,712)	(72,345)	(66,571)	(283,600)	

MARINA



Port of Hood River marina moorage demand continues to increase and far exceeds availability. There are a total of 162 annual moorage boat slips, 6 seasonal slips 20’ and under, 1 float plane slip, 18 kite school jet ski slips, 6 shell dock slips and 10 boathouses with 100% occupancy. The current boat slip waitlist has 114 applicants. The current anticipated wait for a slip for those at the bottom of the list is around 3 years. The demand is greatest for 30’ and under-length boats. The split this year was 70% power/30%.

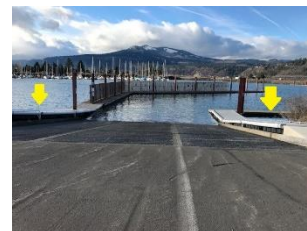
Marina Total # of Slips by size:	Waitlists as of 12/31/2023
30’ and under = 131 slips total Occupancy 73 sailboats Occupancy 58 power boats	Waitlist= 81 53% of total available
Over 30’-43= 29 slips total Occupancy 24 sailboats Occupancy 5 power boats	Waitlist=26 89% of total available
Over 45’= 1 slip total Occupancy 1- 65’ sailboat	Waitlist=7
Boathouse= 11 slips Occupancy 10- including HR Sheriff	No slips available- Notice of lease non-renewal served on 8/22/22, with expiration 12/31/2026
HRYC dingy storage floats= 3	Managed by HRYC-waitlist exceeds demand
Gorge Jr. Sailing dingy storage floats=3	Port Concession
Shell Dock= 6 slips	Waitlist=4
Float Plane = 1 slip	

The demand for more slips continues to grow, however, until the completion of the bridge replacement project Marina expansion is on hold.

Marina Boathouse Leases expire on December 31, 2026, with no renewals except for the Sheriff’s boathouse. Tenants are expected to remove their boathouses from the Marina by the end of their lease agreements.

Guest Dock- Most of the use for the guest dock is from fisherman and small power boats who put in for the day. There is no charge for use of the dock unless the vessel stays overnight. Parking costs \$2.50 per hour with a max charge of \$15 per day. Annual parking passes are valid in this location. 2023 Revenue from vessels staying overnight at the guest dock along with waitlist fees totaled \$13,447.

Marina Capital Projects- The Marina Boat Ramp float replacement project that was started in 2022 was completed. This project was funded in part by a grant from the OSMB in the amount of \$132,300 with a local match of \$161,592, totaling \$293,892.



Cruise Ships- Total revenue for the cruise ships in 2023 was \$20,035. ACL has exclusive use of the outside Jetty. They pay a \$6,000 per year infrastructure fee to help maintain the jetty. The North Jetty Commercial Dock gets rented to other cruise lines and large vessels visit.

Cruise Ship- Revenue	2021	2022	2023
American Cruise Lines (ACL)	\$11,250	\$10,625	\$14,510
Linblad Expeditions	\$1,200	\$3,000	\$4,900
Misc Large Vessels	\$400	\$150	\$625
Total	\$12,850	\$13,775	\$20,035



Hood River Yacht Club- The HRYC sponsors the High School Sailing team and teaches private lessons in the summer. They rent 3 bays of dock space on the South Basin Dock that they use for their members for small sailboats that they hand launch. They have a waitlist for space for dock and yard storage.



Gorge Jr. Sailing- The combined youth sailing programs that promote seamanship and taught sailing skills to over 250 young people last summer. Jr. Sailing Program had one of their best seasons yet with full classes and new boats. They are part of several US Sailing programs that provided grants for; national outreach to foster diversity in sailing, STEM classes for middle school kids, Culture Seed, Girls at the Helm and a new pilot program the the Hood River New School.

Boathouses- On August 24th, 2022 the boathouse tenants were given formal notice of lease non-renewal and stated that the term would expire on December 31, 2026. All boathouses with the exception of the Sheriff's boathouse will need to be removed from the Marina at the end of the term. The Commission directed staff to work towards boathouse phase out as new leases will not be offered.



Water Safety Patrol- The Sheriff's services are an integral part of the Marina and important for water safety in Bonneville Pool. The Port continued in an IGA with the HR County Sheriff Department to waive the fees for the Marine Sheriff's Boathouse moorage and to pay for the Marine vessel's fuel from June 15- September 15. The total fuel bill for 2023 was \$668 for that time frame and the water patrol had 134 hours.



2023 Hood River Marina Fee Schedule	Moorage/ Rental Fees
Cruise Ship- Marina Basin North Jetty Commercial Dock fee per stop	\$ 350.00
Cruise Ship- Marina Basin North Jetty Commercial Dock Shuttle docking fee per stop	\$ 200.00
Cruise Ship- Marina Outside Bollards Jetty Docking fee per stop	\$ 150.00
Cruise Ship- Marina Outside Bollards Jetty Maintenance fee- annual	\$ 6,000.00
Cruise Ship- Marina Outside Bollards Utility fee per stop	\$ 35.00
Guest Dock overnight at boat ramp 20-29'	\$ 25.00
Guest Dock overnight at boat ramp 30-39'	\$ 30.00
Guest Dock overnight at boat ramp 40-49'	\$ 35.00
Guest Dock overnight at boat ramp 50-59'	\$ 45.00
Guest Dock overnight at boat ramp under 20' per night	\$ 15.00
Guest North Jetty Commercial Dock Private vessel 60-74' per day	\$ 75.00
Guest North Jetty Commercial Dock Private vessel 75-100' per day	\$ 100.00
Guest North Jetty Commercial Dock Private vessel 100-150' per day	\$ 145.00
Hood River Yacht Club- clubhouse- monthly	\$ 679.00
Hood River Yacht Club- South Basin Dock lease- annual	\$ 3,000.00
Hood River Yacht Club public restroom shower fee	\$ 0.75
Moorage Boathouse Slip Annual Assessment Fee	\$ 1,650.77
Moorage Boathouse Slip annual per square foot	\$ 1.66
Moorage Boathouse Slip Base Electric- annual fee	\$ 60.00
Moorage Boathouse Slip Base Water/Garbage- annual fee	\$ 60.00
Moorage Shell Dock- annual fee	\$ 429.00
Moorage Slips 30' and under A, B, and C North West facing- annual	\$ 1,668.00
Moorage Slips 30' and under C-Dock North East facing annual	\$ 1,876.00
Moorage Slips all Boat Docks Annual Assessment fee	\$ 442.55
Moorage Slips Over 30'-35'	\$ 2,028.00
Moorage Slips Over 35'-40'	\$ 2,240.00
Moorage Slips Over 40'-43'	\$ 2,399.00
Moorage Slips End Slip C-Dock North 43'-65'	\$ 3,240.00
Moorage Slip Sublease fee to the Port- set up fee	\$ 150.00
Moorage Dingy & Jet Ski Fee- must fit in the perimeter of slip with vessel- monthly	\$ 50.00
Moorage Annual Payment Late fee- per month	\$ 75.00
South Basin Dock- Concession Jet Ski slip 6 month term	\$ 150.00
South Basin Dock- Float plane annual	\$ 1,487.00
South Basin Dock- Hood River Yacht Club floats- annual	\$ 3,000.00
South Basin Dock- Jr. Sailing floats- annual term (Included in Concession agreement)	\$ 1,500.00
South Basin Dock- Seasonal Lottery 6 month term	\$ 1,041.00
Sublease Initiation Set Up Fee	\$ 150.00
Sublease Renewal Fee	\$ 35.00
Marina Key card Moorage	\$ 35.00
Marina Key South Basin Dock	\$ 50.00
Marina Wait List Entry Fee - one time fee	\$ 100.00
Marina Betterment Slip Change	\$ 35.00

MARINA NUMBERS

Calendar Year Marina revenue exceeded expenses by \$135,546.

CALENDAR YEAR SUMMARY- OPERATING REVENUE/EXPENSES MARINA

Port of Hood River Marina Review- Operating Revenue/expenses					
Calendar Year- January 1- December 31					
Operating Revenue	2021	2022	2023	+/-	+/-
Marina - Moorage	353,917	400,459	379,372	(21,087)	-5.27%
Marina - Electric Reimbursement	15,376	7,866	9,462	1,596	20.29%
Marina - Fuel Sales	10,511	769	890	121	15.73%
Marina - Water and Garbage	419	800	1,330	530	66.25%
Marina - Miscellaneous	11,899	10,788	14,917	4,129	38.27%
Marina - Cruise Ships	17,235	14,100	17,800	3,700	26.24%
Marina - Property tax reimbursement	1,648	1,640	1,626	(14)	-0.85%
Total Operating Revenue - Waterfront	\$ 411,005	\$ 436,422	\$ 425,397	\$ (11,025)	-2.53%
Operating Expenses	2021	2022	2023	+/-	+/-
Marina - Wages	93,905	109,761	138,140	\$ 28,379	25.86%
Marina - Taxes and Benefits	54,529	56,304	64,373	\$ 8,069	14.33%
Marina - Electric	14,740	15,004	14,739	\$ (265)	-1.77%
Marina - Garbage	15,214	19,648	17,840	\$ (1,808)	-9.20%
Marina - Water	4,530	4,163	4,905	\$ 742	17.82%
Marina - Insurance	7,702	8,295	8,672	\$ 377	4.54%
Marina - Maintenance	18,501	22,883	23,133	\$ 250	1.09%
Marina - Miscellaneous	15,294	14,604	13,403	\$ (1,201)	-8.22%
Marina - IT/Security	5,781	2,909	1,446	\$ (1,463)	-50.29%
Marina - Prof Services	11,903	8,621	200	\$ (8,421)	-97.68%
Marina - Prof Services-Legal	1,950	10,425	1,395	\$ (9,030.00)	-86.62%
Marina - Property Taxes (YC)	1,598	1,591	1,605	\$ 14.00	0.88%
Total Operating Expenses - Waterfront	245,647	274,208	289,851	\$ 15,643	5.70%
Net Income	165,358	162,214	135,546	(26,668)	-16.44%

***This report was generated for informational purposes only. The numbers have not been officially audited.

Notable changes/explanations

1. Reasons moorage revenue was less:
 - a. Due to the way that our Marina Controller software reporting works with the billing for following year, the boathouse assessments timed out in 2023 so their moorage went down \$1,656 per year (total of \$19,872), along with having 1 less boathouse slip.
 - b. We had less utilization of the commercial dock for large vessels, which is part of the moorage numbers.

FISCAL YEAR SUMMARY- OPERATING REVENUE/EXPENSES MARINA

PORT OF HOOD RIVER											
FISCAL YEAR- MARINA REVENUES AND EXPENDITURES											
	Actuals										Budget
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	
<u>Operating Revenues</u>											
Moorage - including subleases	\$ 157,356	\$ 175,341	\$ 185,313	\$ 194,337	220,547	228,752	\$ 249,594	\$ 263,454	\$ 312,480	\$ 350,000	
Special Assessment	87,031	87,031	87,031	88,619	87,746	84,671	80,530	84,743	83,366	84,900	
	244,387	262,372	272,344	277,956	308,293	313,423	324,124	348,197	395,846	434,900	
Utility Service fee (Water, Garbage)		5,334	15,014	10,161	9,930	9,792	9,994	10,998	615	10,000	
Electric Reimbursement	10,079	16,385	27,203	19,684	17,514	15,805	15,163	17,839	8,441	20,000	
Miscellaneous	11,536	20,007	20,485	22,554	23,092	21,424	24,295	29,581	26,633	43,000	
Grant	6,244	7,050	14,011	8,425	7,050	7,000	9,000	-	-	27,000	
<u>Operating Revenues</u>	272,246	311,148	349,057	338,780	365,879	367,444	382,576	406,615	431,535	534,900	
<u>Operating Expenses</u>											
Labor, taxes and burden	128,431	123,977	134,317	136,701	142,157	142,594	155,622	149,802	192,038	232,000	
Electric, water and garbage	18,300	23,540	31,361	27,056	25,103	24,075	25,061	38,252	42,839	44,000	
Insurance	14,681	15,053	12,709	7,473	5,888	6,865	7,398	7,992	8,405	9,300	
Maintenance	15,371	19,729	28,789	29,505	46,196	28,451	10,403	19,297	24,147	25,000	
Miscellaneous	15,287	12,158	11,121	11,658	15,630	10,635	19,316	15,096	15,178	25,000	
Security/IT	5,491	3,547	5,115	4,699	5,377	6,879	5,991	4,095	1,737	-	
Professional Services	10,131	11,764	5,675	8,566	7,290	6,330	18,401	3,903	6,896	15,000	
Legal	5,298	2,551	2,369	2,080	3,740	2,306	725	8,100	3,775	5,000	
<u>Operating Expenses before Flex/Lease Debt</u>	212,990	212,319	231,456	227,738	251,381	228,135	242,917	246,537	295,015	355,300	
Debt Service - 2010 Flex/Lease	23,901	28,425	27,820	27,515	26,435	25,670	24,840	28,850	27,750	27,000	
Debt Service - 2013 Flex/Lease	65,996	70,112	69,076	69,088	66,624	66,196	68,587	66,725	64,625	68,500	
<u>Operating Expenses before Capital Outlay</u>	302,887	310,856	328,352	324,341	344,440	320,001	336,344	342,112	387,390	450,800	
Net Cashflow before Capital Outlay	(30,641)	292	20,705	14,440	21,440	47,443	46,232	64,503	44,145	84,100	
Capital Outlay	98,544	\$ 10,973	\$ 45,924	\$ 22,374	9,063	9,063	\$ 20,683	\$ 10,479	\$ 255,278	60,000	