



PORT OF HOOD RIVER COMMISSION
MEETING AGENDA
Tuesday, April 23, 2019
Marina Center Boardroom

5:00 P.M.
Regular Session

1. Call to Order
 - a. Modifications, Additions to Agenda
 2. Public Comment (5 minutes per person per subject; 30-minute limit)
 3. Consent Agenda
 - a. Approve Minutes of April 9, 2019 Spring Planning Work Session and Regular Session (*Maria Diaz – Page 3*)
 - b. Approve Budget Committee Membership and Terms (*Fred Kowell – Page 11*)
 - c. Approve Accounts Payable to Jaques Sharp in the Amount of \$6,116 (*Fred Kowell – Page 13*)
 4. Reports, Presentations and Discussion Items
 - a. Waterfront Wayfinding and Interpretive Plan Project Update (*Genevieve Scholl – Page 17*)
 - b. Community Support Initiative (*Genevieve Scholl – Page 21*)
 - c. Executive Director Review Process (*Michael McElwee – Page 23*)
 - d. Port Building & Facility Naming List Review (*Michael McElwee – Page 59*)
 - e. Hood River Marina Future Planning – Commissioner Brian Shortt (*Daryl Stafford – Page 63*)
 - f. Bridge Replacement Project Update (*Kevin Greenwood – Page 65*)
 5. Director’s Report (*Michael McElwee – Page 73*)
 6. Commissioner, Committee Reports
 - a. Urban Renewal Agency, April 18 – Meriwether, Streich
 7. Action Items
 - a. Approve Contract with Pageworks for Wayfinding and Interpretive Signage at the Waterfront (*Genevieve Scholl – Page 127*)
 - b. Approve Intergovernmental Agreement with Hood River County for Museum Lawn Irrigation (*John Mann – Page 145*)
 - c. Approve Port Property Leasing Strategy Implementation Approach (*Anne Medenbach – Page 149*)
 - d. Approve Purchase of Foster Kalama Art Installation “Big River” at the Nichols Basin Plaza (*Michael McElwee – Page 155*)
 8. Commission Call
-
9. Executive Session under ORS 192.660(2)(e) Real estate negotiations and ORS 192.660(2)(h) Consultation with legal counsel regarding current litigation or litigation likely to be filed.
 10. Possible Action
 11. Adjourn

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

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

Port of Hood River Commission
Meeting Minutes of April 09, 2019 Spring Planning Work Session of the Port of Hood River
Marina Center Boardroom
12:00 P.M.

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

- Present:** Port of Hood River Commissioners, Hoby Streich, Brian Shortt, David Meriwether, John Everitt, Ben Sheppard; Legal Counsel Jerry Jaques; Budget Committee members, John Benton, Judy Newman, Larry Brown; from staff, Michael McElwee, Fred Kowell, Kevin Greenwood, Anne Medenbach, Genevieve Scholl, John Mann, Daryl Stafford, and Maria Diaz.
- Absent:** Budget Committee Members Laurie Borton and Rich Truax.
- Media:** Emily Fitzgerald, Hood River News.

- 1. CALL TO ORDER:** The Spring Planning Work Session was called to order at 12:15 p.m. by Commission President Hoby Streich.
- 2. OPENING REMARKS:** Commissioner Streich thanked the Budget Committee members for their time and dedication to the budget process. Streich recognized the Spring Planning Meeting as a meeting to allow staff and commissioners to be on the same page and identified projects for the upcoming budget.
- 3. DISCUSSION SUMMARY:** Michael McElwee provided a summary of the work session purpose and goals. McElwee pointed out the possibility of a new bridge and the potential effects on Port revenue. He noted the work session is a preparation meeting for the full Budget Committee meeting that will take place in April. McElwee described this year’s meeting as challenging to plan, and important because the Port is at the cusp potential major changes to its entire business model. McElwee emphasized to budget committee members that this was a time to work and think about what kind of decision needed to be made for Services and Capital expense categories. McElwee complimented staff for their level of dedication and professionalism.

KEY ISSUES:

- a. Port Financial Trends** McElwee gave a presentation prepared by consultant Steve Siegel that demonstrated a conceptual financial model with assumptions touching the bridge replacement activity and timing; illustrating the resultant impacts to the Port’s base financial condition. The presentation further described a series of revenue increase and cost reduction steps, showing their individual impact on the Port’s base financial model over time. McElwee pointed out several issues and gave alternative strategies such as; Use of Reserves, Managing Debt, Implementing New Revenue Centers, Taxation and Government Actions to ensure resilience for the Port.
- b. Lot #1 Market Analysis/URA** Matt Craigie, project manager with EcoNorthwest provided his team’s research results with a report on their Analysis & Development Approach for Lot #1 Future development potential. Craigie emphasized that the Waterfront is a unique industrial area that is unlike most other industrial areas in the Gorge Region. Craigie highlighted the types of businesses likely to derive advantage from the Waterfront as: 1) Businesses that want to be close to other businesses in the same cluster, 2) Businesses that seek an amenity-rich location for employees, 3) Industrial businesses with commercial component, and 4) Traditional users that need proximity to the highway or to be located in a more central location. Craigie also noted the limited supply of workforce housing to be a barrier and challenge for the Industrial Development in Hood River; and high rents, high cost of providing infrastructure to support development and compatibility of some potential industrial users for development on Lot 1. Craigie will make a similar presentation at the URA work session scheduled for April 18, 2019. General discussion was touched by group for various ideas for Lot 1 financing. Consensus to continue conversation with the City of Hood River Urban Renewal regarding Lot 1.

c. Real Estate Development Issues: Anne Medenbach reported an updated overview of the Real State Analysis protocol and characterized her report as more of a general concept and questions for the group regarding options listed in the Real State Analysis. She noted that follow up on future development options would occur in a future Work Session Meeting. Medenbach led a discussion on Port priorities for future development with limited capital. Discussion surrounded the Port's capacity for funding new development and to what extent should the Port utilize reserves. President Streich raised a question to Chief Financial Officer Fred Kowell if it made sense to use reserves for future land acquisitions without impacting bridge. Kowell advised the key depends on the return and whether cashflow would potentially recover and stated that he felt comfortable using debt vs reserves. Medenbach suggested various potential actions for the future such as generating a Regional Lease Analysis; taking one future development option and working it through the financial options to see the impact on reserves and cash flows; and third keeping nine million dollars of reserves in the budget. McElwee added that all questions raised are important for the Strategic Plan, providing a financial road map for specific milestones, but also focusing on the immediate concern of how to increase revenue. John Everitt posed the question if Real Estate Development should be looked as a means for cash flow to close the gap. Hoby Streich ask Medenbach for input or suggestions if purchases of land to build new structures would offset the gap. Medenbach suggested going through a more detailed analysis to further examine the different options to determine basic operating assumptions. Judy Newman asked what the Port's general interest or purpose was regarding Real Estate. Commissioners Meriwether and Streich voiced that Port's purpose is to develop undeveloped land and promote economic development.

d. Development Strategy: Building Lease Structure: Anne Medenbach summarized the new lease structure that would allow the Port to recover operating costs, including depreciation, and provide 4% annual return on cost, calculated on an individual building basis. Medenbach added that in addition a cost for staff-personnel has been included. Medenbach emphasized key issues to be the recovery of building operating costs, ensuring long term building assets profitability, and limiting the impact on current financial processes while increasing efficiency. Medenbach guided the group to understand the proposed structure for leases and explained the Common Area Allocation fee. Secondly, lease would include the base rental rate, and lastly Reimbursable Expenses. Streich posed question on how current tenants are being notified of these changes and if setting forward a policy to notify tenants in advance of this changes could be implemented. A general consensus was reached to move forward with new lease structure. And in addition to include breakdown of specific line items on the budget and process or step that would be taken to notify current tenants.

e. Tolling and the Future of BreezeBy: Fred Kowell described the Port of Hood River as unique in that it is the only electronic tolling entity in Oregon and will soon be the first Oregon Customer Service Center for tolling. Kowell informed that currently a contract to use the Port's back office system with Port of Cascade Locks is being negotiated and the goal is to implement services in December 2019. Kowell noted that nationally the NIOP (National Interoperability) committee (Port of Hood River currently sit on the NIOP committee) is working to bring the nation onto one functional platform whereby a single transponder can go from one end of the country to another with local jurisdiction receiving their funds from the home agency of the vehicle passing through its tolling facility. Kowell noted that NIOP is currently in testing phase and working on a type of technology that would be capable of gathering information from multiple protocols. Kowell emphasized the technical aspects could be solved by end of 2020 bringing tolling agencies to question if they want to keep their toll system. Kowell noted that a budget line item would be added to next years budget for trademark on the BreezeBy System as well as a budget for an intern to research market opportunities.

f. Bridge Replacement: Kevin Greenwood, gave a presentation for the Bridge Replacement. Greenwood noted that project is moving smoothly through the NEPA process. Greenwood explained the various phases and

assumptions for the Bridge Replacement Project, expressing that these assumptions could overlap during the schedule. He noted that assumption to pursue federal funds, assumption for a governance structure, and legislative cycle (phase 2-4) have been taken to account. Greenwood explained Phase 1 - Final EIS/Record of Decision and informed that it was at 20% of the process, with a \$5 million cost and 30 months to complete. He informed that outside the NEPA process, a Sketch Level Traffic and Revenue Study was done with a purpose the inform the Port and regional partners. Greenwood noted the preparation for upcoming 2020 Legislative Sessions, emphasizing the importance to overlay the government budgetary cycle for future application process. For Phase 2 - Governance, Greenwood explained that an important key factor during this phase is to obtain an individual with the technical expertise that can advise the Port what the best path are moving forward. Everitt raised the question whether the Port should be the leading agency. Greenwood noted that this would be the Port’s decision whether they take lead or make the determination that another agency is better suited. He also noted that in this phase, after NEPA, the governance issues needed to be resolved. During Phase 3 - Advocacy, Greenwood explained that this is the phase where Port needs to have accomplished certain legislative requirements and obtain a more detailed Traffic and Revenue Study. Greenwood turned to Phase 4 - Procurement and explained that this is the pre-construction process to finalize permitting and development of bid documents. For Phase 5 -Construction/Removal, Greenwood noted to be the last phase. Greenwood concluded his report posing questions to group regarding what the Port’s role will be in the bridge replacement process and the continuing of lobbying for funding, noting that most likely there will not be any additional funding for the State of Oregon until the NEPA process is complete. McElwee commented that governance is the primary question for the group to help answer questions like, what a bi-state authority would look like, how and what approach to take for lobbying, what are the issues Port cares about, before getting to Phase 3 - Advocacy. Meriwether mentioned that although Port is discussing the impact to the Port in search of financing, a thing to remember is the obligation to the people of the Gorge to keep the toll cost at a reasonable cost. Mentioning that a bi-state bridge authority or having other agencies get involved is a key factor.

4. Financial Overview: Fred Kowell, Chief Financial Officer, stated that the Spring Planning Meeting is the first step in preparation of the Port’s annual Budget and reminded Commissioners and Committee members that the Port’s financial policies drive the level of capital improvements that the Port incurs from year to year and determines the magnitude of debt that the Port can issue. Kowell mentioned the Port’s three main financial policies; 10% Reserves, 2.0 Debt Coverage Ratio, and 4.6% average for Cash on Cash Return before debt Service and Capital Outlay. Kowell mentioned that the Port’s goal is for single A credit rating. Kowell noted the key assumptions were included in the forecast to CPI index current level of 2.5%, increase in the PERS, Lot 1, Jensen Building, bridge, staffing, and \$5 million for EIS. Kowell reported that the BreezeBy in 2019 is at 69-70% versus cash payments. Kowell noted the highest cost for Port is Capital projects and detailed individual costs on the budget for each Capital Project.

5. 10-Year Financial Planning Model: Fred Kowell lead the discussion on specific pages from the ten year financial model. The 10-year Financial model is a complex spreadsheet that incorporates staff assumptions about projects and operations affecting several fiscal years of Port’s budget. Kowell offered a projection of where the Port should land with respect to revenues, operating expenses, capital spending and other sources of funding and uses of resources.

6. Adjourn:

Motion: Motion to Adjourn the meeting

Move:

Second:

Discussion: None

Vote: Unanimous
MOTION CARRIED

The meeting was adjourned at 4:47 p.m.

Respectfully submitted,

Maria Diaz

ATTEST:

Hoby Streich, President, Port Commission

John Everitt, Secretary, Port Commission

*Port of Hood River Commission
 Meeting Minutes of April 9, 2019 Regular Session
 Marina Center Boardroom
 5:01 p.m.*

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

**5:01 P.M.
 Regular Session**

Present: Commissioners Hoby Streich, John Everitt, Ben Sheppard, Brian Shortt, David Meriwether; Legal Counsel Jerry Jaques; from staff, Michael McElwee, Fred Kowell, Kevin Greenwood, Genevieve Schöll, Anne Medenbach, Daryl Stafford, John Mann, and Maria Diaz.

Absent: None

Media: Emily Fitzgerald, Hood River News

1. CALL TO ORDER: President Hoby Streich called the regular session to order at 5:00 p.m.

a. Modification, Addition to Agenda:

1. Add Urban Renewal to Committee Reports - David Meriwether

2. PUBLIC COMMENT:

a. Rail to Trails - Christy Chapman of Hood River presented the idea of Port working with a private entity to acquire the rail road rights for a Rail to Trails facility between Hood River and Parkdale. Chapman mentioned the gains in income and parking lot availability, and land for new building project. Chapman asked whether the Commission would be interested in hearing a future presentation. Commissioners informed Chapman to move forward to present in a future meeting.

3. CONSENT AGENDA:

- a. Approve Minutes of March 19, 2019 Regular Session
- b. Ratify Contract with Beam Excavating for Hydrant Relocation at Lower Mill Site Not to Exceed \$8,430
- c. Approve Change Order No. 1 with Hage Electric for Bridge Skew & Motor Rehab Not to Exceed \$5,637.50
- d. Approve Change Order No. 3 with Groat Brothers for Time Extension of Lower Mill Dirt Move Contract
- e. Approve Adoption of the Western Region by Class B/C - All Urban Consumers as the new CPI index for the Port
- f. Approve Contract with D.L. Dahlstrom Roofing for Roofing Work at the Chamber Building, Not to Exceed \$24,125
- g. Approve Contract with F.L.I. for Landscaping Work at the Wasco Building, Not to Exceed \$19,942.30

Motion: Move to Approve Consent Agenda

Move: Meriwether

Second: Shortt

Discussion: None

Vote: Unanimous

4. REPORTS, PRESENTATIONS AND DISCUSSION ITEMS:

a. Bridge Report- Kevin Greenwood noted that Bridge Replacement Project schedule at this time is looking at the technical review process and requesting review periods by ODOT resource team. Greenwood will meet with Gorge Commission staff for design expectations and review periods. Greenwood noted navigation survey findings that a Coast Guard vessel standing order for 83ft clearance and that the project team is now researching how this request would affect the NEPA process.

5. Director's Report: Michael McElwee gave a brief report touching on the following topics, inviting staff present to discuss items as follows:

a. Bridge-John Mann, Facilities & Maintenance Manager, updated the commissioners on the Skew and Motor project, Miscellaneous Truss & Steel Repair work, and mentioned that there would be three full weeks of night closures during specific dates due to projects.

b. Real Estate Development - Anne Medenbach, Development & Properties Manager updated Commissioners on current roof projects and cost for Big 7 building, Jensen building and Chamber of Commerce. Other projects Medenbach reviewed were the Lower Mill property development, the wetland permits for the Connect Oregon VI project at the airport, and landscaping at the Wasco building.

c. Other - McElwee informed of a new cruise vessel owned by America Cruise Line to stop in Hood River six times in the next coming months and shared a typical HRT security activity report on the Waterfront.

d. Water Park - McElwee introduced Isabel Von Zastrow and Christian Steinbecher with Habitat Development Company and invited them to address the Commission about their plans for an Aquapark in Nichols Basin. Christian stated that what they are proposing is a water-based family entertainment center in the Nichols Basin. Isabel described to Commissioners what the Aquapark would bring and the gains for people in Hood River. Isabel noted that in her opinion, the waterfront is mainly used by adults and not enough usage by youth. She related this to the lack of activities available for kids. Isabel mentioned the park would be seasonal from May-September. Commissioner Sheppard expressed his concern that the Nichols Basin is an already used area by other users and this would limit the usage for current users. Isabel noted the structure could be to be set in different ways to fit best scenario. Commissioner Shortt reminded the group of limited parking available at the waterfront and especially around Nichols Basin in those months. Steinbecher proposed an operating plan would be presented to Commissioners. Michael McElwee proposed to Habitat Development Company to bring forward an Operational plan for Commissioners for future meeting. Daryl Stafford reminded Commissioners to consider the other agencies with current contracts that could be affected.

6. COMMISSIONER, COMMITTEE REPORTS:

a. Marina- Daryl Stafford updated Commissioners with Marina Committee meeting. Stafford noted that discussion centered on the rates and recorded that a small drop in slips renewals. Stafford noted that the Junior Sailing program has been brought back and the High School Sailing Team. Stafford requested discussion for budget to repair the boat ramp.

b. Waterfront Recreational Advisory Committee- Ben Sheppard opened up by recognizing how well organized the meeting was and also noted a positive change in all entities coming together to solve issues. Daryl Stafford followed by agreeing with Commissioners Sheppard’s thoughts and noted activities that are happening at the Waterfront.

c. Urban Renewal - David Meriwether reviewed the IG agreement discussion for the Water Storm Line during the Urban Renewal meeting. He noted three proposals were presented for ways to remedy the project, discussion of what involvement agencies would have, and funding.

7. ACTION ITEMS:

a. Authorize Payment In-Lieu of Mitigation to Department of State Lands for Wetland Mitigation at the Lower Mill Not to Exceed \$132,218.57.

- Motion:** Authorize payment In-Lieu of Mitigation to Department of State Lands for Wetland Mitigation at the Lower Mill Not to Exceed \$132.218.57
- Move:** Shortt
- Second:** Sheppard
- Discussion:** None
- Vote:** Unanimous

b. Approve Contract with Oregon Dept. of Transportation for Reimbursement of Consultation Services, Not to Exceed \$160,000

- Motion:** Approve Contract with Oregon Dept. of Transportation for Reimbursement of Consultation Services, Not to Exceed \$160,000
- Move:** Everitt
- Second:** Meriwether
- Discussion:** None
- Vote:** Unanimous

c. Authorize Contract with Abhe & Svoboda for Miscellaneous Bridge Truss & Steel Repairs Project Not to Exceed \$256,918.00, plus reasonable reimbursable expenses.

- Motion:** Authorize Contract with Abhe & Svoboda for Miscellaneous Bridge Truss & Steel Repairs Project Not to Exceed \$256,918.00, plus reasonable reimbursable expenses.
- Move:** Meriwether
- Second:** Sheppard
- Discussion:** None
- Vote:** Unanimous

8. COMMISSION CALL:

9. EXECUTIVE SESSION: President Streich recessed Regular Session at 8:00 p.m. to call the Commission into Executive Session under ORS 192.660(2)(e) Real Estate Negotiations, ORS 192.660(2)(h) Consultation with legal counsel regarding current litigation or litigation likely to be filed.

11. POSSIBLE ACTION: None.

12. ADJOURN: 6:10 p.m.

- Motion:** Motion to adjourn the meeting.
 - Move:**
 - Second:**
 - Discussion:** None
 - Vote:** Unanimous
- MOTION CARRIED**

The meeting was adjourned at 8:00 p.m.

Respectfully submitted,

Maria Diaz

ATTEST:

Hoby Streich, President, Port Commission

John Everitt, Secretary, Port Commission

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Commission Memo

Prepared by: Fred Kowell
Date: April 23, 2019
Re: Appointment to Budget Committee



The following lists the Budget Committee members and their terms of service. Staff has contacted the following members whose terms have expired and one of them would like to continue to serve on the Budget Committee for another three-year term, while the other will serve for this upcoming budget session only.

- John Benton – Term Expires June 30, 2019
- Larry Brown – Term Expires June 30, 2019
- Laurie Borton – Term Expires June 30, 2020
- Judy Newman – Term Expires June 30, 2018
- Rich Truax – Term Expires June 30, 2018

RECOMMENDATION: Approve Judy Newman to serve on the Budget Committee through June 30, 2021 and Rich Truax through June 30, 2019.

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Commission Memo



Prepared by: Fred Kowell
Date: April 23, 2019
Re: Accounts Payable Requiring Commission Approval

Jaques Sharp	\$6,116.00
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Attorney services per attached summary

TOTAL ACCOUNTS PAYABLE TO APPROVE	\$6,116.00
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JAQUES SHARP

ATTORNEYS AT LAW

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

CREDIT CARDS ACCEPTED



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

Page: 1
April 03, 2019
Account No: PORTOHaM

	Previous Balance	Fees	Expenses	Advances	Payments	Balance
MISCELLANEOUS MATTERS						
JJ	3,410.00	286.00	0.00	0.00	-3,410.00	\$286.00
ODELL PROPERTY (0.00	2,266.00	0.00	0.00	0.00	\$2,266.00
LEASE ODELL BUILDING (Oregon Brineworks, LLC)	88.00	0.00	0.00	0.00	-88.00	\$0.00
LEASE (Real Carbon; Michael Graham)	154.00	220.00	0.00	0.00	-154.00	\$220.00
BRANDT LAND TRADE AIRPORT AREA	0.00	22.00	0.00	0.00	0.00	\$22.00
LEASE (PFriern Brewing)	1,408.00	550.00	0.00	0.00	-1,408.00	\$550.00
PROPERTY SALE	396.00	22.00	0.00	0.00	-396.00	\$22.00
ODOT BRIDGE FUNDS IGA (State of OR; ODOT)	44.00	0.00	0.00	0.00	-44.00	\$0.00
STORM LINE SINK HOLE (Hood River Distillers area)	990.00	88.00	0.00	0.00	-990.00	\$88.00
TOLLS IGA (Port of Cascade Locks)	770.00	0.00	0.00	0.00	-770.00	\$0.00

HOOD RIVER, PORT OF

Account No: April
PORTOHaM

Previous Balance	Fees	Expenses	Advances	Payments	Balance
SECURITY SERVICES CONTRACT (HRT)					
22.00	0.00	0.00	0.00	-22.00	\$0.00
ODOT IGA - BRIDGE REPLACEMENT CONSULTATION SERV.					
0.00	264.00	0.00	0.00	0.00	\$264.00
ODOT IGA - I-84 BRIDGE REPLACEMENT					
308.00	352.00	0.00	0.00	-308.00	\$352.00
WSDOT IGA - BRIDGE REPLACEMENT SERVICES					
176.00	110.00	0.00	0.00	-176.00	\$110.00
DEVELOPMENT OUTSIDE PORT DISTRICT					
0.00	594.00	0.00	0.00	0.00	\$594.00
PROPERTY PURCHASE					
1,144.00	1,342.00	0.00	0.00	-1,144.00	\$1,342.00
<u>8,910.00</u>	<u>6,118.00</u>	<u>0.00</u>	<u>0.00</u>	<u>-8,910.00</u>	<u>\$6,118.00</u>

THIS STATEMENT REFLECTS SERVICES PROVIDED AND PAYMENTS RECEIVED THROUGH THE 31st OF MARCH UNLESS OTHERWISE STATED

Commission Memo

Prepared by: Genevieve Scholl
Date: April 23, 2019
Re: Waterfront Wayfinding and Interpretive Signage Project Update



During the January 22, 2019 meeting, staff presented a report on the status of a multi-year planning effort to develop unified wayfinding and interpretive signage for the Hood River Waterfront Trail and Port-owned properties along the trail. Since 2015, staff has been working with Pageworks Design (“Pageworks”) of Hood River on preliminary style guidelines, content and locations for various types of signs as well as cost estimates for a comprehensive signage plan that will:

- Present a unified, cohesive wayfinding system for users of the trail that encourages exploration of the entire trail and Port recreation properties.
- Provide historical, culture, and natural environment information to enhance the trail user’s experience of the trail and understanding of the region.
- Celebrate local arts, culture, and history through integration of public art along the trail, and creative use of art for wayfinding and mile marker purposes.
- Enhance trail safety and provide warnings to the public of the inherent risks of the various recreational activities on the water.
- Link the trail to the rest of Hood River’s trail network and other biking and pedestrian opportunities in the local Gorge region.
- Encourage non-motorized worker commuting and use of public transit.
- Encourage the upland development of Lot 1 and other waterfront properties by providing a high standard walking trail network for workers and customers of future businesses.
- Recognition of various park and open space project funders, like OPRD, and a promotion of the Port’s role in developing and maintaining these amenities.

Staff will present a project update to provide details on a proposed scope of work for design and project management services that has been submitted by Pageworks, along with a preliminary implementation timeline and description of the collaborative approach planned for content generation for the interpretive signs, specifically.

In FY 2018-19, the Commission authorized a \$20,000 budget allocation for the project. An action item for tonight’s meeting is a personal services contract with Pageworks in the amount of \$22,521.60 for completion of Phase One of the project. Phase One encompasses the two large kiosk signs at each end of the pedestrian bridge and wayfinding and interpretive signs for the trail. The attached chart highlights the signs covered in Phase One in yellow.

Staff plans to propose a budget allocation in the FY 2019-20 budget of \$10,000 to address the directional signs and new needs for safety and warning signage at river access points along the waterfront. The overall implementation of the signage plan will span the two fiscal years, with full completion expected by September 15, 2019.

RECOMMENDATION: Informational.

Sign Number	Sign Type	Size	Location	Location description	Textual Elements	Visual Elements	Installation Notes
1	Pedestal	36"x24"	45.71115729313572,-121.4978988969417	Easternmost end of the trail, near the beach at the Best Western Plus Hood River Inn	Mile marker, About the Hood River Waterfront	You are here map, historic photos of the waterfront	Concrete slab, table pedestal
2	Pedestal	36"x24"	45.7133516,-121.5000722	Near the trail, at the current location of the map sign. Bridge in view.	Mile marker, History of the Hood River Bridge	You are here map, historic photos of the bridge	Concrete slab, table pedestal
3	Pedestal	36"x24"	45.713649,-121.5016064	Near the trail at the turn/corner just north of the Port office building	Mile marker, Maritime history, tribal fishing history	You are here map, historic photos of tribal fishing, modern photos of maritime uses.	Concrete slab, table pedestal
4	Basic small	12"x18"	45.7133249,-121.5014844	On the post of the dog poop baggie dispenser	Dog leash/poop scoop law text	Leash/scoop/pack out graphic	Affix to wooden post of dog baggie dispenser
5	Safety/Danger Warning	TBD	45.71237843841324,-121.50234868169741	Access to the boat launch	Recommended SDIS recreational immunity warning text	Recommended SDIS recreational immunity warning graphics	TBD
6	Pedestal	36"x24"	45.7118398,-121.5028878	Next to the trail, near the steps to the deck of the Chamber building, with view of Marina in background.	Mile marker, History of the Hood River Marina, Fish species present.	You are here map, fish species map, boating info.	Concrete slab, table pedestal
7	Directional	TBD	45.7117606,-121.5055231	At the fork in the trail.	Mile marker, Directional pointers to Marina Beach, History Museum, Pedestrian Bridge, Nichols Basin, Chamber of Commerce, Port Offices	Directional arrows to various locations	TBD
8	Safety/Danger Warning	TBD	45.71496616659891,-121.5053261374619	Access point to the swim beach	Recommended SDIS recreational immunity warning text	Recommended SDIS recreational immunity warning graphics	TBD
9	Safety/Danger Warning	TBD	45.71476,-121.50625	Access point to the pathway that leads out to the sandbar recreation ramps	Recommended SDIS recreational immunity warning text	Recommended SDIS recreational immunity warning graphics	TBD
10	Basic small	12"x18"	45.7114713,-121.5062238	On the post of the dog poop baggie dispenser	Dog leash/poop scoop law text	Leash/scoop/pack out graphic	Affix to wooden post of dog baggie dispenser
11	Large Kiosk	50"x46"	45.7109248,-121.5073209	East landing/plaza of pedestrian bridge	Mile marker, salmonid and other fish species of the Hood River, historical flood/glacier debris flow photos, Bailey Gatzers ferry stop	You are here map, fish species, historic flood photos, Bailey Gatzert	2-sided signs to be installed in the existing brackets of the existing kiosk
12	Large Kiosk	50"x46"	45.7108003,-121.5086747	West landing of the pedestrian bridge	Mile marker, resident and migrating bird species (emphasis on raptors), riparian versus invasive plants	You are here map, bird species, native plant species, invasives	2-sided signs to be installed in the existing brackets of the existing kiosk
13	Directional	TBD	45.711420,-121.508761	At the intersection of Nichols Parkway and the Spit Road	Mile marker, Directional pointers to Nichols Basin, Spit, History Museum, Pedestrian Bridge, Bus stop?, Event Site	Directional arrows to various locations	TBD
14	Safety/Danger Warning	TBD	45.71439,-121.50896	Access point to the Spit	Recommended SDIS recreational immunity warning text	Recommended SDIS recreational immunity warning graphics	TBD
15	Pedestal	36"x24"	45.7120629,-121.5113916	At the junction of the Nichols Basin West Edge trail and Nichols Parkway.	Mile marker, Nichols Basin History, Nichols Boat Works and the USACE infill of the waterfront/bonneville dam project. Night herons and other resident/migrating bird species	You are here map, historical photos, bird species photos	On concrete slab next to trail, with the view to the Basin beyond.
16	Safety/Danger Warning	TBD	45.71268,-121.51109	Access Point to the Nichols Basin Docks/Seawall	Recommended SDIS recreational immunity warning text	Recommended SDIS recreational immunity warning graphics	TBD
17	Directional/Bus Stop	TBD	45.711420,-121.508761	At Columbia Area Transit bus shelter/bus plaza	Mile marker, Directional pointers to Downtown Hood River, Waterfront Businesses, Event Site, History Museum, Visitors Center	Directional arrows to various locations	TBD
18	Basic small	12"x18"	45.7129225,-121.5113205	On the post of the dog poop baggie dispenser	Dog leash/poop scoop law text	Leash/scoop/pack out graphic	Affix to wooden post of dog baggie dispenser
19	Pedestal	36"x24"	45.7144779,-121.5114164	At the Nichols Basin plaza near the benches.	Mile marker, Nichols Basin History, Slackwater Beach recreational info, swimming safety, Art of Community Information (Frog, Feather, etc).	You are here map, graphics for waterplay safety, art of community	On concrete in the plaza near the stone wall, with the view to the Basin beyond.
20	Safety/Danger Warning	TBD	45.71466,-121.51145	Access Point to the Slackwater Beach	Recommended SDIS recreational immunity warning text	Recommended SDIS recreational immunity warning graphics	TBD
21	Basic small	12"x18"	45.7155651,-121.5118275	On the post of the dog poop baggie dispenser	Dog leash/poop scoop law text	Leash/scoop/pack out graphic	Affix to wooden post of dog baggie dispenser
22	Pedestal	36"x24"	45.715669,-121.512715	Near the Event Site restrooms.	Mile marker, Windsurfing/Kiteboarding Safety Zones, history of wind sports in Hood River.	You are here map, graphics for waterplay safety, art of community	On concrete in the plaza near the stone wall, with the view to the Basin beyond.

23	Basic small	12"x18"	45.7156831,-121.5140403	On the post of the dog poop baggie dispenser	Dog leash/poop scoop law text - Add Keep Dogs Off Kites	Leash/scoop/pack out graphic - Dogs on kites graphic	Affix to wooden post of dog baggie dispenser
24	Safety/Danger Warning	TBD	45.7157, -121.51229	Access Point to the Event Site Beach	Recommended SDIS recreational immunity warning text	Recommended SDIS recreational immunity warning graphics	TBD
25	Directional	TBD	45.7155487,-121.5141872	Western end of the sidewalk at the Event Site	Mile marker, Directional pointers to Children's Park, Slackwater Beach, Downtown (pointing to 2nd street), the Hook	Directional arrows to various locations	TBD
26	Basic small	12"x18"	45.7156831,-121.5140403	On the post of the dog poop baggie dispenser	Dog leash/poop scoop law text	Leash/scoop/pack out graphic	Affix to wooden post of dog baggie dispenser
27	Pedestal	36"x24"	45.7157468,-121.5160466	East entrance to the Waterfront Park	Mile marker, About the Columbia River Gorge National Scenic Area, About the Hood River Waterfront Park, Why is it so windy in the Gorge (geologic reasons for prevailing wind patterns)	You are here map, Map of the CGNSA, Graphics of wind conditions in the Gorge	Concrete slab, table pedestal
28	Basic small	12"x18"	45.7157819,-121.5193632	On the post of the dog poop baggie dispenser	Dog leash/poop scoop law text	Leash/scoop/pack out graphic	Affix to wooden post of dog baggie dispenser
29	Pedestal	36"x24"	45.7158577,-121.5199834	West entrance to the Waterfront Park	Mile marker, viewpoint description - White Salmon river confluence, railroads in the Gorge, tribal history	You are here map, Graphic of the rivers that flow into the Columbia and the mountain glaciers that are their source.	Concrete slab, table pedestal
30	Pedestal	36"x24"	45.7158933,-121.522152	Eastern end of the Hook, near the basalt columns	Mile marker, waterfowl - migratory and resident species (coots/ducks/etc.)	You are here map, Graphic of the waterfowl species	Concrete slab, table pedestal
31	Basic small	12"x18"	45.7165029,-121.5241663	On the post of the dog poop baggie dispenser	Dog leash/poop scoop law text	Leash/scoop/pack out graphic	Affix to wooden post of dog baggie dispenser
32	Pedestal	36"x24"	45.7170067,-121.5261411	Western corner of the Hook, near the gear up prep area, view to Wells Island beyond the sign.	Mile marker, Wells Island history,	You are here map, Graphic of the waterfowl species	Concrete slab, table pedestal
33	Safety/Danger Warning	TBD	45.71695, -121.52625	Access Point to the Hook Launch	Recommended SDIS recreational immunity warning text	Recommended SDIS recreational immunity warning graphics	TBD
34	Pedestal	36"x24"	45.71554, -121.52694	Westernmost end of the trail, near the beach at the Best Western Plus Hood River Inn	Mile marker, About the Hood River Waterfront	You are here map, historic photos of the waterfront	Concrete slab, table pedestal

Commission Memo



Prepared by: Genevieve Scholl
 Date: April 23, 2019
 Re: Community Support Initiative

Since FY 2015, the Port has taken steps to implement an innovative effort, known as the “Community Support Initiative,” (CSI). The program’s intent has been to leverage Port activities to enhance local workforce development efforts by providing opportunities for students in high school and college to experience some aspect of the wide range of technical areas of Port operations, and to support specific projects that demonstrate the ways the Port provides tangible value to the community. For the last three years, our focus has been on paid student internships, focused on delivering a tangible product of benefit to Port operations.

The following lists the internship participants and completed projects to date:

Year	Name	Institution	Port Project	Mentor
2015	Allie Danko	Whitman	Economic Impact Analysis	M. McElwee/EcoNW
2016	Payton Rigert	HRVHS	Archives/Digitization	G. Scholl
2016	Andrew Porter	UCSC	Lot #1 Stormwater Plan	M. McElwee/D. Bick
2017	Natalie Kowell	Chapman	WA. Legislative Strategy	G. Scholl
2017	Austin Keillor	OSU	Waterfront Parking Analysis	M. McElwee
2017	Eric Cuevas	HRVHS	Invasive Plants/Trail Safety	J. Mann
2018	Nando Rodriguez	HRVHS	Skew System	M. McElwee/SBE
2018	Connor Truax	HRVHS	Public Information Video Production	G. Scholl/ M. Mcelwee
2018	Jose Santillan	HRVHS	Solar Panel Install Engineering for Facilities Building	M. McElwee

For FY 2019-20, staff has identified the following areas as potential internship focus projects:

1. Market research for BreezeBy Electronic Tolling system licensing and services
2. Safety procedures and protocol evaluation and documentation
3. Habitat restoration and landscape design for areas along the waterfront including Nichols Basin.

Since 2015, staff and Commissioners, school district partners, community stakeholders, and Port legal counsel have discussed a variety of ideas to expand the program beyond internships. For FY 2019-20 (implementation during the 2019-20 school year), staff would like to pursue development of a new cooperative partnership with 1-2 HRVHS high school

classes or teams to conduct specific research and/or design projects for an identified Port objective, with a stipend payment to the school or some other form of compensation. Port capabilities in this area are limited by the constraints of ORS 777, but delivery of a project that is tied to a Port goal, current project, or objective is allowed. Staff seeks Commission input on these and other potential focus projects. Staff will propose a budget of \$30,000 for the program in FY 19-20.

RECOMMENDATION: Discussion.

Commission Memo



Prepared by: Michael McElwee
Date: April 23, 2019
Re: Executive Director Annual Review

One goal of the Executive Director's (ED) 2019 work plan was to assess the ED's annual evaluation process and identify possible improvements or modifications for Commission consideration. Early this year, I sought assistance from Paul Hutter at the firm HR Answers. Mr. Hutter was provided with the full complement of materials and forms that are typically used for the ED annual evaluation. This summary memo assessment of our current process is attached.

In sum, Mr. Hutter concluded that our current process is an acceptable best practice for evaluating the ED position. He does, however, suggest the Commission consider adding a 360-degree review to the process. This could take the form of a Peer 360 Review through a proprietary process, or a Custom 360-degree review completed through Survey Monkey and administered by HR Answers. An example of the former is attached along with a cost estimate from HR Answers.

Staff is seeking direction from the Commission about whether adding a 360 review to the ED annual review is desirable and, if so, which type.

RECOMMENDATION: Discussion.

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March 22, 2019

Michael McElwee, Executive Director
Port of Hood River

RE: Executive Summary: Evaluation of Performance Evaluation Systems

Michael:

In March of this year you had requested HR Answers to conduct a review and provide subsequent recommendations for the potential updates or improvements to:

- Staff performance evaluation process, systems and format;
- Executive Director performance evaluation process, system and format.

Staff Performance Evaluations system:

HR Answers conducted a review of all staff (less the Executive Director) performance evaluations processes and forms. The assessment identified that the annual process of delivering the evaluation to staff is sufficient, but that the format being used had room for improvement to better match industry best practice.

The format for evaluation in use at the time of assessment is what is known as a “subjective” evaluation, where the performance measures being evaluated were not specific to the duties being performed by the employee. As a result, HR Answer recommended, and then provided the changes to what is known as an “objective” evaluation system, whereby the employee is evaluated based upon the duties of the position. All positions evaluation forms were altered to reflect this change.

No changes were recommended for the delivery of evaluations.

Executive Director Evaluation System:

In the process of this projects assessment, you provided HR Answers with an in-depth description of past and current methods for the evaluation by the board, of your position. The following is the current process:

1. The Executive Director completes the Self-evaluation form, the same form that Board uses, to annotate and update the Directors annual Work Plan.
2. The Director submits both the self-evaluation and the work plan to the Ports attorney, who makes copies and distributes to the Board along with a blank evaluation form.

3. The attorney intakes the evaluation forms from all Board members, summarizes the comments and averages the scores, and distributes all information to each Board member.
4. Subsequently, the Board meets in Executive Session to discuss the evaluation.
5. The Director then meets with the Board to discuss the evaluation.

This process as described is an acceptable best practice in the evaluation by a Board, of its Director. As a result of this process, the Board gets a very good measure of the operational performance of its Director, which is specific to the organizations strategic goals and is measurable.

360-Degree Peer Review:

The only recommendation that was further suggested would be to consider a 360-degree-peer review. This would provide the board better insight into the Directors skill sets around leadership and staff management. There are two methods for a 360-Degree Peer Review that we would recommend:

- Everything DiSC 363 for Leaders – when it comes to evaluating and then educating people on Emotional Intelligence, the DiSC products by Wiley are some of the best. Their 360-Degree Peer review in particular is a product specifically designed the accurately assess the leadership skills of managers and executives and then provide them the types of reflective feedback that is proven to assist in EI improvement. The process is rating by staff and peers is confidential and anonymous. The assessment is also very cost effective. Attached is a sample report for review by you and the board.
- The other option is a custom 360-Degree process completed through SurveyMonkey. Generally, in its design, many of the same factors as found in the DiSC assessment are used to help define leadership skills. This process tends to be more in-depth as it must be designed in association with the organization and require more manipulation on the back end by us. As a result, this version is more expensive.

That being said, a 360-degree-peer review has its limitations. In particular with regard to evaluation by staff and board members that do not directly interface with, or understand the Executive Directors position at the Port. Further discussion around this concept is warranted. Cost options for both can be provided.

No additional recommendations were provided from this project.

Respectfully,

Paul H. Hutter

Paul H. Hutter, SPHR
Senior Consultant



PROPOSAL
for
Executive Evaluation – 360 Degree Peer Review

Port of Hood River

April 2019

Submitted by HR Answers, Inc.

Paul H. Hutter, SPHR

HR Answers, Inc.

7659 SW Beveland St, Suite 130

Tigard, OR 97223

Phone: 503-885-9185

phutter@hranswers.com

Response to Request for Proposal for Executive Evaluation – 360 Degree Peer Review *April 2019*

SECTION 1 – INTRODUCTION TO HR ANSWERS, INC.

HR Answers, Inc. (HRA) is a regional consulting firm headquartered in Tigard, Oregon, with a branch office in Salem, Oregon. It was founded in 1985 and is the largest independent human resources consulting firm in the Pacific Northwest. In 2017, HRA cut 69 W-2's. Our consulting staff includes both specialists and generalists who have more than 300 years of combined experience and a wealth of practical, tested solutions to offer our clients. In addition, through our temporary staffing division, we have a flexible staff consisting of an additional 20 HR professionals.

Our consultants are Professionals in Human Resources (PHR) or Senior Professionals in Human Resources (SPHR) certified by the Human Resources Certification Institute, Alexandria, VA. Two of the staff members also possess CPC designations (Certified Professional Consultants) which are conveyed by the International Guild of Professional Consultants.

We believe that our proposal will demonstrate our unique qualifications and the background and experience we would bring to any work for Port of Hood River, including:

- We are a firm known and respected for both the quality of our work and the professional competence of our staff, thereby increasing the likelihood of favorable reception by employees to our interactions and recommendations.
- We are noted for the quality of our deliverables, as hopefully is shown in the organization and presentation of this response to the Request for Proposal.
- We have substantial experience in assisting Non-Profit organizations with a wide variety of human resources projects, **including many surveys to solicit opinions regarding performance**. We use both traditional and customized approaches to fit the specific needs of the individual organization.
- We place major emphasis on communicating and working closely with client project managers to achieve understanding, consensus, and ownership of the project results. This is especially critical when communications need to be open and transparent because they are about performance.

HR Answers is an Equal Opportunity Employer registered as a Woman-owned Business Enterprise (WBE) in the state of Oregon, and is committed to bringing about diversity in the workplace.

SECTION 2

UNDERSTANDING YOUR NEEDS; DESCRIPTION OF SERVICES; FEES

Our Understanding of Your Needs

It is our understanding that Port of Hood River seeks to have a process for a formal performance and management style evaluation of the Port's Executive Director. Further, that a variety of different people and different relationships with the Port will be participants.

Process

HR Answers, Inc will employ one of two processes in the evaluation of the organizations Executive. Each process is followed with a comprehensive Executive Summary detailing the findings and providing recommendations.

HRA's recommendation is to use an electronic survey that would go via email to designated individuals as participants. The survey would be designed to ask similar questions so that the feedback can be conserved as it relates to different populations. Should the Port desire, different questions can be asked of different groups without an increase in costs. The survey platform is Survey Monkey. This is the most economical solution for the Port. We estimate 1.25 hours per participant at \$180.00 per hour. If there were 15 participants the cost would be \$3,375. If for some reason, a participant cannot provide electronic feedback, we would do a paper version of the survey instrument and input the data into the electronic format ourselves.

Upon the completion of the data gathering process, we will draft an Executive summary of the findings and our recommendations for improvement or change as identified both by the results, and as identified by Management Best Practice. HR Answers would meet with the Board to present the findings and Executive Summary, and to discuss the options around the findings. Cost included above.

There is one other possible option for your consideration. That is using a standardized survey process (DiSC 363 product) which asks questions that are already determined by the survey publisher. This is a reliable process which some organizations find effective. This does not allow any customization, but does utilize questions that are commonly part of this process. It cannot be completed on paper so participants must use the electronic means complete the survey. The Executive Director receives a detailed report of findings as well as our executive summary with recommendations that can be shared with the Board. This option requires a list of the participants and their "type of group" (supervisor, peer, subordinate, external) identified. We manage the process of data collection to ensure all "raters" have participated. The system consolidates the input and generates a single consolidated report of findings. Port of Hood River would need to decide on whether there is value in being able to ask questions that are pertinent to the Port, as opposed to

standardized question that are supposed to be appropriate for any organization. The survey cost is \$275.00 and the consulting time for administration, analysis, executive summary, Board presentation, and any other communication of the information gathered is estimated at 10 hours (\$160.00 per hour). The cost of this option is approximately \$2,000. This is one case where we believe the price is well worth the result.

SECTION 3

STAFF QUALIFICATIONS AND RESPONSIBILITIES

A consulting firm is only as good as the people and expertise it brings to the specific project. In this section, we identify the consultants who would specifically be working on the project. The nature and timeliness of this project requires senior level personnel who have the expertise and experience to do the job right the first time.

PAUL H. HUTTER, SPHR - SENIOR CONSULTANT & PROJECT LEAD

Paul is a Senior Consultant with over 20 years of human resources experience in both the private and public sectors, 15 of which has been in consulting. Paul is certified as a Senior Professional in Human Resources (SPHR) through the Human Resources Certification Institute. Paul's expertise lies within a full range of human resource services; chiefly among them, organizational and management development, and has extensive knowledge and understanding of industry best practice in adult learning, organizational and management development and Human Resource management for all sizes of organizations. In addition, Paul's skills include, Human Resource system management, project planning, training, staffing and recruitment, organizational design, labor contract negotiations, and corporate level strategic planning. Paul has extensive experience working with executive, management and staff in group settings and one-on-one meetings to explain and exchange information or facilitate discussions. Paul's expertise in this area has provided him the opportunity to provide this level of service to hundreds of clients.

SECTION 4

REFERENCES

HR Answers works with dozens of Not-For-Profit organizations to provide a plethora of services. Given our lengthy relationship with Port of Hood River, we are not providing references as part of this proposal, but would be happy to do so if the Associates wishes.

SECTION 5 FEE PROPOSAL

The cost of our services identified above is based on an estimate of the time required to carry out all of the steps necessary for the required work. The hourly rates shown below.

Principal & Senior Consulting \$180/hour
 Administrative support \$ 90/hour

Should these numbers change, we are prepared to discuss any adjustment in our fees resulting from any additional work requested. It is our policy to discuss our fees with clients in order to meet all budget requirements for the work. We would happily work with Port of Hood River to ensure that your financial situation is considered.

SECTION 6 PROJECT TIME TABLE

HR Answers, Inc. has the capacity, and full intentions to commit to meeting the timelines as defined by One Community Health for this project.

Based on your schedule, we can complete **all assessment work** within 30 days of beginning the process assuming timely responses to the question review process and the participants' completion of the survey. The size of our staff allows use of several consultants on any task if required to meet a client timeline.

SUMMARY

We believe HR Answers, Inc. is eminently qualified to carry out the work required to bring this study to a successful and acceptable conclusion. Our many years of consulting experience with organizations provide us with insight that other firms may not possess. In particular, we would like to emphasize our many years of working together with Port of Hood River.

Because of the size of our firm, we can assure you that all work will be completed on schedule. It has been our experience that client organizations often want project work to proceed as quickly as possible; however, they find that other issues or urgent situations can intrude on the project work. We have found that we can make up about 50% of any client delay which minimizes time lost.

We would welcome the opportunity to conduct this work for Port of Hood River and we invite you to contact us with any questions or desire for additional information.

Proposal provided by Paul H. Hutter, Senior Consultant – HR Answers, Inc.

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363 FOR LEADERS PROFILE

EVERYTHING **DiSC**
363° FOR LEADERS

ASSESSMENT TO ACTION.

Taylor Meyer

Thursday, February 04, 2016

This report is provided by:

Your Company
123 Main Street
Smithtown, MN 54321
www.yourcompany.com

Customize with



WILEY

Welcome to Everything DiSC 363® for Leaders

360° Feedback with 3 Personalized Strategies

When you think about people who exemplify leadership—historical figures, contemporary standouts, or people in your organization—do the words *generic* or *cookie cutter* come to mind? Probably not. Most likely, you can describe unique aspects of their leadership style that help them succeed. In fact, two equally successful leaders may take two very different approaches to leadership.

And so, why in the world should leadership training involve following one set of narrowly defined principles? This program aims to help you reflect on your use of a broad range of highly effective approaches to leadership. You'll receive **constructive 360° feedback** on your leadership approaches, and you'll discover **three personalized strategies** to help you become a more effective leader.



A Three-Step Process

Using multi-rater feedback and your self-assessment, Taylor, this program will help you identify which aspects of the eight approaches are your strengths—those that you use *most* frequently—and which areas you might benefit from developing further.

In this report, you'll have the opportunity to elevate your leadership effectiveness by:

- Understanding how others see you as a leader
- Exploring your tendencies on the eight approaches
- Learning three strategies to become a more effective leader

Cornerstone Principles of Everything DiSC 363 for Leaders

- ▶ Your leadership is influenced by a **variety of factors** such as character, life experiences, cognitive abilities, and maturity
- ▶ *Everything DiSC 363® for Leaders* focuses on the **interpersonal aspects** of leadership
- ▶ All eight approaches **contribute to leadership success**
- ▶ While you don't need to excel in every area, you need at least some level of **competency in each** to be a great leader
- ▶ Leaders are most likely to have strengths in areas that reflect **their own styles**
- ▶ **Understanding yourself** better is the first step to becoming more effective when leading others

Everything DiSC 363 for Leaders describes a rich spectrum of behaviors called **Eight Approaches to Effective Leadership**. This model, pictured at left, is based on DISC®, a simple tool that's been helping people to connect better for over thirty years.

Individual leaders, followers, and organizations may prefer certain approaches over others. Effective leaders tend to use a range of approaches.

Your Leadership Outlook

Everything DISC 363® for Leaders

What follows is an overview of your tendencies as a leader based on your own responses to the assessment. Personalize your feedback by putting a ✓ next to things that are like you, an X next to items that are not like you, and a ? next to things you aren't sure about.

Taylor, you're probably a dynamic leader who pushes yourself and the group to reach ambitious goals. You expect others to maintain a fast pace, and you have little patience for people or processes that hinder the group's progress. Sitting still may be agonizing for you. Since you have a strong need for variety, you're often eager to seize new opportunities, especially when bold action is required.

Most likely, you want to have the freedom to set your own course as a leader. While you're probably quite collaborative at times, you want to reserve the right to decide how to spend your time and energy. You tend to be frustrated by situations that require you to jump through a lot of hoops, and you dislike policies and procedures that stand in the way of creative ideas that stretch current boundaries.

Because you have grand ambitions for yourself as a leader, you're probably attracted to high-profile assignments that will allow you to showcase your talents. You're often happy to accept responsibility, and you probably enjoy being in charge. Since you have the ability to create forward momentum in a group, you avoid getting bogged down in the details and may prefer to delegate more methodical responsibilities to others.

You tend to be a bold and adventurous leader. Because you like being spontaneous, you probably struggle with situations that require you to exercise highly disciplined analysis. You're open to taking risks, and you're willing to make decisions based on your gut instinct when necessary. As a result, you may find your goals and decisions challenged by more systematic colleagues who stress objectivity.

Like other leaders with your style, you probably leverage personal connections to help get the results you want. Your charisma and enthusiasm allow you to effortlessly rally others to support your goals. Most likely, you're quite candid and self-confident, and other people may naturally look to you for leadership. You may have discovered that tapping into other people's ideas brings a better chance of success, so you often create brainstorming opportunities.

When conflict arises, you probably approach it proactively in an attempt to get back on task. However, when put under a great deal of pressure, you may become combative or belligerent, lashing out at others with little concern for the consequences. While unleashing your anger may seem cathartic, this may cause others to find you intimidating or unapproachable.

Because you want to be heard, you tend to become frustrated when you feel that others aren't on board with your plans for the group. You may even run the risk of closing yourself off to input and becoming too insistent if you feel your ideas aren't taken seriously. You expect some public acknowledgement of your accomplishments, but you don't require a lot of gushing praise. And, because you value recognition yourself, your leadership approach often involves generously complimenting others.

Taylor, all of these behaviors reflect your top leadership approaches. Your most valuable contributions as a leader may include your pioneering attitude, your commanding presence, and your ability to energize people.

In the report that follows, you'll discover other people's perceptions of your leadership approaches. Some of these will agree with your own view of yourself, while others may disagree or even contradict. Through this process, you will be able to build self-awareness and a better understanding of what you can do to be a more effective leader.

Eight Approaches and their Practices

Everything DISC 363® for Leaders

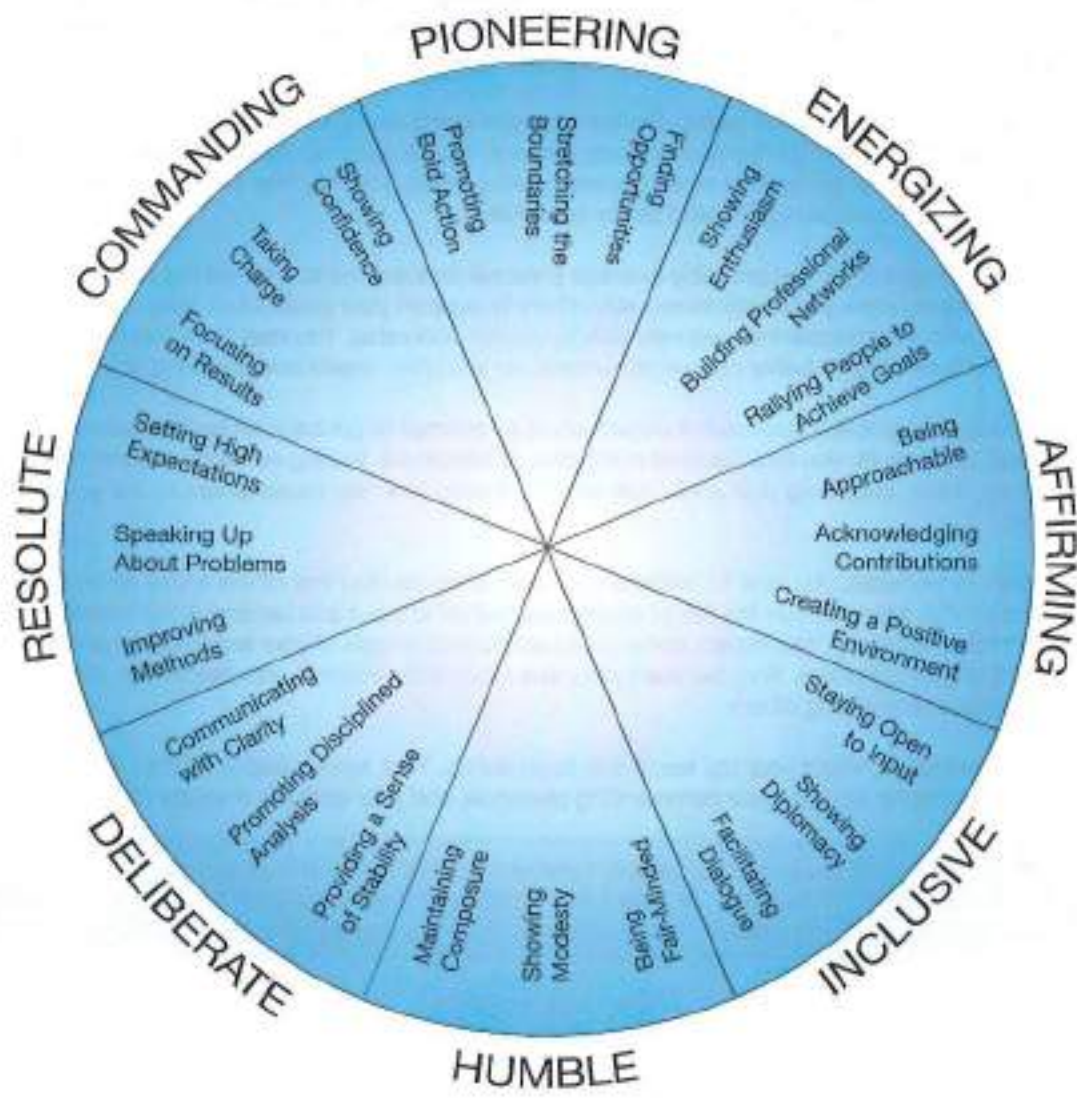
Everything DISC 363® for Leaders is supported by contemporary leadership research into the interpersonal characteristics of leaders. The result is **Eight Approaches to Effective Leadership**, a useful, inclusive framework for discussing the characteristics of effective leaders.

In your **Big-Picture Feedback** on the following pages, you'll discover how your colleagues see you performing on each of these eight approaches. You'll also see how your own self-ratings compare to those of your raters.

Each of the approaches is comprised of three **Practices**, or underlying components. The **Detailed Feedback** section of this report will give you insight into how much your raters see you using these practices.

Finally, in **Three Strategies for Development**, you'll discover your greatest strengths as a leader, and then you'll get in-depth information and concrete strategies for improving on the three practices that your raters want you to use more often.

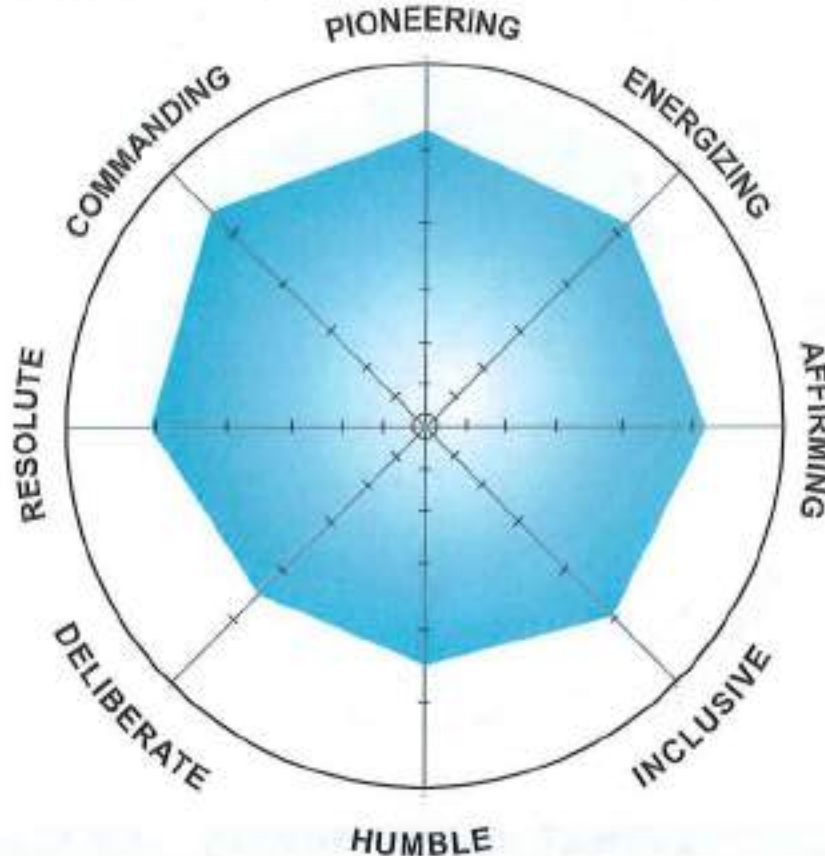
The Eight Approaches and their Practices



How Your Raters See You

Everything DISC 363® for Leaders

The graph below provides a snapshot of how your raters describe your performance on the eight approaches. The **shape of your graph** indicates their perceptions of how often you use each of the eight approaches. The closer that each point on the graph is to an approach, the more often your raters see you using that approach.



Definitions of the Eight Approaches

Pioneering:

A pioneering leader encourages the group to think creatively about their options and take chances on new opportunities.

Energizing:

An energizing leader builds enthusiasm for the group's goals and develops a wide network of professional connections.

Affirming:

An affirming leader is approachable and helps people feel good about their environment and their contributions.

Inclusive:

An inclusive leader gets a variety of people involved in the decision-making process and shows concern for their opinions and feelings.

Humble:

A humble leader maintains a modest, composed demeanor and can be relied upon to make decisions fairly.

Deliberate:

A deliberate leader provides a sense of stability for the group by communicating clearly and ensuring that decisions are made carefully.

Resolute:

A resolute leader creates high standards for the group and insists on using methods that maximize efficiency.

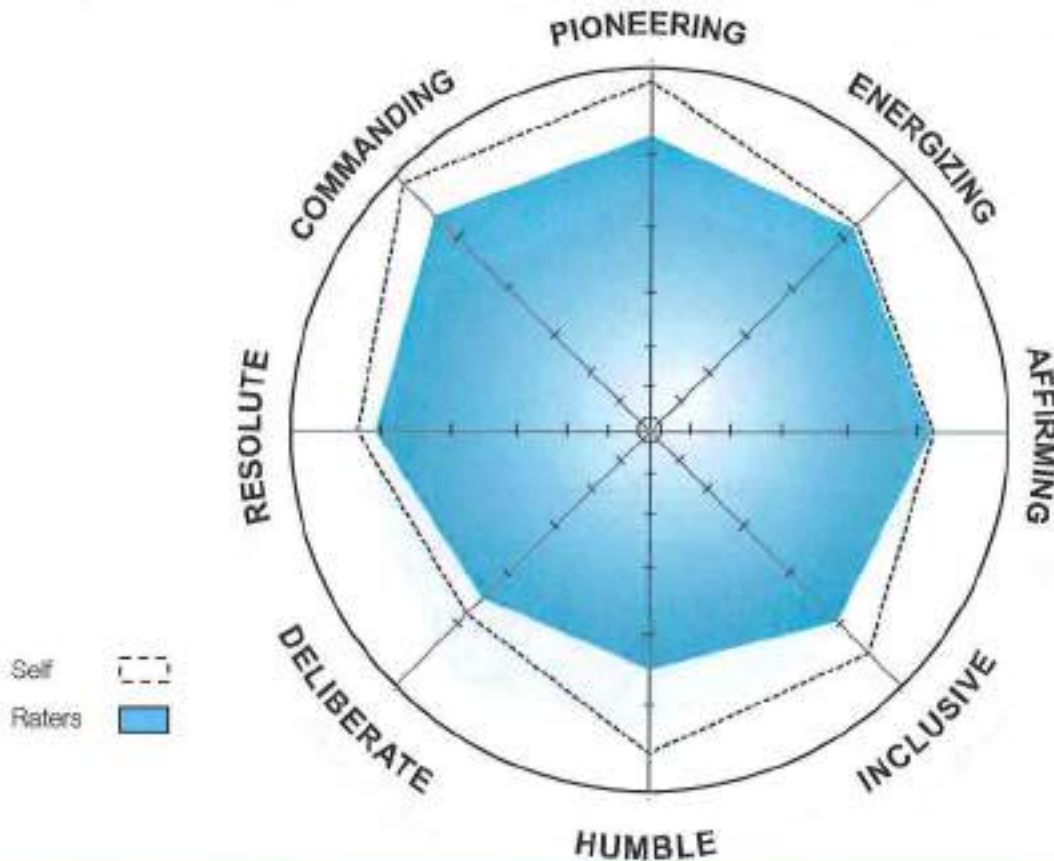
Commanding:

A commanding leader takes charge of situations with confidence and urges others to get results.

Self vs. All Raters

Everything DISC 363® for Leaders

The map below compares your self-ratings, as shown by the dotted line, with the ratings given to you by your raters.



How Your Ratings Compare

Overall, Taylor, there seems to be relatively little difference between how you rate your leadership performance and how others view your performance. In fact, only 25% of leaders show a difference as small as yours. In general, you seem to have a relatively high level of self-awareness when it comes to your leadership skills.

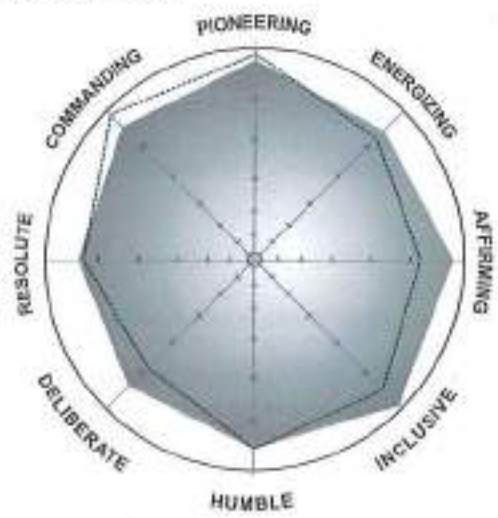
- You tended to see yourself as more Humble than others do. For example, you may overestimate how fair-minded you are when making decisions.
- You tended to see yourself as more Pioneering than others do. For example, you may overestimate how often you find new opportunities for the group.
- You tended to see yourself as more Inclusive than others do. For example, you may overestimate how often you facilitate open dialogue in the group.

The rest of this report will give you a chance to explore each of these areas in more detail.

Breakdown by Group

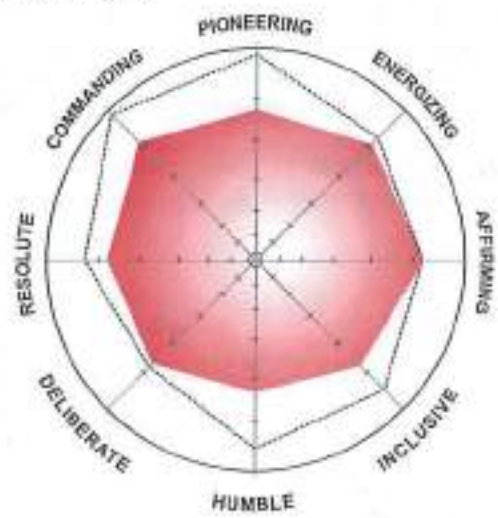
Everything DISC 363® for Leaders

Manager (1 rater)



Overall, your manager sees you using the Inclusive Approach most frequently and the Deliberate Approach least frequently. Compared to other leaders who took this assessment, your overall manager ratings are higher than average.*

Peers (6 raters)



Overall, your peers see you using the Affirming Approach most frequently and the Humble Approach least frequently. Compared to other leaders who took this assessment, your overall peer ratings are in the average range.*

Direct Reports (10 raters)



Overall, your direct reports see you using the Commanding Approach most frequently and the Deliberate Approach least frequently. Compared to other leaders who took this assessment, your overall direct report ratings are in the average range.* There was, however, a notable lack of agreement among your direct reports.

Others (6 raters)



Overall, the people in the "other" group see you using the Affirming Approach most frequently and the Humble Approach least frequently. Compared to other leaders who took this assessment, your overall "other" ratings are in the average range.*

Average refers to leaders across a variety of industries who have completed this assessment.

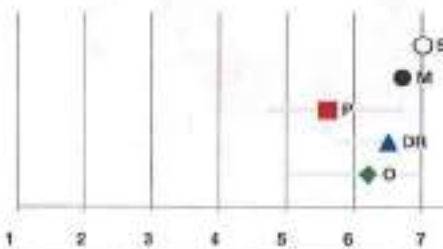
Three Practices of a Pioneering Approach

Everything DISC 363® for Leaders

Your Highlights:

- You tend to rate yourself a little higher on the Pioneering Approach than your raters do.
- There's only a moderate amount of agreement among your raters on how often you use the Pioneering Approach. Because of this, you may notice some contradictory comments from your raters.
- Your manager thinks that you use the Pioneering Approach more often than your other raters think you do.

Finding Opportunities: Pioneering leaders are often great at finding new opportunities and directions for the group, and others may admire their ability to uncover new possibilities.



Comments

- His passion for finding new opportunities encourages the rest of us to show initiative. (12 raters)
- He already does a great job of finding new opportunities. (11 raters)
- He already finds opportunities but would be even more effective if he did it more often. (2 raters)
- (Additional comments in the Appendix)

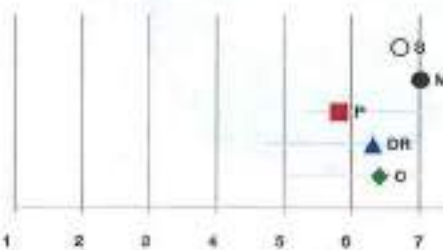
Stretching the Boundaries: Pioneering leaders challenge the group to push beyond their comfort zones, and others may appreciate that they help the group envision a new way of doing things.



Comments

- He's always willing to challenge the status quo. (11 raters)
- He already encourages people to go beyond their comfort zones. (9 raters)
- He already stretches the boundaries, but he would be more effective if he did it even more often. (8 raters)
- (Additional comments in the Appendix)

Promoting Bold Action: Pioneering leaders encourage people to take bold action, and others may appreciate that they're willing to take chances that could broaden the group's horizons.



Comments

- He is not afraid of change or adventure. (15 raters)
- I think he's good at knowing when to take risks. (11 raters)
- Although he doesn't focus on this area, I don't think that's part of his current role. (2 raters)
- (Additional comments in the Appendix)

Legend

- Self
- Manager
- Peers*
- ▲ Direct Reports*
- ◆ Others*

*Data point shows average; grey lines show score range for groups of three or more.

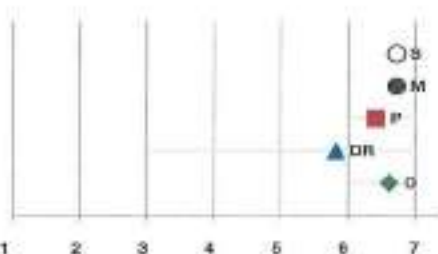
Three Practices of an Energizing Approach

Everything DISC 363[®] for Leaders

Your Highlights:

- You tend to rate yourself about the same on the Energizing Approach as your raters do.
- There's only a moderate amount of agreement among your raters on how often you use the Energizing Approach. Because of this, you may notice some contradictory comments from your raters.
- People in the "other" group think that you use the Energizing Approach more often than your other raters think you do.

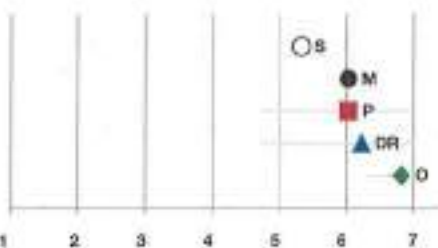
Showing Enthusiasm: Energizing leaders often have a contagious sense of enthusiasm, and others may appreciate that they create a fun, lively environment.



Comments

- People appreciate that he's usually lively and fun. (15 raters)
- He has a contagious sense of enthusiasm. (9 raters)
- Actually, he seems overly enthusiastic at times. (3 raters)
- (Additional comments in the Appendix)

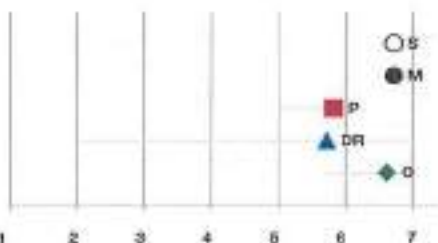
Building Professional Networks: Energizing leaders create a large, influential social network, and others may admire their knack for connecting the group to resources and opportunities.



Comments

- It's helpful that he has a wide range of connections. (19 raters)
- He already has a great network of professional connections. (12 raters)
- He builds connections with some people, but not others. (1 rater)

Rallying People to Achieve Goals: Energizing leaders rally people around new goals, and others may appreciate their ability to bring people together around a vision for the future.



Comments

- He gets people excited about the direction we're headed. (11 raters)
- He does a great job helping us see the big picture purpose of what we're trying to achieve. (8 raters)
- One of his real strengths is his ability to inspire people. (7 raters)
- (Additional comments in the Appendix)

Legend

- Self
- Manager
- Peers*
- ▲ Direct Reports*
- ◆ Others*

*Data point shows average; grey lines show score ranges for groups of three or more.

Three Practices of an Affirming Approach

Everything DISC 363® for Leaders

Your Highlights:

- You tend to rate yourself about the same on the Affirming Approach as your raters do.
- There seems to be a notable lack of agreement among your raters on how often you use the Affirming Approach. Because of this, you may notice some contradictory comments from your raters.
- Your manager thinks that you use the Affirming Approach more often than your other raters think you do.

Being Approachable: Affirming leaders often come across as approachable, and others may feel comfortable going to them for help or advice.



Comments

- I always feel comfortable going to him for ideas or advice. (13 raters)
- He's friendly and approachable. (9 raters)
- Whenever I ask for help, he responds very quickly. (9 raters)
- (Additional comments in the Appendix)

Acknowledging Contributions: Affirming leaders tend to focus on acknowledging the contributions of others, and this makes people feel that their efforts are valued.



Comments

- He does an excellent job giving credit where credit is due. (15 raters)
- He already acknowledges contributions, but I wish he would do it even more often. (5 raters)
- I think everyone appreciates how good he is at giving positive feedback. (4 raters)
- (Additional comments in the Appendix)

Creating a Positive Environment: Affirming leaders tend to be hopeful, and others probably appreciate that they create an encouraging, positive environment around them.



Comments

- He's passionate about helping others and supporting the work that they do. (12 raters)
- He looks for the best in people rather than the focusing on the negative. (11 raters)
- I think he spends enough time creating a positive environment. (3 raters)
- (Additional comments in the Appendix)

Legend

- Self
- Manager
- Peers*
- ▲ Direct Reports*
- ◆ Others*

*Data point shows average; grey lines show score ranges for groups of three or more.

Three Practices of an Inclusive Approach

Everything DISC 363® for Leaders

Your Highlights:

- You tend to rate yourself a little higher on the Inclusive Approach than your raters do.
- There seems to be a notable lack of agreement among your raters on how often you use the Inclusive Approach. Because of this, you may notice some contradictory comments from your raters.
- Your manager thinks that you use the Inclusive Approach more often than your other raters think you do.

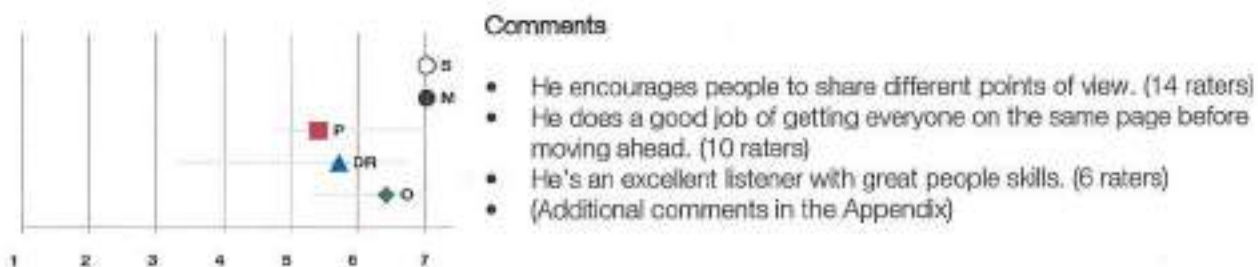
Staying Open to Input: Inclusive leaders show that they're open to input, so people may appreciate that their opinions are taken seriously.



Showing Diplomacy: Inclusive leaders show diplomacy when communicating, and others may appreciate that they show concern for people's feelings.



Facilitating Dialogue: Since Inclusive leaders tend to create open dialogue, others may admire their ability to help people find common ground.



Legend

- Self
- Manager
- Peers*
- ▲ Direct Reports*
- ◆ Others*

*Data point shows average; gray lines show score range for groups of three or more.

Three Practices of a Humble Approach

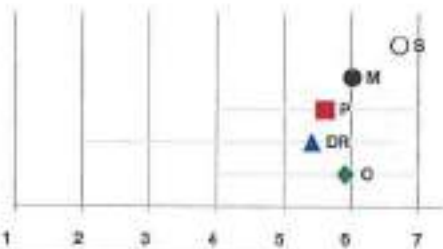
Detailed Feedback

Everything DISC 363® for Leaders

Your Highlights:

- You tend to rate yourself much higher on the Humble Approach than your raters do.
- There seems to be a notable lack of agreement among your raters on how often you use the Humble Approach. Because of this, you may notice some contradictory comments from your raters.
- Your manager thinks that you use the Humble Approach more often than your other raters think you do.

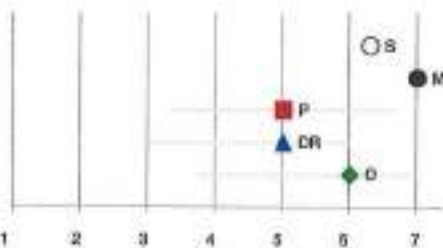
Maintaining Composure: Since Humble leaders tend to maintain composure during stressful situations, people may be less worried about delivering bad news or unfavorable feedback.



Comments

- He's really good under pressure. (11 raters)
- I appreciate that I can count on him to keep his cool. (9 raters)
- He has a stressful position, but doesn't take his frustration out on others. (7 raters)
- (Additional comments in the Appendix)

Showing Modesty: Humble leaders are usually quite modest, and people may appreciate that these leaders recognize their limitations and put others' needs above their own.



Comments

- He offers advice but doesn't overstep his bounds. (11 raters)
- He doesn't act arrogant or pushy. (10 raters)
- He puts other people's needs before his own. (6 raters)
- (Additional comments in the Appendix)

Being Fair-Minded: Humble leaders strive to be fair in their decisions, and people may appreciate that these leaders don't let their biases or emotions sway them.



Comments

- People trust him to make fair decisions. (14 raters)
- I've always found him to be fair-minded. (10 raters)
- It's not always clear how he makes his decisions. (4 raters)
- (Additional comments in the Appendix)

Legend

- Self
- Manager
- Peers*
- ▲ Direct Reports*
- ◆ Others*

*Data point shows average; gray lines show score range for groups of three or more.

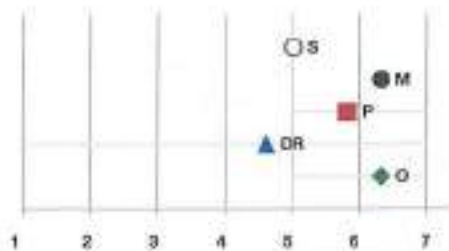
Three Practices of a Deliberate Approach

Everything DISC 363® for Leaders

Your Highlights:

- You tend to rate yourself about the same on the Deliberate Approach as your raters do.
- There seems to be a notable lack of agreement among your raters on how often you use the Deliberate Approach. Because of this, you may notice some contradictory comments from your raters.
- Your manager thinks that you use the Deliberate Approach more often than your other raters think you do.

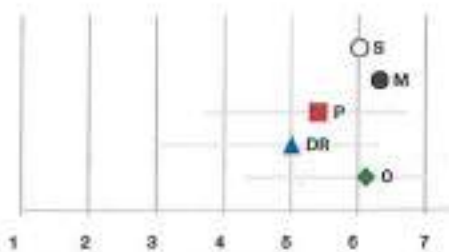
Communicating with Clarity: Since Deliberate leaders make a point of communicating with clarity, people don't have to worry about ambiguous or unclear messages.



Comments

- Most of the time, he communicates just fine. (6 raters)
- At times, it's difficult to understand what he's saying. (5 raters)
- I think he's already an excellent communicator. (5 raters)
- (Additional comments in the Appendix)

Promoting Disciplined Analysis: Deliberate leaders insist on conducting disciplined analyses before choosing a direction, so people often see them as good decision makers.



Comments

- He does a good job of calculating risks before acting. (7 raters)
- I think he's knowledgeable and analytical. (6 raters)
- He occasionally promotes ideas that don't seem very well thought out. (5 raters)
- (Additional comments in the Appendix)

Providing a Sense of Stability: Deliberate leaders strive to create a sense of stability for themselves and the people around them, and others may appreciate having a structure to follow.



Comments

- He does a great job in offering stable, thoughtful leadership. (7 raters)
- Sometimes he switches directions so quickly that it's hard for people to keep up. (6 raters)
- Providing stability is clearly one of his strengths. (6 raters)
- (Additional comments in the Appendix)

Legend

- Self
- Manager
- Peers*
- ▲ Direct Reports*
- ◆ Others*

*Data point shows average; grey lines show score range for groups of three or more.

Three Practices of a Resolute Approach

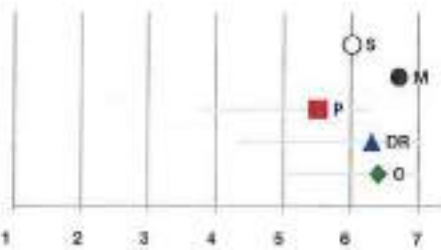
Detailed Feedback

Everything DISC 363® for Leaders

Your Highlights:

- You tend to rate yourself about the same on the Resolute Approach as your raters do.
- There's only a moderate amount of agreement among your raters on how often you use the Resolute Approach. Because of this, you may notice some contradictory comments from your raters.
- Your manager thinks that you use the Resolute Approach more often than your other raters think you do.

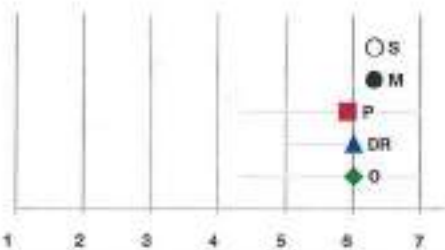
Setting High Expectations: Since Resolute leaders tend to set high expectations, others are likely to have confidence that the group will deliver top results.



Comments

- He seems comfortable holding people accountable. (11 raters)
- He clearly states his expectations and lets us know what we need to do to exceed them. (10 raters)
- He already does this, but he would be more effective if he did it even more often. (3 raters)
- (Additional comments in the Appendix)

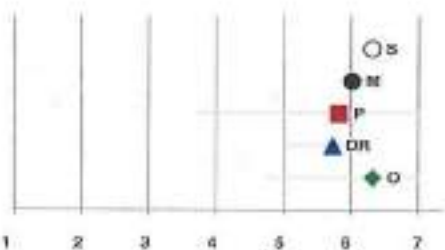
Speaking Up About Problems: Resolute leaders speak up when the group's processes aren't working, and others may appreciate that they don't let problems slip through the cracks.



Comments

- He's not afraid to speak his mind. (15 raters)
- He's not pushy, but he will ask questions if he thinks there's a problem. (9 raters)
- He sometimes speaks up about problems, but he would be even more effective if he did it more often. (4 raters)
- (Additional comments in the Appendix)

Improving Methods: Resolute leaders find ways to improve the group's methods, and others may appreciate how their practical, common-sense approach leads to greater efficiency.



Comments

- He takes the time to step back and evaluate how we can improve our methods. (8 raters)
- He's very efficient, and I wish he would use that talent to help others improve their methods. (5 raters)
- He can see when we're frustrated and helps us become more efficient. (4 raters)
- (Additional comments in the Appendix)

Legend

- Self
- Manager
- Peers*
- ▲ Direct Reports*
- ◆ Others*

*Data point shows average; grey lines show score ranges for groups of three or more.

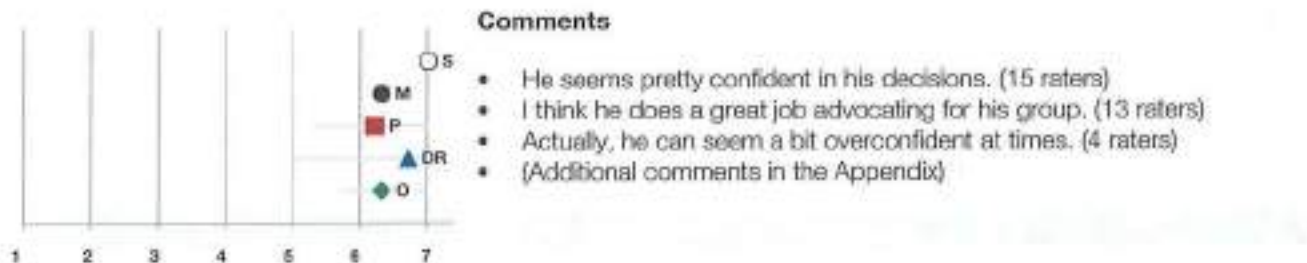
Three Practices of a Commanding Approach

Everything DISC 363® for Leaders

Your Highlights:

- You tend to rate yourself a little higher on the Commanding Approach than your raters do.
- There's only a moderate amount of agreement among your raters on how often you use the Commanding Approach. Because of this, you may notice some contradictory comments from your raters.
- Your manager thinks that you use the Commanding Approach more often than your other raters think you do.

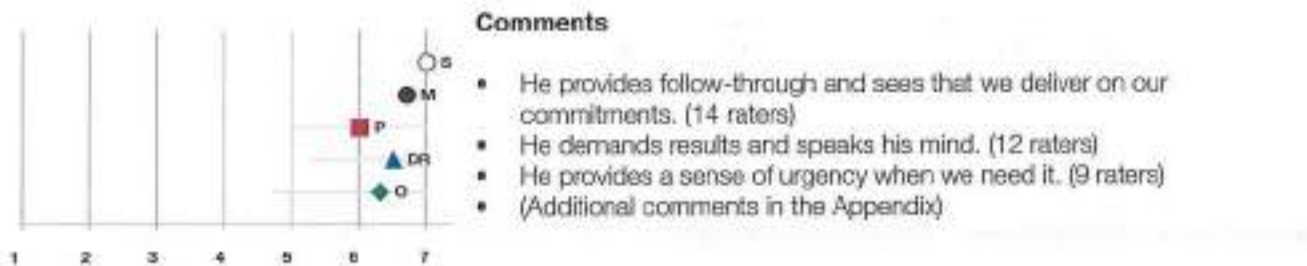
Showing Confidence: Commanding leaders speak and act with conviction, so others are likely to feel assured and confident in these leaders' abilities.



Taking Charge: Commanding leaders tend to step up and take charge when necessary, and people appreciate that they provide direction for the group.



Focusing on Results: Since Commanding leaders focus on results, people on their teams may see themselves as part of a productive, goal-oriented group.



Legend

- Self
- Manager
- Peers*
- ▲ Direct Reports*
- ◆ Others*

*Data point shows average, grey lines show score range for groups of three or more.

Your Greatest Strengths as a Leader

Everything DISC 363® for Leaders

Taylor, the next step is taking all the feedback you've been given and using it to become a more effective leader. First, let's take a look at your strengths. Below, you'll find the top three areas that your raters identified as your greatest assets. By staying focused on these strengths, you can put them to best use to increase your leadership effectiveness.

Strength #1: Being Approachable

Because people see you as **being approachable**, they are likely to feel comfortable coming to you for help or advice. You come across as warm and friendly, and you rarely appear too busy to talk. Because of this, you're more likely to be tuned into the needs and morale of your group, which can be a major asset to you as a leader. Your strengths likely include:

- You welcome casual conversations with people at all levels of the organization.
- You give others your undivided attention when they come to you for advice.
- Because you're not intimidating, people are more likely to let you know when problems arise, so you can address them in a timely manner.

Strength #2: Showing Confidence

Leaders need to speak and act with conviction in order to maintain the confidence and trust of the people around them. Since you **show confidence** and you aren't afraid to speak assertively, people probably feel assured of your abilities and see you as a leader who can steer them toward greater success. Your strengths likely include:

- You're confident in your opinions.
- You model self-assurance that can help the group feel more confident about its work.
- You're likely a strong champion for ideas and goals you think are important.

Strength #3: Taking Charge

It's hard to imagine an effective leader who doesn't provide direction for the group. Because you're willing to **take charge**, people can count on you to step up and make decisions, especially when no one else will. Your ability to see that decisions get made can instill a sense of confidence in the group, since they know that you'll provide the guidance they need. Your strengths likely include:

- You take charge of situations when leadership seems to be lacking.
- You're able to effectively step in and take control to maintain momentum.
- You take the lead in group situations so that people know whom to follow.

Your Three Strategies for Development

Now that you have a better idea of your strengths as a leader, let's take a closer look at the areas where your raters indicated you have the greatest opportunities for improvement. We'll explore the **three practices** that were chosen for you based on recommendations by your raters: **Showing Diplomacy**, **Communicating with Clarity**, and **Staying Open to Input**. Each of the next three pages will include the following three steps:

1. **Discover** why this strategy was chosen for you based on your raters' feedback.
2. **Personalize** the information by choosing from bullet points that help explain how your raters responded.
3. **Apply** what you've learned by selecting tips to increase your effectiveness.

Showing Diplomacy

Everything DISC 363® for Leaders

Three Strategies for Development

► DISCOVER

Why this practice of the Inclusive Approach was chosen for you.

Taylor, your raters were asked, "Do you think he needs to show more diplomacy?"

This is the number of raters who selected each of the three response options:

Yes, a lot more	1
Yes, a little more	13
No	9
Total Raters	23

Based on these responses, Showing Diplomacy was selected as one of your Three Strategies for Development. The information below is personalized based on your rater comments and self-assessment.

► PERSONALIZE ✓ X ?

Select the bulleted statements that best describe you.

- Your straightforward style may come across as blunt or aggressive.
- When there is a disagreement, you may spend more time making your point than listening to other people.
- You sometimes fail to take people's feelings into account.

► APPLY ✓ X ?

Choose tips to improve your effectiveness.

- Practice a more tactful method of giving feedback, even if it feels contrived to you. When you have input to share with a colleague, challenge yourself to start and end with a positive comment. This well-tested sandwich approach really does work, but it may take some practice since you generally prefer to speak your mind. Don't be discouraged if it feels unnatural at first.
- Trust plays a role in whether others see you as diplomatic. When interacting with others, be mindful of the strength of your relationships. Your personal history with individuals or groups affects how they interpret your words. When trust is present, it can serve as a buffer, and your intent is usually clear. However, without trust, diplomacy is absolutely essential. When you find yourself becoming reactive or aggressive, slow down and seek first to understand where others are coming from. If you show more diplomacy, people are more likely to collaborate with you willingly in the future.
- Take some time to consider how people demonstrate respect. Think of a relationship where you feel respected. What feels good about it? How does the other person ask you to do things? For example, do they make requests, or make demands? How do they question your opinions respectfully? How do they show respect for your time? Now, reflect on how you can take positive aspects of this relationship and apply them to your own leadership behavior.

Communicating with Clarity

Everything DISC 363® for Leaders

Three Strategies for Development

► DISCOVER

Why this practice of the Deliberate Approach was chosen for you.

Taylor, your raters were asked, "Do you think he needs to communicate with more clarity?"

This is the number of raters who selected each of the three response options:

Yes, a lot more	2
Yes, a little more	10
No	11
Total Raters	23

Based on these responses, Communicating with Clarity was selected as one of your Three Strategies for Development. The information below is personalized based on your rater comments and self-assessment.

► PERSONALIZE ✓ X ?

Select the bulleted statements that best describe you.

- You may find that it's sometimes difficult for others to understand you.
- Because you like to keep things moving, you don't always put your thoughts together before communicating.
- You may not always take the time to clearly state the topic before you explain your points.

► APPLY ✓ X ?

Choose tips to improve your effectiveness.

- When people are kept on a need-to-know basis, they're likely to feel frustrated and confused if plans change or a lot of new information comes their way. Take the time to understand how new information will impact others, and anticipate the questions or concerns they may have. Sending e-mails, updating shared files, and holding informal check-in meetings can all be effective ways to make certain that people are aware of new developments.
- When you lay out plans and goals, don't assume that others are privy to the necessary background information. Make sure to clearly explain decisions and events that have influenced your current message. Consider the least informed person in the room and imagine hearing the communication for the first time. Because people may be reluctant to admit when they aren't following your message, ask them to play back the main points to ensure understanding.
- While you're probably emphatic and persuasive when speaking, you may move too quickly past the main message. Because people often tune in and out of a long conversation or speech, clearly establish your main point and keep referring back to it. Show how the pieces fit together, and clearly explain how the details connect to the overall plan. Pause frequently to ask for questions. At the end, check in with people to make sure they understand how their roles fit into the big picture.

Staying Open to Input

Everything DiSC 363® for Leaders

Three Strategies for Development

► DISCOVER

Why this practice of the Inclusive Approach was chosen for you.

Taylor, your raters were asked, "Do you think he needs to be more open to input from others?"

This is the number of raters who selected each of the three response options:

Yes, a lot more	0
Yes, a little more	11
No	12
Total Raters	23

Based on these responses, Staying Open to Input was selected as one of your Three Strategies for Development. The information below is personalized based on your rater comments and self-assessment.

► PERSONALIZE ✓ X ?

Select the bulleted statements that best describe you.

- At times, you like to be quick to make decisions and move on.
- When you've made up your mind, you may not give serious consideration to other people's ideas.
- You can be so strong-willed that you refuse to reconsider your opinions.
- Because you have confidence in your own ideas, it may be hard for you to ask for others' opinions.

► APPLY ✓ X ?

Choose tips to improve your effectiveness.

- Because you tend to be confident, you may feel comfortable pushing through decisions without seeking input. However, the most effective leaders tend to consider others' feedback before moving ahead. Before you finalize a decision, run it by the group, and pause to evaluate the response. Take note of body language and expressions, and if people don't seem 100% on board, ask them to share their feelings. Then, you make the call: Would it be better to decide and move on, or to reopen the process?
- At times, you may be so certain about your own ideas that you reject any feedback that points out potential issues. When you find yourself becoming defensive about your ideas, take a step back. Use this as an opportunity to practice appreciating opposing viewpoints. Avoid being dismissive, and validate the other person by asking questions until you understand exactly what's driving his or her opposition. Then, go ahead and make the best possible decision.
- It's sometimes difficult to stay open to feedback that challenges your viewpoint or assumptions. Instead of reacting hastily and shutting others down, ask them for time to think about their suggestions. Then take a few minutes to reflect on your own motives for not considering their input. If possible, talk it through with an unbiased colleague who can give you an independent point of view and doesn't feel the need to validate your objections.

Data Summary

Everything DiSC 363® for Leaders

	All Raters	Self	Manager	Peers	Direct Reports	Other	Want to See More Often
PIONEERING	6.3	6.9	6.8	5.8	6.4	6.4	
Finding Opportunities	6.2	7.0	6.7	5.8	6.5	6.2	22%
Proposes new directions for the group	6.0	7.0	6.0	5.5	6.4	6.0	
Focuses on finding new opportunities	6.3	7.0	7.0	5.5	6.6	6.3	
Encourages us to explore new directions	6.3	7.0	7.0	5.7	6.8	6.3	
Stretching the Boundaries	6.3	7.0	6.7	5.9	6.3	6.6	26%
Encourages people to think outside the box	6.5	7.0	7.0	6.2	6.6	6.7	
Challenges others to push beyond their comfort zones	6.2	7.0	6.0	5.5	6.3	6.7	
Helps the group envision new ways of doing things	6.3	7.0	7.0	6.2	6.1	6.5	
Promoting Bold Action	6.2	6.7	7.0	5.8	6.3	6.4	9%
Encourages the group to take chances	6.2	7.0	7.0	5.7	6.3	6.5	
Champions bold and adventurous ideas	6.1	6.0	7.0	5.5	6.3	6.3	
Takes risks when necessary	6.4	7.0	7.0	6.3	6.3	6.5	
ENERGIZING	6.2	6.2	6.4	6.1	5.9	6.6	
Showing Enthusiasm	6.2	6.7	6.7	6.4	5.8	6.6	9%
Brings up the energy level of the group	6.0	7.0	6.0	5.8	5.8	6.7	
Encourages people with enthusiasm	6.1	6.0	7.0	6.5	5.5	6.7	
Shows passion for what we are doing	6.5	7.0	7.0	6.8	6.2	6.5	
Building Professional Networks	6.3	5.3	6.0	6.0	6.2	6.8	4%
Takes the initiative to meet new people	6.6	7.0	7.0	6.0	6.8	6.8	
Invites a variety of different people to social outings	5.7	2.0	5.0	5.5	5.2	6.7	
Maintains a wide circle of social contacts	6.6	7.0	6.0	6.5	6.5	6.8	
Rallying People to Achieve Goals	6.0	6.7	6.7	5.8	5.7	6.6	35%
Gets people excited about new goals	6.1	7.0	7.0	6.0	5.8	6.5	
Inspires other people	5.8	6.0	6.0	5.5	5.4	6.7	
Rallies people around a vision for the future	6.0	7.0	7.0	5.8	5.8	6.5	
AFFIRMING	6.1	6.1	6.8	6.1	5.6	6.7	
Being Approachable	6.5	6.7	6.7	6.7	6.3	6.7	13%
Comes across as approachable	6.4	7.0	7.0	6.7	6.2	6.5	
Welcomes casual conversations with people, no matter what their status is	6.8	7.0	7.0	6.7	6.8	6.8	
Comes across as warm and friendly	6.3	6.0	6.0	6.8	5.8	6.7	
Acknowledging Contributions	5.8	5.3	7.0	5.7	5.2	6.7	35%
Goes out of his way to recognize the contributions of others	5.8	6.0	7.0	5.5	5.4	6.7	
Makes people feel good about their accomplishments	5.9	5.0	7.0	5.8	5.2	6.8	
Makes sure that people know that their work is appreciated	5.7	5.0	7.0	5.7	5.0	6.7	
Creating a Positive Environment	6.0	6.3	6.7	6.1	5.4	6.6	13%
Creates a positive environment around him	6.3	6.0	7.0	6.7	5.8	6.7	
Helps people see the best in a tough situation	5.8	6.0	6.0	6.0	5.3	6.5	
Offers encouragement when people need it most	6.7	7.0	7.0	5.5	5.2	6.7	

Data Summary

Everything DISC 363® for Leaders

	All Raters	Self	Manager	Peers	Direct Reports	Other	Want to See More Often
INCLUSIVE	5.9	6.4	6.9	5.7	5.6	6.4	
Staying Open to Input	6.1	7.0	7.0	5.9	6.0	6.4	48%
Takes other people's input and ideas seriously	6.2	7.0	7.0	5.8	6.1	6.5	
Thinks it's important to consider everyone's ideas	6.1	7.0	7.0	6.0	5.8	6.5	
Shows willingness to reconsider his ideas when someone has a better one	6.1	7.0	7.0	5.8	6.0	6.3	
Showing Diplomacy	5.7	5.3	6.7	5.9	5.1	6.3	61%
Shows consideration for other people's feelings	5.8	4.0	7.0	6.0	5.0	6.7	
Genuinely listens to other people	5.7	6.0	6.0	5.8	5.4	6.2	
Uses tact when communicating with others	5.6	6.0	7.0	5.8	5.0	6.2	
Facilitating Dialogue	5.9	7.0	7.0	5.4	5.7	6.4	17%
Encourages people to share different points of view	6.2	7.0	7.0	5.7	6.3	6.5	
Invites other people's opinions and ideas	6.1	7.0	7.0	5.8	5.9	6.5	
Gets buy-in from team members before moving ahead	5.3	7.0	7.0	4.8	4.8	6.3	
HUMBLE	5.5	6.6	6.6	5.4	5.2	6.0	
Maintaining Composure	5.6	6.7	6.0	5.6	5.4	5.9	26%
Shows self-control when he's upset	5.7	7.0	7.0	5.8	5.3	6.0	
Remains calm when he's frustrated	5.7	7.0	6.0	5.5	5.8	5.8	
Handles disagreements in a rational, unemotional fashion	5.5	6.0	5.0	5.5	5.4	5.8	
Showing Modesty	5.3	6.3	7.0	5.0	5.0	6.0	36%
Recognizes his limitations	5.6	6.0	7.0	5.5	5.4	5.8	
Is quick to acknowledge when he's wrong	5.7	7.0	7.0	5.0	5.5	6.5	
Comes across as modest	4.7	6.0	7.0	4.5	4.0	5.7	
Being Fair Minded	5.6	6.7	6.7	5.4	5.2	6.1	22%
Makes decisions without letting his personal biases get in the way	5.4	7.0	7.0	4.8	5.1	6.2	
Makes decisions in a fair, objective fashion	5.9	6.0	7.0	6.2	5.5	6.2	
Gets buy-in from team members before moving ahead	5.3	7.0	7.0	4.8	4.8	6.3	
DELIBERATE	5.5	5.8	6.3	5.7	4.8	6.3	
Communicating with Clarity	5.4	5.0	6.3	5.8	4.6	6.3	52%
Uses clear, concise language when he communicates	5.4	4.0	6.0	5.8	4.5	6.3	
Presents his ideas in a clear, systematic way	5.2	5.0	7.0	5.5	4.4	6.0	
Takes the time to lay out his ideas so that everyone can understand	5.6	6.0	6.0	6.0	4.8	6.5	
Promoting Disciplined Analysis	5.4	6.0	6.3	5.4	5.0	6.1	39%
Makes sure people calculate risks before acting	5.3	5.0	6.0	5.2	5.0	6.0	
Promotes critical thinking when solving problems	5.8	7.0	7.0	5.8	5.5	6.2	
Thoroughly reviews the facts and options before making decisions	5.2	6.0	6.0	5.3	4.5	6.0	
Providing a Sense of Stability	5.6	6.3	6.3	5.8	4.9	6.4	39%
Provides enough consistency that people know what to expect	5.5	5.0	7.0	5.7	4.5	6.5	
Creates an environment where there is a sense of stability	5.8	7.0	6.0	6.2	5.1	6.5	
Provides a structure that people can follow	5.5	7.0	6.0	5.7	4.9	6.3	

Data Summary

Everything DISC 363® for Leaders

	All Raters	Self	Manager	Peers	Direct Reports	Other	Want to See More Often
RESOLUTE	6.0	6.2	6.3	5.7	6.0	6.2	
Setting High Expectations	6.1	6.0	6.7	5.5	6.3	6.4	26%
Sets high expectations for the group	6.6	7.0	7.0	6.2	6.8	6.5	
Makes it clear that mediocre performance is unacceptable	6.1	7.0	7.0	5.3	6.4	6.3	
Makes sure that people take responsibility for poor performance	5.7	4.0	6.0	5.0	5.6	6.3	
Speaking Up About Problems	6.0	6.3	6.3	5.9	6.0	6.0	22%
Speaks up when our methods are not working	6.0	6.0	6.0	5.5	6.0	6.3	
Points out when our plans are impractical	5.9	6.0	7.0	6.0	5.9	5.7	
Is willing to question processes that don't seem logical	6.1	7.0	6.0	6.3	6.1	6.0	
Improving Methods	5.9	6.3	6.0	5.8	5.7	6.3	43%
Makes sure that inefficiencies get addressed	5.7	7.0	6.0	5.2	5.6	6.2	
Makes sure that people apply common sense to our work methods	5.7	6.0	6.0	5.8	5.3	6.3	
Finds ways to improve our processes and methods	6.3	6.0	6.0	6.3	6.2	6.5	
COMMANDING	6.4	6.9	6.6	6.1	6.5	6.4	
Showing Confidence	6.5	7.0	6.3	6.2	6.7	6.3	4%
Shows confidence in his opinions	6.7	7.0	7.0	6.3	6.9	6.5	
Shows assertiveness when he speaks	6.3	7.0	6.0	6.0	6.5	6.3	
Speaks his mind	6.4	7.0	6.0	6.3	6.7	6.2	
Taking Charge	6.3	6.7	6.7	6.2	6.3	6.4	9%
Steps up and make decisions when no one else will	6.3	7.0	6.0	6.0	6.4	6.5	
Takes charge of situations when leadership seems to be lacking	6.4	7.0	7.0	6.7	6.3	6.3	
Takes the lead in group situations	6.2	6.0	7.0	5.8	6.2	6.5	
Focusing on Results	6.3	7.0	6.7	6.0	6.5	6.3	22%
Pushes himself and others to get results	6.4	7.0	7.0	6.3	6.5	6.3	
Sets ambitious goals for the group	6.1	7.0	7.0	5.3	6.4	6.2	
Comes across as action-oriented	6.4	7.0	6.0	6.3	6.6	6.3	

Comments for Taylor

Everything DISC 363® for Leaders

TOTAL RATERS: 23

of
Raters

PIONEERING

Finding Opportunities

- He already finds opportunities but would be even more effective if he did it more often. 2
- He already does a great job of finding new opportunities. 11
- I think we have plenty of opportunities and he needs to focus more on getting things done. 1
- His passion for finding new opportunities encourages the rest of us to show initiative. 12
- He takes a lot of personal responsibility for reaching goals, but doesn't hold everyone else to the same level of performance. 2

Stretching the Boundaries

- He already stretches the boundaries, but he would be more effective if he did it even more often. 6
- He doesn't focus on this, but I don't think stretching the boundaries is part of his current role. 1
- He's always willing to challenge the status quo. 11
- He already encourages people to go beyond their comfort zones. 9

Promoting Bold Action

- He seems to need proof before trying something bold. 1
- He already promotes bold action, but it would be great if he did it even more often. 1
- Although he doesn't focus on this area, I don't think that's part of his current role. 2
- Actually, he sometimes takes too many risks. 1
- I think he's good at knowing when to take risks. 11
- He is not afraid of change or adventure. 15

ENERGIZING

Showing Enthusiasm

- He sometimes seems checked out and not very interested in what we're doing. 1
- He already shows some enthusiasm, but he would be more effective if he did it even more often. 1
- Actually, he seems overly enthusiastic at times. 3
- People appreciate that he's usually lively and fun. 15
- He has a contagious sense of enthusiasm. 9

Building Professional Networks

- He builds connections with some people, but not others. 1
- It's helpful that he has a wide range of connections. 19
- He already has a great network of professional connections. 12

Rallying People to Achieve Goals

- He could do more to help us see the big picture purpose of what we're doing. 1
- He is in a unique position to inspire people. 1
- While he seems personally driven, he doesn't always inspire the same drive in others. 3
- He sometimes inspires us, but he would be more effective if he did it even more often. 4
- Although he doesn't focus on this area, I don't think that's part of his current role. 1
- One of his real strengths is his ability to inspire people. 7
- He does a great job helping us see the big picture purpose of what we're trying to achieve. 8
- He gets people excited about the direction we're headed. 11

AFFIRMING

Being Approachable

- He sometimes comes across as intimidating. 3
- He sometimes seems too busy to talk. 1
- He doesn't always seem interested in casual conversations. 1
- At times, he seems to be friendlier with some people than others. 2
- I'd appreciate it if he would give me his full attention when I'm talking to him. 3
- He's friendly and approachable. 9
- Whenever I ask for help, he responds very quickly. 9
- I always feel comfortable going to him for ideas or advice. 13

Acknowledging Contributions

- He acknowledges some people's contributions more than others. 1

Comments for Taylor

Everything DiSC 363® for Leaders

Appendix

TOTAL RATERS: 23

	# of Raters
I don't always know if he's happy with the work I'm doing.	2
He already acknowledges contributions, but I wish he would do it even more often.	5
Actually, he sometimes gives people credit that they haven't earned.	1
I think everyone appreciates how good he is at giving positive feedback.	4
He does an excellent job giving credit where credit is due.	15
Creating a Positive Environment	
I wish he was more optimistic about our work.	1
He seems unnecessarily critical at times.	1
He sometimes seems to take his stress out on others.	1
He already does this, but he would be more effective if he did it even more often.	1
I wish he would look for the positive in people rather than focusing so much on the negative.	2
I think he spends enough time creating a positive environment.	3
He looks for the best in people rather than the focusing on the negative.	11
He's passionate about helping others and supporting the work that they do.	12
INCLUSIVE	
Staying Open to Input	
He can be so strong-willed that he seems unwilling to reconsider his position.	2
He sometimes seems too quick to decide and move on.	7
He already does this, but he would be more effective if he did it even more often.	4
Actually, he is sometimes so open to input that he comes across as indecisive.	2
He sometimes listens but doesn't seem to hear what's being said.	4
When in doubt, I wish he would ask for others' opinions.	1
He's open to ideas, even if they might seem inconvenient.	7
I feel like he listens and really hears what's being said.	7
He's good about asking for other people's opinions when he's in doubt.	5
Showing Diplomacy	
He sometimes seems to overlook people's feelings.	4
During disagreements, he seems to spend more time making his points than listening to others.	5
He may not realize that his straightforwardness can come across as blunt or aggressive at times.	7
He already does this, but he would be more effective if he did it even more often.	4
He's great at helping people work through disagreements.	5
He's thoughtful and considerate of everyone.	5
Facilitating Dialogue	
He only takes on this role when there's a crisis.	1
He sometimes moves forward without getting buy-in.	1
He already does this, but he would be more effective if he did it even more often.	3
He does a good job of getting everyone on the same page before moving ahead.	10
He encourages people to share different points of view.	14
He's an excellent listener with great people skills.	6
HUMBLE	
Maintaining Composure	
Some people become uncomfortable when he gets excited or emotional.	3
He usually maintains his composure, but he could improve on this even more.	4
Although he sometimes gets upset, it doesn't really bother me.	1
Actually, it might help if he'd share his feelings more often.	2
He has a stressful position, but doesn't take his frustration out on others.	7
I appreciate that I can count on him to keep his cool.	9
He's really good under pressure.	11
Showing Modesty	
He sometimes seems to have a hard time admitting when he's wrong.	1
He doesn't always seem open to compromise.	1
He may not realize that he comes across as overconfident at times.	2
He already does this, but he would be more effective if he did it even more often.	1

Comments for Taylor

Everything DISC 363® for Leaders

TOTAL RATERS: 23

- Although he doesn't show a lot of modesty, it doesn't really bother me.
- Sometimes he seems to think he has all the answers.
- He doesn't act arrogant or pushy.
- He puts other people's needs before his own.
- He offers advice but doesn't overstep his bounds.

of
Raters
1
2
10
6
11

Being Fair-Minded

- He sometimes seems to play favorites.
- It's not always clear how he makes his decisions.
- He sometimes doesn't give consideration to all sides of an issue.
- He is already fair and balanced, but he would be more effective if he did it even more often.
- I sometimes feel like he's too quick to go over the heads of the people involved.
- People trust him to make fair decisions.
- I've always found him to be fair-minded.

3
4
3
1
2
14
10

DELIBERATE

Communicating with Clarity

- At times, it's difficult to understand what he's saying.
- He doesn't seem to fully form his thoughts before communicating.
- It would be helpful if he would clearly state the topic before he begins explaining his points.
- He already does this, but he would be more effective if he did it even more often.
- I think he's already an excellent communicator.
- Most of the time, he communicates just fine.

5
4
3
4
5
6

Promoting Disciplined Analysis

- He doesn't always make sure we calculate risks before acting.
- He occasionally promotes ideas that don't seem very well thought out.
- He sometimes seems dismissive of facts that don't agree with his point of view.
- While he already promotes disciplined analysis, he would be more effective if he did it even more.
- Although he doesn't focus on this area, I don't think that's part of his current role.
- It seems like he sometimes takes action without considering all the relevant information.
- He can sometimes be too trusting, which can lead to poor decisions based on incorrect information.
- He makes sure we have all the facts we need before making a decision.
- He does a good job of calculating risks before acting.
- I think he's knowledgeable and analytical.

3
5
2
1
1
4
1
5
7
6

Providing a Sense of Stability

- Sometimes he switches directions so quickly that it's hard for people to keep up.
- I'm not sure he appreciates how hard it is to do our work when things keep changing.
- I wish he would create the structure that we need.
- He already does this, but he would be more effective if he did it even more often.
- I like how he gives people plenty of time to process changes and new information.
- Providing stability is clearly one of his strengths.
- He does a great job in offering stable, thoughtful leadership.

6
3
1
2
3
6
7

RESOLUTE

Setting High Expectations

- He often seems pessimistic about his group's ability to achieve high standards.
- He seems to have high standards for some people, but not for everyone.
- He seems uncomfortable holding people accountable.
- He already does this, but he would be more effective if he did it even more often.
- Actually, he sometimes sets expectations too high.
- He seems comfortable holding people accountable.
- He clearly states his expectations and lets us know what we need to do to exceed them.

1
2
2
3
3
11
10

Speaking Up About Problems

- He sometimes seems to let inefficiencies slide.
- He sometimes speaks up about problems, but he would be even more effective if he did it more often.
- I think he's sometimes too eager to point out problems.

2
4
1

Comments for Taylor

Everything DISC 363[®] for Leaders

TOTAL RATERS: 23

	# of Raters
He's not pushy, but he will ask questions if he thinks there's a problem.	9
He's not afraid to speak his mind.	15
Improving Methods	
He doesn't always seem to recognize our frustration with inefficiencies.	1
He doesn't take the time to step back and evaluate how we can improve our methods.	2
Sometimes his methods are frustrating to me.	2
He already works on improving methods, but we would be more effective if he did it even more.	2
I think he could spend more time helping us better manage our time.	3
He's very efficient, and I wish he would use that talent to help others improve their methods.	5
He takes the time to step back and evaluate how we can improve our methods.	8
He is one of the most efficient people I know.	2
He can see when we're frustrated and helps us become more efficient.	4
COMMANDING	
Showing Confidence	
He already does this, but he would be more effective if he did it even more often.	1
Actually, he can seem a bit overconfident at times.	4
I think he does a great job advocating for his group.	13
He seems pretty confident in his decisions.	15
He appears to be gaining more confidence with experience.	3
Taking Charge	
He sometimes takes charge but would be even more effective if he did it more often.	2
At times, he micromanages, and it would be nice if he gave people room to make decisions on their own.	1
You can count on him to step up when people need direction.	15
People are willing to follow him because he's good at taking charge.	10
Focusing on Results	
It would be helpful if he created a greater sense of urgency.	1
His group needs him to set more concrete goals.	2
He already focuses on results, but he would be more effective if he did it even more often.	3
Actually, he seems to focus on results without considering the toll on others.	2
He provides a sense of urgency when we need it.	9
He provides follow-through and sees that we deliver on our commitments.	14
He demands results and speaks his mind.	12

Commission Memo



Prepared by: Michael McElwee
Date: April 23, 2019
Re: Building & Facility Naming List

One goal on the Executive Director's (ED) 2019 work plan is to prepare a clear list of consistent place names for key Port properties and facilities. Staff has prepared the attached draft list coupled with area air photos that orient each facility to its larger context. Staff has also prepared a Google Earth Tour that corresponds to the list and numbering of the list, available via email upon request as a .kmz file. Staff is seeking input and direction from the Commission before finalizing this document.

RECOMMENDATION: Discussion.

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PORT OF HOOD RIVER BUILDING & PROPERTY NAMES

APRIL 17, 2019

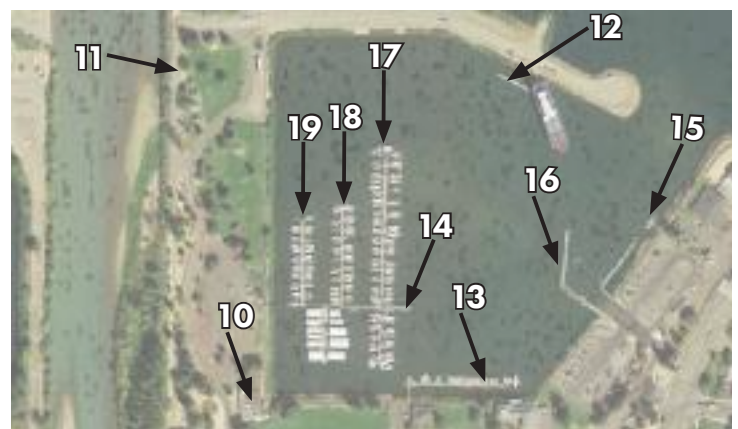
NAME / ADDRESS	MAJOR TENANTS	SQUARE FOOTAGE
HOOD RIVER:		
1. Big 7 Building , 616 Industrial Avenue	Electronics Assemblers, GorgeNet	42,103
2. Wasco Building , 205 Wasco Loop	Cloud Cap Technology, PacificSource	14,650
ODELL:		
3. Timber Incubator , 3872 Heron Drive	Wy'East Laboratories, Oregon Brine Works	10,000
WATERFRONT INDUSTRIAL AREA:		
4. Jensen Building , 400 Portway Avenue	Turtle Island Foods (Tofurky), ServePro	54,962
5. Halyard Building , 707 Portway Avenue	pFriem Brewing, LLC	19,846
6. Maritime Building , 910 Portway Avenue	Hood River Distillers	38,474
WATERFRONT EAST:		
7. DMV Building , 600 E. Port Marina Drive	DMV, Walden for Congress	2,320
8. Marina Office Building , 720 E. Port Marina Dr.	Hood River County Chamber	5,757
9. Port OfficeS , 1000 E. Port Marina Drive	Port of Hood River	2,320
MARINA / BOAT BASIN FACILITIES:		
10. Hood River Yacht Club Building	Hood River Yacht Club	839
11. Marina Park Sheds	Various (storage)	Various
12. Cruise Ship Dock		
13. South Basin Dock		
14. Shell Dock		
15. Fuel Dock		
16. Guest Dock		
17. A Dock		
18. B Dock		
19. C Dock		
KEN JERNSTEDT AIRFIELD:		
18. FBO Building , 3608 Airport Drive	TacAero	
19. Maintenance Hangar , "White Hangar"	TacAero	4,000
20. Yellow Hangar	TacAero	3,900
21. Blue Hangar	Russ Werner	29,420
22. Helicopter Hangar	Cloud Cap Technology	

FOR MORE INFORMATION:

Anne Medenbach, Development & Property Manager

Port of Hood River

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Commission Memo

Prepared by: Daryl Stafford
Date: April 23, 2019
Re: Marina Future Planning



Commissioner Shortt has been on the Commission for the last 8 years and will be retiring this June. He came to the Port of Hood River with a depth of knowledge and experience from managing and being responsible for the Port of Anacortes Marina that has over 1200 slips, along with managing and consulting for various other large Marinas across the country.

Staff has met with Commissioner Shortt and developed an Agenda that includes the following:

1. Mission Statement specifically for the Marina (Attached: pages from 2013 Waterfront Narrative)
2. Strategic Plan Development Specific to the Marina
3. Rates
4. Policy
5. Maintenance

Commissioner Shortt will lead the Marina discussion.

RECOMMENDATION: Discussion.

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BRIDGE REPLACEMENT PROJECT

Project Director Report

April 23, 2019

The following summarizes Bridge Replacement Project activities from April 5-17, 2019.

FINAL ENVIRONMENTAL IMPACT STUDY (FEIS)

We are about 20% through the NEPA process and are on schedule to meet the Record of Decision by the end of 2020.

The Schedule Change Log (dated 4/15) notes any changes to the schedule.

A list of activities to be completed over the next two weeks is also included in the packet. Important items include ongoing coordination with agencies and tribes, progress on reviews of technical memos and reports, preparation of formal letters to cooperating and participating agencies, and meeting with the Gorge Commission planners.

The May Update has been released and is on display in the Port's foyer and at the White Salmon library.

Chuck Green, the Port's NEPA advisor, will be meeting with the Project Team at their April and May monthly meetings. Green will attend the May 21st Commission Meeting to give a brief peer review report on progress. I have engaged Chuck extensively to gain a better understanding of the industry scheduling protocols.

Navigation Impact Report is currently being drafted. Last month I noted that that the Coast Guard Cutter Fir has a standing order of 83 vertical feet. In discussions with WSP, it appears that the concept drawings included a very slight arch and the 80-ft. clearance is at the low ends of the arch. WSP will be confirming what the clearance is of the arch's apex and whether that will be enough to meet the USCG's requirements.

Project team is working on scheduling the third EIS Working Group Meeting for some time in June.

Though the Washington budget bill is on track and will include appropriations for staffing a Vancouver I-5 bridge office, the larger transportation bill appears to be dead. A hearing on the transportation bill was held on April 18th.

Other items

- A review of the FY17-18 audit and FY18-19 shows that the Port anticipates about \$2.3M in accumulated toll revenue from the Feb. 2018 increase. That number could be higher if the \$500,000 contingency in the Bridge Repair/Replacement Fund is not used. As discussed during Spring Planning, the Port could unilaterally pay for some level of post-NEPA design to move the project forward.

MEETINGS SCHEDULE

- Project Leads (FHWA, ODOT, POHR) Meeting, 4/12
- Friends of Gorge Lunch, 4/12
- Presentation to Hood River City Council, 4/22
- Monthly Project Team Meeting, Portland, 4/24
- OPPA Ports Day, Salem, 4/25. Meetings with Hood River legislators plus leadership of the transportation committees.
- Coast Guard Industry Breakfast, Portland, 5/16
- Klickitat County Transportation Meeting, Bingen, 6/5
- Hood River Rotary Bridge Update Presentation, 6/6

Hood River Bridge Replacement Project - Schedule Change Log

Updated 4/15/2019

Prior Schedule		Current Schedule			Explanation of Change	Impact to Schedule	Delay to Any Critical Path Activities?							
Date	Line No.	Date	Line No.	Activity Name			Invitation Letters	Agency/Tribe Review Method Memo	ESA Consultation	Section 106 Coordination	SDEIS Publication Date	FEIS/ROD Publication Date	FEIS Footprint Set Date	Confirm Navigation Clearance
3/12/2019	71	4/15/2019	71	WG#3 Meeting	Meeting date pushed out to align with materials production	None	No	No	No	No	No	No	No	No
	83		83	Community Outreach Event #3	Meeting date pushed out to align with materials production	None	No	No	No	No	No	No	No	No
	87		87	EI Event #2	Meeting date pushed out to align with materials production	None	No	No	No	No	No	No	No	No
	147		147	FHWA review of letters	Completed 4 days early	None; enabled WSP's earlier delivery of final letters to FHWA	No	No	No	No	No	No	No	No
	149		149	FHWA distributes letters	Distributed 3 days past schedule	Mitigated with a shorter response period (Line 15)	Yes (distributed 3 days late)	No	No	No	No	No	No	No
	150		150	Agency response period	Shortened to 22 calendar days versus 30 calendar days	None; overall shortened schedule by 3 days	No	No	No	No	No	No	No	No
	n/a		151-156	Letters to BIA and tribes	Broke out BIA & tribal letters from agency letters due to ODOT cultural staff request (see discussion on Lines 205-206 below)	Delayed 1 month	Yes (response period will close 1 month after agencies)	Yes (reviews will be delayed 1 month for BIA & tribes)	No	No	No	No	No	No
	155		161	Revise Tribal Consultation Plan	Tied to ODOT cultural resources meetings (see discussion on Lines 205-206 below)	Meetings to provide additional information to ODOT staff are delaying Section 106 activities and tribal consultation plan; delay in tribal plan is not causing delay in other tasks since the plan is more a documentation tool	No	No	No	No	No	No	No	No
	159		167	Agency Meeting #1	Meeting date pushed out to align with environmental technical report production	None; meeting is not linked to completing any deliverables	No	No	No	No	No	No	No	No
	164		172	Revised Methodology Memo	Delayed 2 days to complete revisions	None	No	No	No	No	No	No	No	No
	n/a		173-174	FHWA review of the Methodology Memo and WSP revisions	Additional time added for FHWA to review and WSP revision	Uses the float time in the schedule between the methodology memo and review by the cooperating and participating agencies	No	No	No	No	No	No	No	No
	167-175		177-195	Environmental technical reports	At request of FHWA and ODOT, reports broken into 3 staggered review groups instead of the 2; added new FHWA review and WSP revision cycles	Adds an extra month to complete all technical reports; schedule links revised to run some of the technical report finalizations concurrent with the SDEIS Admin Draft #1 production to avoid overall delay to the SDEIS	No	No	No	No	No	No	No	No
	n/a		205-206	Add meetings with ODOT cultural staff	Requested by ODOT	Meetings to provide additional information to ODOT staff are delaying Section 106 activities and tribal consultation plan, Section 106 activities must be completed before the FEIS/ROD are published. There is plenty of float time in the schedule to absorb the delay.	No	No	No	Yes (Sec 106 activities delayed 1.5 months)	No	No	No	No
	n/a		212-213	APE review by ODOT	Adjusted to hold 2 meetings with ODOT cultural staff, revise the APE and involve a second ODOT review	APE completion delayed 1.5 months	No	No	No	Yes (Sec 106 activities delayed 1.5 months)	No	No	No	No
	197-204		n/a	Cultural methodology memo	Merged with the APE task since they are joint deliverables	None	No	No	No	No	No	No	No	No
	210-213		n/a	Section 4(f) evaluation	Merged with the environmental technical tasks per request of ODOT	None	No	No	No	No	No	No	No	No
	216		228, 231-232	FHWA review of DEIS re-evaluation	Separated FHWA review from Port and ODOT review; added a new line for FHWA signature	Added 6 weeks; no schedule impact since this task completion is not required for other tasks	No	No	No	No	No	No	No	No
	n/a		235-241	Notice of Intent	Added tasks to the schedule	None; task is being run concurrently with other tasks	No	No	No	No	No	No	No	No
	220		235	SDEIS Outline	Delayed to not overburden ODOT and FHWA	Used some of the float time before the SDEIS production starts	No	No	No	No	No	No	No	No
	232, 261		254, 285	Cooperating agency reviews of SDEIS and FEIS	Added reviewers per request of USACE and USCG	None	No	No	No	No	No	No	No	No

Hood River Bridge Replacement Project - Schedule Change Log

Updated 4/15/2019

Prior Schedule		Current Schedule			Explanation of Change	Impact to Schedule	Delay to Any Critical Path Activities?						
Date	Line No.	Date	Line No.	Activity Name			Invitation Letters	Agency/Tribe Review Method Memo	ESA Consultation	Section 106 Coordination	SDEIS Publication Date	FEIS/ROD Publication Date	FEIS Footprint Set Date
	285-287		307-311	Roadway geometry subtasks	Revised to be concurrent/iterative rather than sequential; zeroed out erosion control (not needed for NEPA phase)	None	No	No	No	No	No	No	No
	304		328	Photo simulations	Delayed until meetings with Gorge Commission provide more direction on visual impact analysis standards (delay is 7 weeks)	Visual Technical Report may have placeholders for the photo simulations during early review cycles; no impact to the SDEIS or FEIS is expected.	No	No	No	No	No	No	No
	327		351	Draft transportation technical report	Delayed 4 days	Delays completion of the final report 4 days	No	No	No	No	No	No	No
	n/a		353-354	FHWA review of the transportation technical report	Added extra review and WSP revision cycle	Delays completion of the final report 6 weeks (combined total of Line 351,354 is 7 weeks); delays start of any longer-term traffic analysis for tolling/revenue work by others, if needed. No delay to SDEIS or FEIS since traffic analysis is being shared with other technical leads as transportation report is undergoing reviews/revisions.	No	No	No	No	No	No	No
			393	Gorge Commission Meeting #2	Delayed 2 weeks at request of Gorge Commission	Delays photo simulations task start	No	No	No	No	No	No	No
	n/a		394	Gorge Commission Meeting #3	Added new meeting (date is estimated based on ongoing scheduling coordination)	Delays photo simulations task start	No	No	No	No	No	No	No



MEMO

TO: Kevin Greenwood, Hood River Bridge Replacement Project Director, Port of Hood River
FROM: Angela Findley, WSP
SUBJECT: Projected Work – Through May 15, 2019
DATE: April 15, 2019

The following work is projected to occur from April 15-May 15:

TASK 1. PROJECT MANAGEMENT

- Client progress meeting on April 24
- Invoice for March activities
- Coordination with Port, Consultant Team and other agencies

TASK 2. PUBLIC INVOLVEMENT

- Website content updates as needed
- Schedule Working Group Meeting #3 (late May or early June)

TASK 5. ENVIRONMENTAL

- Coordinate with ODOT, WSDOT and FHWA on technical reviews, tribal coordination and all other facets of NEPA compliance
- Log responses from cooperating/participating agencies
- Prepare invitation letters for the US BIA and tribes; coordinate with FHWA to distribute
- Revise the Tribal Coordination Plan; submit to ODOT for second review and revise as needed
- Revise the Methodology Memo for all resources (except cultural resources and transportation) based on FHWA review; distribute to cooperating/participating agencies
- Begin draft environmental technical reports
- Revise the Cultural Resource Area of Potential Effects (APE) and Methodology Memo; coordinate with ODOT for a second review; revise and coordinate with ODOT to submit to the Oregon and Washington State Historic Preservation Offices
- Coordinate with ODOT tribal liaison to schedule meetings with tribes



- Obtain FHWA's signature on the Draft EIS Re-evaluation
- Revise the draft Notice of Intent (NOI) and coordinate with FHWA to publish the NOI in the Federal Register

TASK 6. ENGINEERING

- Complete post-processing of aerial and bathymetric survey data
- Begin bridge hydraulics analysis
- Complete the refined roadway and stormwater design associated with the roadway approaches to the bridge, including pedestrian/bicycle connections, to support the environmental technical work
- Hold coordination meeting with WSDOT on Washington roadway approach
- Begin architectural concepts development

TASK 7. TRANSPORTATION

- Submit the draft Transportation Technical Report for ODOT and WSDOT review

TASK 8. PERMIT ASSISTANCE

- Prepare presentation to the US Coast Guard's Industry Breakfast on May 16
- Continue following up with river users to obtain survey responses
- Continue preparing the draft Navigation Impact Report
- Schedule next meeting with the Gorge Commission and Hood River County; invite the US Forest Service



EIS UPDATE

BRIDGE REPLACEMENT PROJECT

MAY 2019

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

What's new on the project?

- Continued collecting data through a survey with river users, and began preparing the navigation impact report requested by the US Coast Guard to make a preliminary determination on the navigation clearance for the new bridge.
- Conducted aerial and bathymetric surveys to develop base maps and data for the new bridge engineering effort.
- Met with the Gorge Commission and Hood River County to discuss future National Scenic Area permitting considerations for a new bridge that should be addressed in the EIS.
- Coordinating with the Oregon and Washington State Departments of Transportation (ODOT and WSDOT) on the conceptual design for the bridge approach roadways.
- Advancing the transportation technical report to gather review comments from ODOT and WSDOT.
- Obtaining reviews and comments on the environmental methodology memo from tribes and agencies participating in the NEPA process.
- Preparing the environmental technical reports.

What are the next steps?

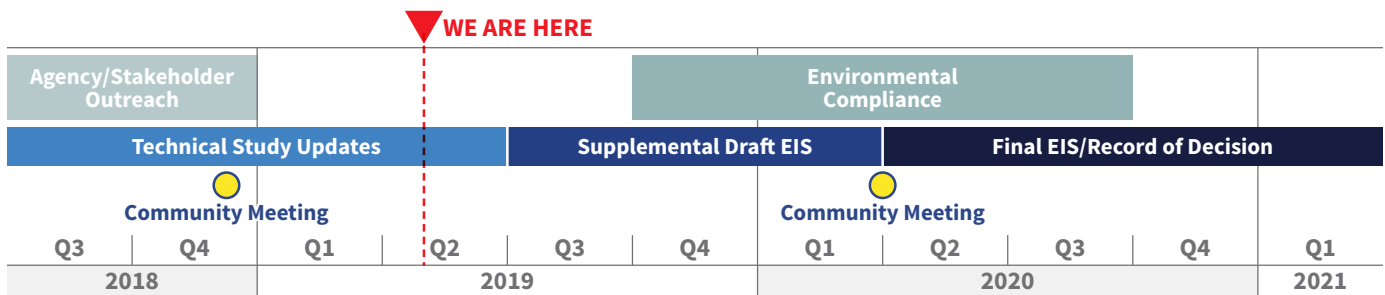
- Prepare the navigation impact report and continue coordination with the US Coast Guard and US Army Corps of Engineers.
- Arrange a work session with the Gorge Commission, Hood River County and the US Forest Service to discuss aesthetic concepts for the new bridge.
- Initiate government-to-government consultation with federally recognized tribes and arrange individual meetings with tribal leadership and/or staff.
- Coordinate with state historic preservation offices and tribes to identify the area be studied for historic and archaeological resources.
- Hold the third Working Group meeting to review technical work and get an update on interagency coordination efforts.
- Prepare environmental technical reports for ODOT and WSDOT review.



How would bridge replacement benefit the Columbia River Gorge communities?

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

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



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

PROJECT CONTACT

Kevin Greenwood, Project Director
 ☎ 541-436-0797
 @ kgreenwood@portofhoodriver.com

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Executive Director's Report

April 23, 2019

Staff & Administrative

- Thank you to all Commissioners for attending the Spring Planning Work Session April 9th. The extended discussion was very beneficial for preparation of the FY 19/20 Budget. The Budget Committee meeting is scheduled for Tuesday May 7, starting at noon.
- Oregon Ports Day in Salem will be held April 25. The activities include meetings with legislators and an OPPA-sponsored reception. Kevin Greenwood will attend.

Recreation/Marina

- Attached are minutes from the April 4 meeting of the Waterfront Recreation Committee.
- The replacement of the C Dock main power line is scheduled to be carried out the week of April 22. Staff will provide a schedule update at the meeting.
- The chain link fence, footings, and some asphalt along the west perimeter of the Marina Basin is being replaced and repaired due to erosion.
- I believe our efforts to develop a SUP/Kayak storage facility for this season should be terminated. The expected project cost is high and the market demand at the lease rates that would be required are too uncertain. Staff is discussing alternative ideas with the Hood River Outrigger Canoe Club.
- Genevieve has been coordinating placement of Art of Community's Big Art public art pieces for this year – two at the Barman property for improvements to the public transit transfer area and one at the Port office building.



- Pre-season discounted sales of season parking passes for the Event Site and Jensen Beach recreational lots began on April 1. Staff has fulfilled over 100 orders at the time of printing, with over \$12,000 in revenue.

Development/Property

- The Union Pacific (“UP”) use permit for Lot #1 has been extended through April 30. UP crews have been delayed in completing their work due to mainline activity.
- The agenda for the Urban Renewal Board work session April 18 has been finalized and materials distributed. The meeting outcomes will be a topic of discussion at the Commission meeting.
- EcoNorthwest has completed the attached Market Assessment for Lot #1. Two additional interviews were conducted, and changes were made in the Executive Summary.
- Genevieve and John are working with Columbia Area Transit (“CAT”) and ODOT’s Columbia Gorge Express to finalize plans for the 2nd summer of using the Barman site for a bus transfer location. CAT intends to locate a new bus shelter there and add signage, art and landscaping. See attached site sketch. An agreement with CAT is being prepared.

Airport

- Groat Brothers is expected to return to the Airport to complete final grading and seeding per the contract starting April 23, if weather allows
- Recent night flights based from the Airfield prompted several complaints from residents in the Mid-Valley. Staff distributed a TacAero-written notification of the night flights to Airport Advisory Committee members, all persons that have submitted Airport Noise Complaints, and everyone that requested notifications at the Public Meeting held in 2018.

Bridge/Transportation

- Work continues on the lift span motor/skew system replacement project. The second phase of work occurred in the overnight hours of April 9 and 10 when the bridge was closed to all vehicle traffic. The closure was required for the contractor to raise the new lift span motors and housing and tie the skew cables.
- Abve & Svoboda, Inc. (A&S), the low bidder for the Miscellaneous Bridge Truss & Steel Repairs project, has taken field measurements and will be starting fabrication of steel components soon. Staff will provide a schedule update at the meeting.
- The IGA with ODOT associated with project access to the I-84 Hood River Bridge Project has been finalized by staff and is being reviewed by Counsel. A flyer describing the project is attached.

Waterfront Recreation Committee Meeting

Thursday, April 4th 2019 8am

Location: Port Boardroom

Hosted by- Port First Chair- Commissioner Ben Sheppard, Port Staff- Daryl Stafford

Present:

- **Clubs & Groups:** Canoe/HROCC- Bernie Boglioli, CGKA- Pepi Gerald and Adam Lapierre, CGWA- Bart Vervloet and Sam Bauer, The Slider Project- Rich Sabo
- **Food Wagons:** Sandbar Café- Susie Dow, The Downwinder- Ronda Bresin
- **Kite Schools:** Cascade Kiteboarding- Tonia Farman, KTG- Carlos Cornieles and Spring Milward,
- **Parks & Rec:** Mark Hickock
- **SUP & Windsurf Concessions:** Big Winds TJ Gulizia, Hood River SUP and Kayak- Justin Teague, Gorge Paddle Center- Todd Anderson, Stoke on the Water: Joel Yang
- **Unique Concessions:** Stawicki Photography- Bob Stawicki
- **Water Patrol Sheriff-** Curtis Kowell

Welcome and Introductions: Daryl

News from the Port- Overview provided by Daryl

1. **Parking-** Highlighted changes by the Port for 2019 and the plan for the Kiosks at the Event Site Parking Lot, City paid parking on the Waterfront, Event Site Booth opening May 24th and the early Season Pass sales.
2. **Events & Port Projects scheduled for this summer on the Waterfront-** provided a Master Calendar with dates. Daryl will email the group on the 1st and 15th of each month with any updates.
3. **Signs-** Directions & Wayfinding- Master Plan for the walking path, large general signs for entrance to the Waterfront to direct people to Event Site, Spit, Waterfront Park and the Hook.
4. **Dogs-** Conversation with Rachael, new Dog Patrol for HR. She will focus on walking path and Event Site. She is the only personnel available for animal control and works M-F. She suggested more signage. She will be unable to patrol the SPIT at this time.
5. **High water access dates/ signs-** Rob will set up Kite Launch Pad & Kiting safety signs April 15. Port Staff proposed May 23rd last day for launching on grass. Adam & Pepi from CGKA suggested that we do not set the date that early due to the expected high water. The Port will work with them on monitoring the crowds and water levels to insure the best measures for safety.
6. **New Food Concession-** Staff introduced Ronda Bresin who recently purchased the Island Grind food wagon at the Event Site. She has renamed it "The Downwinder" and has partnered with Shane Eagon that owns Four & Twenty Blackbirds. They will be offering a healthy based menu with similar price points that the IG had.

7. **Concession Requests-** Staff let the group know that Alex & Jerry Thon had come before the Commission with Water Park Proposal for Nichols Basin. Questions regarding access, parking, security and safety were discussed.



8. **SUP Storage at Nichols Basin-** Staff provided estimates for proposed storage units at Nichols Basin and requested feedback from the group. To fit the Port financial model, annual leases would roughly cost:
- SUP Racks Open non-fenced (36"x14"x15')- \$190
 - SUP/Kayak Box enclosed Small (36"x12"x15')- \$430
 - SUP/Kayak Box enclosed Large (36"x18.5"x15')- \$670



Bart from CGWA commented that he didn't think his constituents would be interested as the location and design would not work for windsurfing gear. Bernie from HROCC said the sizes would not work for his user group. Todd Anderson commented that people want storage for SUPs, however the prices seemed high because of the seasonal nature of SUPing in HR.

9. **Event Site Restroom Designs-** Staff shared the rough plans from Liz Olberding that were presented to the Commission last month. Comments regarding the quick fix with addition of changing rooms were positive.
10. **Proposed Dock Extension for Nichols Basin-** Staff let group know that this Project has been tabled due to the permitting having been denied.
11. **Data from the Waterfront Report 2018-** Staff shared some of the stats from last summer showing the growth and increase in users along the waterfront.

Discussion:

Water Safety: Deputy Curtis Kowell discussed his role at the department and how it has recently changed due to Wasco County having issues and needing his help, spreading him very thin. He will have his assistant Adam available to help for the Hood River Area. He discussed water safety and protocol for rescue. Port Staff shared the stats from last summer of increased time on the water that the Sheriff had by donating the fuel to aide logistics. Deputy Kowell was grateful and hopes for the same offer this year.

Cascade Kiteboarding, Kite the Gorge, Stawicki Photography and CGW2 discussed the need for a rescue boat during the busy times due to how many people have needed their help. Discussion on the challenges that they face performing rescues while teaching their lessons, and how it impacts their businesses. Bart said CGW2 hopes to

have a boat designated for that purpose with the challenge being staffing. Carlos is working on acquiring a rescue sled to tow behind one of his jet skis full time.

- **New Group Formed: CGW2-** Bart announced that the CGWA has merged with the kite association, CGKA, to now represent all wind/watersports. The official name is Columbia Gorge Wind and Water Association. They will have the same mission of protecting safe and abundant access to the Gorge for recreational and competitive Wind and Water sports. They will be helping with the Paddle Champs Outrigger & Surf Ski race this summer to embrace that user group. They will also continue with their Swaps to raise money for youth programs and organizing work groups for launch-site clean-ups.
- **Kids SUP Program has been expanded:** TJ Gulizia from Big Winds is working on a program for kids with Local SUP Pro Fiona Wylde that will be offered through Community Ed and BW that will be held Tuesdays and Thursdays in Nichols Basin. He is also working on a program to educate paddlers of all sorts on the use and requirements for PFDs.
- **DOG Park:** Mark Hickock from Parks & Rec said the City is revisiting the development of the Dog Park near the Hook. They plan to start in small sections and add on as budget allows and hopeful to start this summer. He also explained SDC grants and asked the group to think about projects that would serve the public in recreation areas.
- **New Kids Outrigger Program:** Bernie Boglioli from HROCC was excited to announce the start-up of a Jr. outrigger program spearheaded by Jon Davies and Todd Clay. They may be running it through Community Ed and hope to have a large interest. Club would also like to pursue offering storage for surf skis within their fenced area. The Club is now up to 100 members. He expressed interest construction of a Canoe Shelter (Hale) if the opportunity for space would be available.
- **Beach Clean Up:** CGW2 will organize a large beach clean up of the spit to remove debris that pose hazards to the user groups. They will coordinate with the Sheriff & the Army Corps along with Port Staff. The Slider Project has been working on cleaning up of the debris on the banks of the Spit.
- **Congestion at the SPIT:** Rich Sabo from the Slider Project fielded questions regarding set-up, placement and safety for the area at the mouth of the Hood River. Consensus was education for the young kids and spreading out the kite schools.
- **Events:** Questions regarding parking during large events were fielded by KB4C organizer Tonia Farman. The Event Site will remain open to Pass Holders with Lot #1 available for overflow.

Brief Highlights:

- The Sandbar Café will be expanding their menu & hours now offering breakfast.
- BW Downwind Shuttle will start running when conditions are favorable, price of \$12. Stoke on the Water will be offering lessons and SUP private tours through BW.
- The Gorge Series Windsurfing Races are in their 18th season at the Event Site, continuing with strong participation with the addition of foiling.
- Concessions & Associations discussed ways that they could promote each other and the group as a whole.

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Hood River Waterfront Lot#1 Industrial Demand Assessment

April 15, 2019

REPORT

ECONorthwest
ECONOMICS • FINANCE • PLANNING

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For over 40 years ECONorthwest has helped its clients make sound decisions based on rigorous economic, planning, and financial analysis. For more information about ECONorthwest: www.econw.com.

ECONorthwest prepared this report for the Port of Hood River.

ECONorthwest is responsible for the content of this report. The staff at ECONorthwest prepared this report based on their general knowledge of real estate economics, and on information derived from government agencies, private statistical services, the reports of others, interviews of individuals, or other sources believed to be reliable. ECONorthwest has not independently verified the accuracy of all such information, and makes no representation regarding its accuracy or completeness. Any statements nonfactual in nature constitute the authors' current opinions, which may change as more information becomes available.

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1 Executive Summary

Implications for Lot 1

This brief summary describes our specific conclusions about the potential level of demand for new development on Lot 1. For a more detailed discussion, see the Conclusions section at the end of this report.

The Port is interested in understanding existing conditions for industrial development in the region. The purpose of this *industrial demand assessment* to (1) gauge the level of potential demand in future development of Lot 1, and (2) to help understand the needs and desires of the types of businesses that would locate there.

We found that there is **currently demand for new industrial development in Hood River**—both in the short-term and in the long-term. Hood River’s waterfront is a unique location for industrial development and has seen many positive changes in the past two decades. But **multiple challenges pose significant barriers to new development on Lot 1**. These challenges—especially the financial challenges related to new development and the regulatory boundaries that restrict the type of projects that can get built—limit the potential set of future Lot 1 users. Moreover, as the experience of some of the recent projects on the Waterfront have shown, meeting zoning and design regulations, plus finding tenants that can afford the higher rents that are required can be challenging. This means that demand for industrial development *at Lot 1* is only a subset of overall demand for *industrial* development in the region.

A key determination is to outline what is included in the definition of “industrial.” Many of the successful businesses that are located at Hood River’s Waterfront are office users with a small warehouse or commercial component. Our research indicates that the “professional office and technical services” sector is expected to be one of the fastest growing employment sectors in the region. Based on the City of Hood River’s latest employment land inventory completed in 2011, the city lacks sufficient land for the expected growth in office employment through 2030. These findings, coupled with the public policies (e.g. zoning), and the vision developed in the Lot 1 Master Plan, indicate that future tenants are likely to be quasi-industrial office users that can fit into flex-industrial buildings.

Combining input from regional industry data and trending and economic development efforts, alongside the economic, regulatory, and cultural environment, we see a specific opportunity for Lot 1 to absorb industrial development in the following three sectors: food production and value-add agriculture, technology (including UAV associated businesses), and other professional and/or industrial office users. Exhibit 1 provides an overview of these industry sectors and discusses their potential compatibility with Lot 1.

Exhibit 1. Lot 1 Industrial Sector Opportunities and Compatibility

	Eligible Land Use	Level of Near to Mid-term Demand	Building and Site Needs	Need for Commercial Space	Ability to Pay Premium Rents	Likelihood of Locating in Lot 1
Technology (Including UAV companies, technology services and development, among others)	Yes. Most technology companies are “goods producing” and therefore, qualify for industrially zoned areas.	Moderate. Technology focused companies are highly dependent on business cycles. Current growth is positive. An economic down-turn could reduce demand.	These businesses seek high-quality spaces to attract talented employees and reinforce their brand image. Daytime parking will be required. Alternative travel modes, shared parking, and transport management plans may reduce parking demand.	This depends on the specific type of technology company. However, most companies are not consumer-facing and, therefore, do not need commercial space.	Yes. These tend to be high-profit companies that are able to pay rent premiums.	Depends on the company. These companies will seek a location at Lot 1 if the location matches their brand identity.
Food and Value-Added Agriculture (Manufacturing)	Yes. These are manufacturing companies.	Moderate to High. This is one of the steadily growing industrial sectors in the Hood River Area.	Scale and type of building depend on the size of the production operation. Small producers can fit into multi-tenant spaces. Larger companies require larger, single-user facilities. Employee parking, truck parking, and outdoor storage are commonly needed. Both drive-in and dock high doors are typically required.	Yes. Although it depends on the company, many of these businesses benefit from having a consumer-facing commercial outlet	Depends on the business. Most emerging food companies cannot afford premium rents	High. But it depends on price and building suitability.
Other Professional Services/ Industrial Office Users	For the most part. Companies in this category may not meet zoning requirements.	Professional and Businesses Services is one of the fastest growing industries.	These businesses are primarily office users. They can fit in any number of configurations. Typically, single large floor plates are preferred.	No. Most companies are not consumer-facing.	Yes. Most companies can pay “office level” rents.	High. Lot 1 is an attractive location for these companies.

Source: ECONorthwest

2 Introduction

2.1 Background and Purpose

The Port of Hood River is interested in understanding existing conditions for industrial development in the region as it considers how it can attract development on Lot 1, one of the last undeveloped parcels on the Hood River Waterfront (the Waterfront) Lot 1 is unique in the Hood River context because it is larger than most other employment sites in the City and is close to the burgeoning employment district at the Waterfront. The Waterfront currently includes mix of commercial and industrial users, alongside popular public recreational areas. Since Lot 1 serves as a gateway to the Waterfront, expectations among existing businesses and key stakeholders are high for the quality of the site's development. Alongside new buildings, the site will need new infrastructure to support new internal circulation into the site, the provision of utilities, connections to the rest of the Waterfront.

Lot 1 presents a unique opportunity for the Port and its partners: how can the Port encourage development at Lot 1 to maximize the creation of jobs and support the local economy while promoting a high-quality development program that serves as an attractive gateway to the Waterfront?

The purpose of this industrial demand analysis to (1) gauge the level of interest in future development of Lot 1, and (2) to help understand the needs and desires of the types of businesses that would locate there. Key questions the Port sought to answer with this research included:

- What is the current and estimated near future level of demand for industrial properties in the Hood River market area?
- Who are the businesses—either local or from outside of Hood River—that would appropriately fit the location, market, physical, and regulatory environment of Lot 1?
- Including but not limited to infrastructure, what are the barriers, real or perceived, with pursuing industrial development in Hood River's Waterfront?
- How does the Port support and promote this unique mix of users? And what do these users need from a building and site features standpoint to thrive?

3 Hood River's Waterfront and Lot 1. Current Conditions

For all types of development, physical site characteristics and the regulatory environment play strong roles in determining the use, scale, and character of potential development. In this section, we examine Lot 1's current physical and regulatory environment.

3.1 What is Industrial Land?

"Industrial" land is land that has been designated by a local government to focus on the industrial uses by right, many times with allowances for some limited commercial or retail uses, and (rarely) residential uses. Industrial land also colloquially called "employment land" is designated industrial because it meets the needs of industrial users. These needs include: proximity to transportation routes (interstate highways, rail, water ports, airports), relatively low-cost land, and a location that reduces conflict with others' uses.

Who uses Industrial Land?

Industrial uses are usually identified as a collection of sectors that include:

- Manufacturing
- Transportation, Communications, and Utilities
- Wholesale Trade
- Mining and Construction.

These uses share some basic characteristics. First, they tend to be export-oriented and are involved in the direct creation or movement of physical goods. Second, they generally have the same building, land use, and site requirements. For example, these uses cannot typically locate in high-rise buildings, and their external effects (e.g. odors, loud noise¹) make them unattractive neighbors to other users. These limitations mean that industrial businesses generally require inexpensive land and easy access to major transportation routes.

However, not all industrial users are located in industrial areas and conversely, not all industrial areas are used solely by industrial users. These are important points that get to some of

What is Flex Space?

"Flex space" is a type of employment space that flexibly provides the option to a business to build out their interior space with varying proportions of office space to warehouse space. Flex buildings are usually one or two stories in height and feature multiple tenant spaces for lease. In most cases, Flex buildings require more parking than traditional industrial users, as interior spaces are permitted to be built out almost completely as office space.

Many Waterfront businesses are Flex Space type buildings.

¹ Although, in today's economy, many industrial businesses have few external impacts. Changing technology and updated regulations have led to fewer "smokestack" industrial users, at least in the United States. Industrial uses also frequently have less traffic impacts than commercial, or retail uses.

the core questions asked by the Port with this study. Here we examine each statement individually:

- **Not all industrial uses are located in industrial areas.** For example, the head office of a utility company is likely to be in a downtown office or commercial area. Even some manufacturing uses are permitted in commercial or mixed-use zones. An example here would be a brewery or food manufacturer located in a neighborhood commercial zone.
- **Not all industrial areas are solely used by industrial users.** Many businesses that are categorized as “commercial uses” or “services” need industrial land because they share the same requirements as industrial users for cheap land and convenient access to transportation routes. But many other non-industrial users may locate in industrial areas, not because they have these specific requirements, but because they (1) are not prohibited from doing so, and (2) market conditions allow them to out-bid industrial users. For example, professional offices that are categorized as “architecture and engineering” businesses are frequently permitted to locate in industrial areas, even though the day to day functions of those companies look nothing like a typical “industrial” user. This is a concern voiced by many stakeholders during our research for this study: that the Waterfront will see growth of only quasi-industrial users in the future, thus diluting one of the few industrial areas in the city.

Among the primary questions that the Port of Hood River is asking with this study is “How much demand is there for new development at Lot 1?” Our general conclusion is that there is demand for more industrial development within the Hood River area and Lot 1 is an attractive location for many of these potential users. Demand by specific users is not equally distributed; specific industries are seeing more growth than others and many of these users fall into industry classifications that are on the fringes of what is permitted for the Waterfront. Our analysis in this report attempts to unpack and quantify demand by these specific industries.

3.2 The Waterfront and Lot 1

Hood River's Waterfront is a 75-acre area located between the Columbia River to the north, east, and west and Interstate Highway 84 to the south. The majority of the Waterfront is owned and controlled by the Port of Hood River. This study focuses on the Waterfront's Lot 1, a vacant nine-acre parcel located close to the primary entrance to the Waterfront along North Second Street and one of Hood River's major highway interchanges (Exit 63 along Interstate 84). Exhibit 2 shows Lot 1's location along the east side of the Waterfront.

The Waterfront is a unique and atypical industrial area because the proximity to local recreational areas and downtown Hood River make the area desirable for many different types of users. The current mix of uses in the Waterfront is composed of a variety of industrial and commercial businesses, alongside public facilities and parks. It is not commonplace for industrial zones to be integrated with public spaces and amenities.

The Waterfront provides advantages to many commercial and industrial businesses including easy access to Interstate 84, an attractive and amenity rich location, and proximity to other similar businesses (clustering). At the same time, challenges have arisen as a result of conflicts between Waterfront businesses and visitors, regulatory limits to the type and scale of businesses that are permitted, and general development barriers resulting from an imbalance of rents and development costs.

Exhibit 2. The Waterfront's Lot 1 Location in Hood River



Source: Lot 1 Public Infrastructure Framework Plan, 2019

Waterfront Development Activity 2009-2017

In the past ten years, there has been substantial public and private development activity on the Waterfront, including the development of the Hood River Waterfront Park, which was completed in 2013. From 2009 to 2017, there were 445,000 square feet of new development on Port of Hood River land on the Waterfront. Exhibit 3 provides an overview of development activity through May 2017. Exhibit 4 provides a map of development activity and ownership on the Waterfront that corresponds to the number keys in the previous exhibit.

Exhibit 3. Waterfront Development Activity and Tenants (as of May 2017)

Project	Date Completed	Size	Investment	Direct Jobs	Tenants/Descriptions (2017)
1 - Anchor Way	2009		\$750,000	N/A	New Industrial Street
2 - Portway Avenue II	2012		\$450,000	N/A	Streetscape Improvements
3 - Halyard Building (Construction)	2010	20,000 SF	\$ 3,350,000	45	Pfriem Brewing
4 - UTS Building (Remodel)	2011	35,000 SF	\$2,040,000	40	Hood Technology, Celilo Construction
5 - Treatment Plant Upgrade	2011		\$591,245	N/A	Cover Clarifiers
6 - Jensen Building (Remodel)	2010	71,000 SF	\$2,870,000	40	Turtle Island Foods, RBS Batten Systems
7 - Hood River Juice Company Phases 1-2	2011-14	55,000 SF	\$7,500,000	128	Hood River Juice Co.
8 - Turtle Island Foods	2012	33,000 SF	\$12,000,000	30	Turtle Island Foods
9 - Waterfront Park, Phases 1-4	2008-13		\$ 2,610,000		Northern Park, East Green, Playground
10 - Maritime Building Upgrades	2012	38,000 SF	\$200,000	15	Hood River Distillers, Double Mountain
11 - Hood Tech Building	2013	40,000 SF	\$5,410,000	55	DaKine, Decavo, Stoked Coffee Roasters
12 - Key Commercial Building	2013	20,000 SF	\$3,000,000	45	Inter-Fluve, Solstice, Camp 1805, Offices
13 - Pfriem Brewery Expansion	2015-17		\$1,400,000	40	Expanded Production/ Retail Facility
14 - City Sewer Outfall Project with Trail	2016		\$3,000,000	N/A	Pedestrian/Bike Trail/ Sewer Outfall
15 - Nichols Landing	2016-18	83,000 SF	\$28,000,000	119	Hampton Inn and Medical Offices
16 - Nichols Basin West Edge Trail	2015		\$800,000	N/A	Waterfront Bike/ Ped Trail and Open Space
17 - Pedestrian Bridge Trail	2015		\$400,000	N/A	Waterfront Bike/Ped Trail and Kiosks
18 - Sheppard's Supply*	2017	20,000 SF	\$2,000,000	18	Relocation, Expanded Retail/Service Facility
19 - Expo Industrial Offices, Phase 1*	2017	30,000 SF	\$8,500,000	80	New Light Industrial/Office Building Space
Total		445,000 SF	\$84,871,245	655	

Source: Port of Hood River, May 2017

Exhibit 4. Current Users on the Hood River Waterfront



Source: Port of Hood River, May 2017

3.3 Lot 1’s Regulatory Environment

Lot 1 is zoned with an industrial designation, similar to the majority of the Waterfront. The base zoning for Lot 1 is Light Industrial (LI) and falls under two overlay zones—the Waterfront Overlay Zone and the Interchange Area Management Plan (IAMP) Overlay Zone. Exhibit 5 shows Lot 1—the area outlined in black—as an area filled in by pink coloring, representing the base zoning (LI), overlaid by diagonal striping that indicates the IAMP overlay. The Waterfront Overlay applies to all parcels within the scope of this map in areas north of I-84. Other parcels in the Waterfront are zoned General Commercial (C-2)², Open Space/Public Facility (OS/PF), and Columbia River Recreational/Commercial (RC).

Exhibit 5. Lot 1 Zoning



Source: City of Hood River Zoning Code

² The parcel of land located immediately to the south of Lot 1 is zoned C-2. This parcel is included in the recent Lot 1 Master Plan, but due to its disconnection from Lot 1, both physical and in terms of zoning, it is not included in our analyses for this study.

In Hood River’s zoning code, the Light Industrial (LI) zone and the overlays are described as follows:

Light Industrial Zone (LI)

According to the City of Hood River, the purpose of this zone is to provide space for minimally intrusive types of manufacturing or other industries that can be located in relatively close proximity to residential, commercial, and farm zones. Therefore, the development standards for this zone are stricter than in other industrial zones. The goal is to permit industries that have few external impacts to adjacent or nearby users. Some of the allowed uses in the LI zone include: manufacturing or assembly, processing, fabrication, wholesaling and warehousing, utilities, research and development facilities, printing and publishing, contractor equipment yards, and commercial uses that are “incidental or directly related to the services and operation of the permitted industrial use.”³

Waterfront Overlay Zone

The Waterfront Overlay Zone was created to implement a design concept aimed at fostering an active recreational area with compatible facilities and within the Light Industrial Zone, while also allowing for some limited commercial development. The Overlay Zone establishes specific urban design standards for new commercial and industrial development that strives to provide an attractive and pedestrian-friendly streetscape. Additionally, the Overlay Zone aims to allow for easy local access to the Waterfront Trail and visibility along the Waterfront by protecting public access to the Columbia River.⁴

Interchange Area Management Plan (IAMP) Overlay Zone

The purpose of the IAMP Overlay Zone is to provide for the long-term, “*preservation of operational efficiency and safety of the highway interchanges within the City of Hood River, which provides access from and to Interstate 84 for residents and businesses throughout the City and Hood River County*”.⁵ The IAMP Overlay Zone recognizes that Hood River’s interchanges with Interstate 84 are vital to both the City and greater County area. As such, all land use applications in parcels that are within the IAMP Overlay Zone must be reviewed and are subject to the standards outlined in Chapter 17.20, Transportation Circulation and Access Management.

What is Industrial Office?

Several of the current day users of the Waterfront are Industrial Office Users. Industrial Office provides space for “activities that, while conducted in an office-like setting, are more compatible with industrial activities, businesses, and districts. Their operations are less service-oriented than traditional office uses and focus on the development, testing, production, product training and support, processing, packaging, or assembly of goods and products, which may include digital products. They primarily provide products to other businesses. They do not require customers or clients to visit the site; any such visits are infrequent and incidental”

Source: Hood River Zoning Code

³ Hood River County Zoning Code Ordinance. January 2017. Article 32 – Light Industrial Zone (M-2). Section 32.15.A.

⁴ City of Hood River Zoning Code – Title 17, Chapter 17.03.130

⁵ City of Hood River Zoning Code – Title 17, Chapter 17.03.120

Exhibit 6. Lot 1 Zoning Details

Zoning Designations	<p>Base Zone: Light Industrial (LI)</p> <p>Overlay Zones:</p> <ul style="list-style-type: none"> ▪ Waterfront Overlay Zone (Subarea 4) ▪ Interchange Area Management Plan (IAMP) Overlay Zone
Permitted Uses	<ul style="list-style-type: none"> ▪ Light Industrial Uses including the following when accessory and essential to the permitted light industrial use: office uses, wholesale sales, marketing, training and outside storage (LI) ▪ Industrial Office uses up to 25,000 square feet of gross floor area (LI) ▪ Sales and display of products provided: (i) sales are limited to those accessory and essential to the permitted use; and (ii) the total area devoted to sale and display of such products shall not exceed 2,500 square feet or 25% of the gross floor area within the building, whichever is less (LI) ▪ Parking lots of four (4) or more spaces, new or expanded, and or the equivalent of paving equal to four (4) or more parking spaces (LI) ▪ Transportation facilities pursuant to 17.20.050(B) (LI) ▪ Change of use (LI)
Conditional Uses	<ul style="list-style-type: none"> ▪ Industrial Office uses greater than 25,000 square feet of gross floor area, subject to design standards in 17.16.055. ▪ Public facilities and uses, including change of use. ▪ Light Industrial and Industrial Office Uses on parcels of more than 5 acres.
Maximum Height	<ul style="list-style-type: none"> ▪ 45' (LI)
Max Lot Coverage	<ul style="list-style-type: none"> ▪ 25,000 square feet (Waterfront)
Density (min/max)	<ul style="list-style-type: none"> ▪ None
Setback Requirements	<ul style="list-style-type: none"> ▪ Minimum: no requirement (LI) ▪ Maximum: 20' from public sidewalk (Waterfront) <ul style="list-style-type: none"> ○ The setback may be increased to allow for usable public space(s) with pedestrian amenities (e.g., extra-wide sidewalk, plaza, pocket park).
Parking Requirements	<ul style="list-style-type: none"> ▪ One (1) off-street parking space shall be provided on the building site, or adjacent to the site for each employee. In addition, adequate off-street parking shall be provided on or adjacent to the building site to meet the needs of anticipated clientele (LI) ▪ The Central Business District, the Heights Business District and the Waterfront are exempt from this requirement but shall pay a fee in-lieu of parking in accordance with Chapter 17.24 (LI) ▪ Parking in the Central Business District, Heights Business District and Waterfront may be satisfied by substituting all or some of the parking requirement at adjacent or nearby off-site off-street locations and/or by adjacent or nearby shared parking if the substitute parking reasonably satisfies the parking requirements of this section. If no off-street or off-site parking reasonably satisfies the parking requirements of this section, the fee in-lieu of parking shall be paid in accordance with Chapter 17.24. If less than all required parking is provided, the fee in lieu of parking shall be paid in accordance with Chapter 17.24, except that a credit shall be given for the number of spaces provided (LI) ▪ Off-street loading facilities shall be encouraged (LI) ▪ Public alleys may be utilized for off-street loading facilities (LI) ▪ Bicycle parking as required by 17.20.040 (LI) ▪ Parking is prohibited between the front elevation of the building and the street (Waterfront) ▪ Commercial/Retail Uses: One (1) space for each 300 square feet of gross floor area (Waterfront)
Design Standards	<p>Design standards are relatively strict when compared to a typical light industrial zone. Design standards include specifications for façade variation, specific window types, building entryways, exterior building materials, building placement and orientation, landscaping, fencing, lighting, and screening and storage.</p>

Source: City of Hood River County Zoning Code

3.4 Lot 1’s Physical Attributes

Exhibit 7 summarizes the property’s physical attributes—i.e., the physical and location factors that will influence and inform new development.

Exhibit 7. Lot 1 Development Considerations

Assessment Factors	Property Assessment
Local and Regional Accessibility	Lot 1 is located adjacent to a full interchange with Interstate 84. Local connecting roads are modern and generally have little traffic. These factors combine to give the properties exceptional local and regional accessibility.
Site Configuration and Orientation	More than other land use types, industrial properties need to be flat and typically rectangularly shaped to fit modern industrial uses. Lot 1 fits these parameters. It should be noted that the Master Plan for Lot 1 promotes building configurations and scales that are specific to flex-industrial type projects. The more traditional alternative would be one or two large single-story industrial buildings with a circulation pattern focused on tractor trailer maneuvering and parking.
Visibility and Exposure	Unlike retail locations, most industrial businesses tend to not rely on visibility and exposure to attract customers. Lot 1 is unique in that many potential users are companies with a consumer facing brand. The subject properties have good visibility and exposure to the interstate highway traffic—a factor that will be considered by a portion of potential site developers or tenants.
Proximity to Complementary Uses	Lot 1 is the largest contiguous block of light industrial land within Hood River. Adjacent industrial and industrial office uses would complement new uses on Lot 1.
Character of Surrounding Uses	Surrounding uses are primarily industrial, commercial, and recreational. Recently developed buildings in the Waterfront are of high-quality. The Lot 1 Master Plan and local zoning regulations encourage a continuation of high-quality flex-industrial developments.
Availability of Infrastructure and Utilities	Development of Lot 1 will require substantial infrastructure enhancements. Existing sewer, water, and power utilities are currently available to the edge of the site. The key infrastructure projects to unlock Lot 1 for development include internal streets (1 st Avenue, Portway Avenue, Anchor Way, and the Swerve), transportation and pedestrian focused enhancement projects, and utility connections. ⁶

⁶ Lot 1 Public Infrastructure Framework Plan, 2019.

4 Summary of Stakeholder Interviews

To gain perspective on potential industrial growth trends and the implications for development on Lot 1, ECONorthwest staff interviewed a set of stakeholders, including existing Waterfront tenants, elected officials, and economic development professionals. The interview list included:

- Chico Bouvansky – Dakine
- Maui Meyer – Copper West
- Ben Sheppard – Sheppard’s Tractors
- Stephen Ford – Current Commercial
- Andy von Flotow – Hood Tech
- Rudy Kelner – Owner, Pfriem Brewery
- Paul Blackburn – Mayor, City of Hood River
- Kate McBride – Hood River City Councilor
- Jessica Metta – Gorge Tech Alliance, Hood River City Councilor
- Amanda Hoey – Mid-Columbia Gorge Economic Development District
- Jenny Taylor – Insitu
- Phil Hanshew – BBG Appraisers

4.1 Common Interview Themes

The following section summarizes common themes discussed by multiple stakeholders and the implications of those ideas for future development of Lot 1. The ideas presented here are general opinions represented by individuals that we interviewed. It should be noted that while many of the ideas presented here were commonly shared among the interviewees, there are several themes that are non-consensus opinions.

Stakeholder Interviews – Key Themes

- **A core group of future users of new development at Lot 1 will be those who place a premium on waterfront location, the area’s amenities, and proximity to the existing business mix.** Stakeholder input—especially from existing users of the Waterfront—indicated that strong factors for having a waterfront location include quality of life for employees and brand visibility/identity. Interviewees described three key waterfront industries that seek these locational qualities:
 - **Food/value-added agriculture:** These users transform agricultural products into food and beverages. Because their business model relies upon strong brand identity and connections with their customers, many of these businesses have tasting rooms or small retail outlets alongside their industrial operations for visitors (tourists) to experience their products at the source (e.g. a brewery with a tasting room). A waterfront location is attractive to these businesses because of the natural beauty of the area and local recreation opportunities, the proximity to other similar businesses, and the prestige of the location.
 - **Technology:** Hood River has a growing technology industry. This broad group of companies encompasses everything from UAV makers and their subsidiaries to

programmers and designers working remotely for Hood River. Jobs in this sector tend to be high paying and competitive. Hood River’s appeal makes the community a draw for technology companies and workers. The Waterfront offers a prestige and central location for these companies. But not all of these companies may meet zoning regulations or be otherwise compatible with other waterfront uses⁷.

- **Outdoor recreation products:** Like the technology users, the recreation products users are primarily office users, some of which have a light manufacturing or warehousing component. These companies have a smaller presence in Hood River than the previous two industries. However, these companies tend to have high public profiles and seek prestige locations near outdoor recreation areas where employees and customers alike can test and use their products. The best example company in this category for Hood River is Dakine—a surfing and outdoor apparel company with headquarters located in the Waterfront. Stakeholders did point out that the outdoor recreation industry is volatile. *In recent years, many firms in this sector have consolidated or been absorbed by larger companies. Dakine, for example, has been bought and sold a couple times in the past decade. While these companies are a good fit for the waterfront, there is not enough general market strength to tailor a development program specifically targeted for their use.*
 - **Implication for Lot 1 development:** Lot 1 is an attractive location for many companies. For value-added food producers, many different types of technology companies, and for outdoor recreation companies, the Waterfront offers an amenity rich, high-profile location that reinforces their brand appeal, is a place where employees want to work, and allows for an easy and attractive location for customers and partners to visit.
- **New value-added food production businesses could be a key target for Lot 1 development.** Several interviewees discussed the community’s strong connection to agriculture and opined that new development on Lot 1 could expand upon the food and value-added agricultural businesses already in the area. To be successful in this area and afford the potentially premium rents, many of those businesses depend on having a commercial element (e.g. tasting room, restaurant, or brewpub) that allows them to showcase their products.
 - **Implication for Lot 1 development:** The Port could seek to attract a concentration of food and drink manufacturers that complement and build upon the existing users in the area.
- **There is an ongoing tension between Downtown and the Waterfront.** Some business owners and community members see recent and some types of potential future development at the Waterfront as a threat to the success of downtown Hood River. Many stakeholders raised these concerns. Several interviewees mentioned that this was a result of the blurring between commercial and industrial uses on the Waterfront. The concern is that some visitors that might otherwise visit shops and restaurants in the downtown area are instead choosing to go to the Waterfront. Other interviewees, notably existing users on the Waterfront, opined that continuing to build out the area with a stronger focus on a mix of uses would contribute to the “vibrancy” of the Waterfront and would be a success for the entire community.

⁷ Note: Not all technology companies may be compatible with zoning regulations on the Waterfront. In general, many of these companies are likely to fall into the “industrial office” subcategory that is allowed. However, a detailed assessment of each potential technology company could result in the exclusion of some of these candidate companies from the area. We also heard a concern that some of the UAV companies, specifically, may be hesitant to locate at the Waterfront out of concern of not being “culturally compatible” with other users of the area.

- **Implication for Lot 1 development:** Assuming that the regulatory environment for Lot 1 is not going to change, new development on Lot 1 will face increased scrutiny and will need to clearly adhere to the City's existing regulations, and be differentiated from downtown Hood River. As some of the recent Waterfront projects have shown, meeting these zoning and design regulations, plus finding tenants that can afford the higher rents that they require, can be challenging.
- **Lot 1 is one of the few vacant and developable locations for future industrial development in Hood River, but it has challenges.** Several interviewees mentioned that, in general, there is a lack of available space for new industrial development in the Hood River area. We heard that businesses are looking outside of the gorge area because they feel that potential for growth is too constrained in the Gorge Region. It was recognized that Lot 1 has many key advantages for industrial users, such as highway access, and proximity to other complementary industrial users. However, several interviewees mentioned that the Waterfront is also a challenging location for some industrial users, due to heavy car and pedestrian traffic, lack of current buildings with loading docks, and lack of available warehouse storage space.
 - **Implication for Lot 1 development:** Stakeholders recognize that Lot 1 is one of only a few areas in the region that can accommodate future industrial development. However, future users of Lot 1 will have to deal with a unique and, in many ways, a constrained development environment.
- **Future employment growth faces challenges.** Most interviewees mentioned high housing costs in the Hood River area as the key constraint that is currently limiting local business expansion. We heard that many local companies would like to hire more employees but could not find them homes that matched their incomes.
 - **Implication for Lot 1 development:** Although housing costs are not a factor that the Port can directly influence, the potential for new development on Lot 1 will depend in part on Lot 1 businesses being able to hire a local workforce. Moreover, near to mid-term demand for new development at Lot 1 will be impacted by Hood River's ability to solve its housing supply issues.
- **Interrelated challenges related to regulations and financial barriers impede development at The Waterfront.** Interviewees mentioned two key barriers to development:
 - **The regulatory environment.** Interviewees stressed the need for a clearly defined code and approval process that makes it clear to developers what is possible and that codes will not be changed after permits are issued. Even with this clarity, the design overlay and zoning regulations may push rents to levels that many businesses cannot afford.

In addition to code and zoning regulations, the IAMP zone overlay can prohibit certain types of new development due to its trip cap limitation.
 - **Financial challenges and required infrastructure.** Given the current allowed uses and design requirements, infrastructure costs could be prohibitive to new development, limiting new growth in the area. Stakeholders also described development costs to be prohibitively expensive in Hood River. The combination of infrastructure costs, strict use and design regulations, and development costs create a formidable financial barrier to development.
 - **Implication for Lot 1 development:** Regulations for development seek to advance the area as a pedestrian-friendly employment district, but some of these regulations add to development costs, which translates to higher costs for businesses. Combined with infrastructure and development costs, there are significant barriers to new development of The Waterfront.

5 Hood River – Industrial Demand Assessment

In this section, we examine the economic drivers and trends that will influence future industrial development activity in the City of Hood River.

5.1 Drivers of Industrial Land Demand

Demand for industrial space is primarily influenced by two demand drivers: local growth and production (creating the need for local serving businesses), and distribution to external markets (creating demand for externally-oriented businesses). Industrial land users that serve these two sources of demand have different land and site needs.

Local serving businesses

These businesses grow as a result of population and employment growth in the region. As the region grows, consumption increases, which in turn, creates a need for more products and services, such as wholesale trade to supply local businesses, construction to build more buildings, and transportation and storage to move and store those goods. This growth drives demand for more industrial space within the region.

Externally-oriented businesses

These businesses serve the larger state and even global economy by producing, storing, and transporting goods. Because the source of this demand is external from the local economy, demand for industrial space locally will only be realized if local sites have a comparative advantage over other locations. As a result, the industrial land supply and other factors, such as the cost of electricity, regional transportation accessibility, or tax policy, play an important role in shaping external oriented demand for industrial space. In addition to bringing new investment to the regional economy, externally-oriented businesses typically employ a larger number of people than local serving industrial uses, which makes them attractive for economic development. Attracting even one or two externally-oriented businesses will have sizable economic benefits for the region because these businesses provide secure, long-term jobs and a steady source of tax revenue.

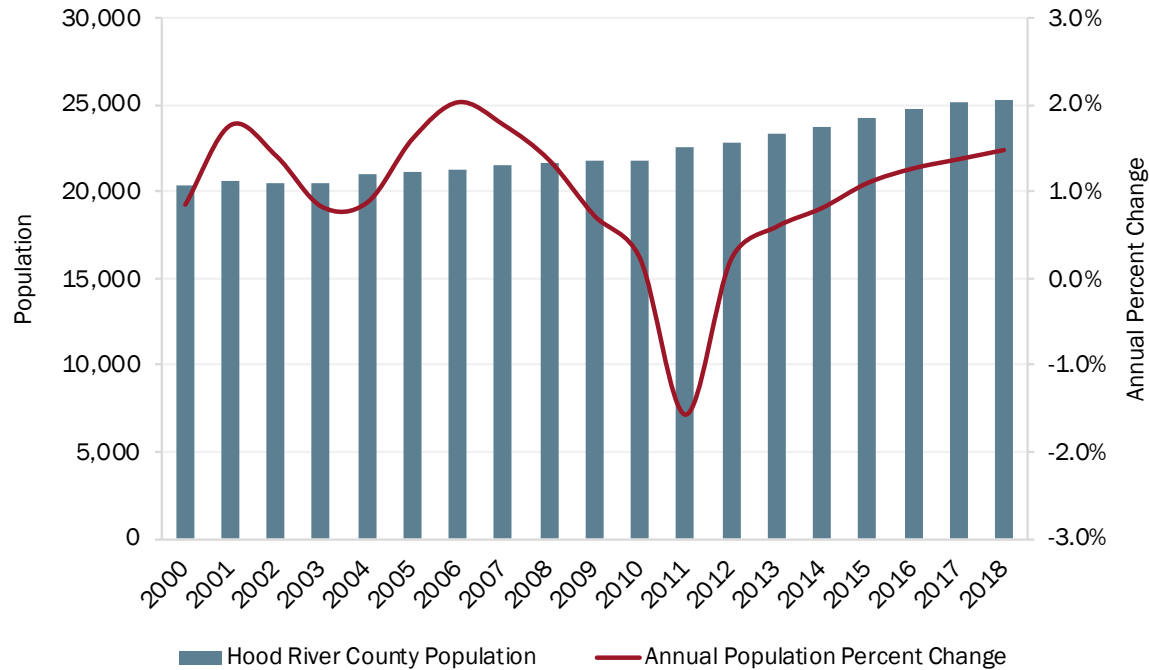
Industrial Demand Factors

This section looks at the factors generating local-serving demand for industrial land, including population and economic trends in the region.

Population Growth

Hood River County has experienced a steady increase in population growth since 2000, with an average annual growth rate of one percent. The only year since 2000 to experience a negative annual percent change in growth rate was in 2011—the middle of the Great Recession.

Exhibit 8. Annual Population Growth, Hood River County, 2000 to 2018



Portland State University, Population Research Center.

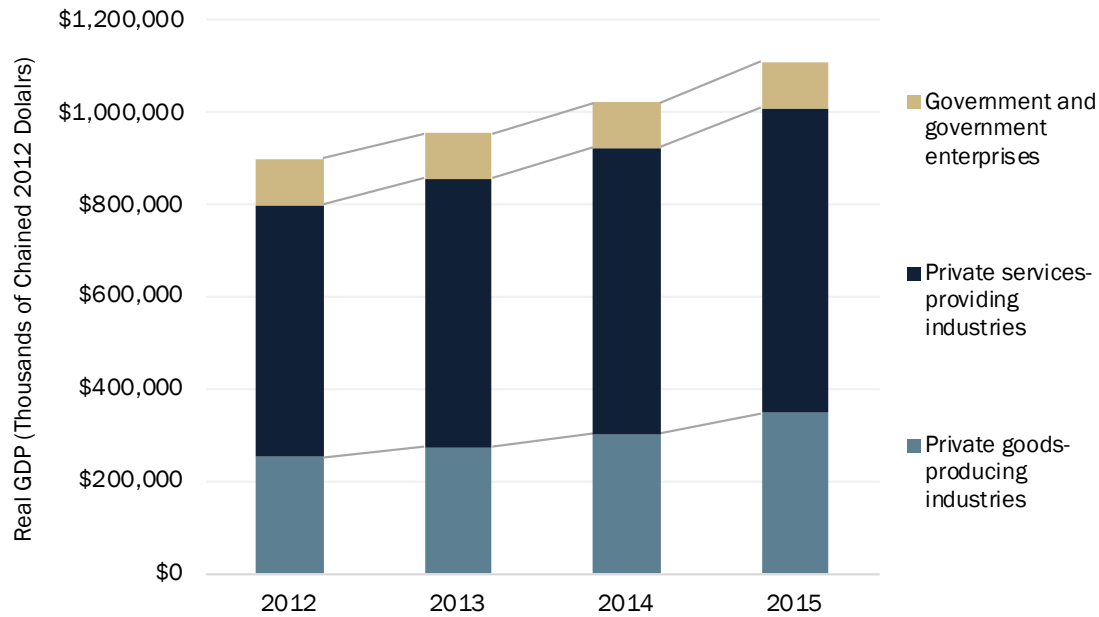
Source:

Gross Domestic Product (GDP)

The Gross Domestic Product measures the value of economic activity within a specific geography. It is the sum of the market values of all final goods and services produced in an economy during a period of time. Since Hood River County is primarily a service-providing economy, private goods producing industries (such as manufacturing) made up about 31 percent of the County’s total economic output in 2015. However, despite this concentration in services, the County’s GDP still grew by 23 percent from 2012 to 2015⁸, as shown in Exhibit 9. In 2012, Hood River County’s total economic output was about \$900 million and increased to a little over \$1.1 billion by 2015. During this time frame, the share of goods-producing industries contributing to the County’s total GDP also increased. In 2012, goods-producing industries made up 28 percent of total GDP and in 2015, it made up 31 percent. Alongside this increase, each of the services-providing industries and government and government enterprises contributed a smaller share to the County’s total economic output (61 percent down to 60 percent for services-providing industries and 11 percent down to nine percent for government and government enterprises).

⁸ Only four years of county-level data were available via the U.S. Bureau of Economic Analysis at the time of this analysis.

Exhibit 9. Real Gross Domestic Product (Thousands of Chained 2012 Dollars), Hood River County, 2012 to 2015

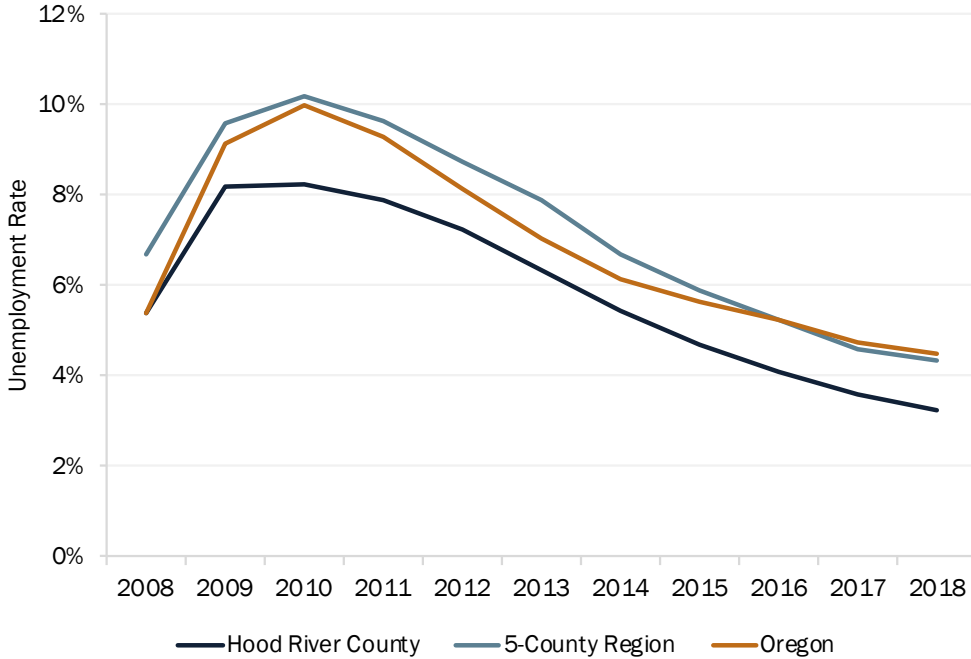


Source: U.S. Bureau of Economic Analysis.

Employment Trends

The unemployment rates in Hood River County, the Mid-Columbia Region, and Oregon fell from 2010 to 2018. Since the Great Recession in 2011, unemployment has dropped to historic lows in all of these geographies, as shown in Exhibit 10. In 2017, Hood River County had a lower unemployment rate than the Mid-Columbia Region and Oregon. In 2018, Hood River County’s unemployment rate was one of the lowest in the State of Oregon at 3.3 percent. During the same period, state level unemployment was 4.5 percent.

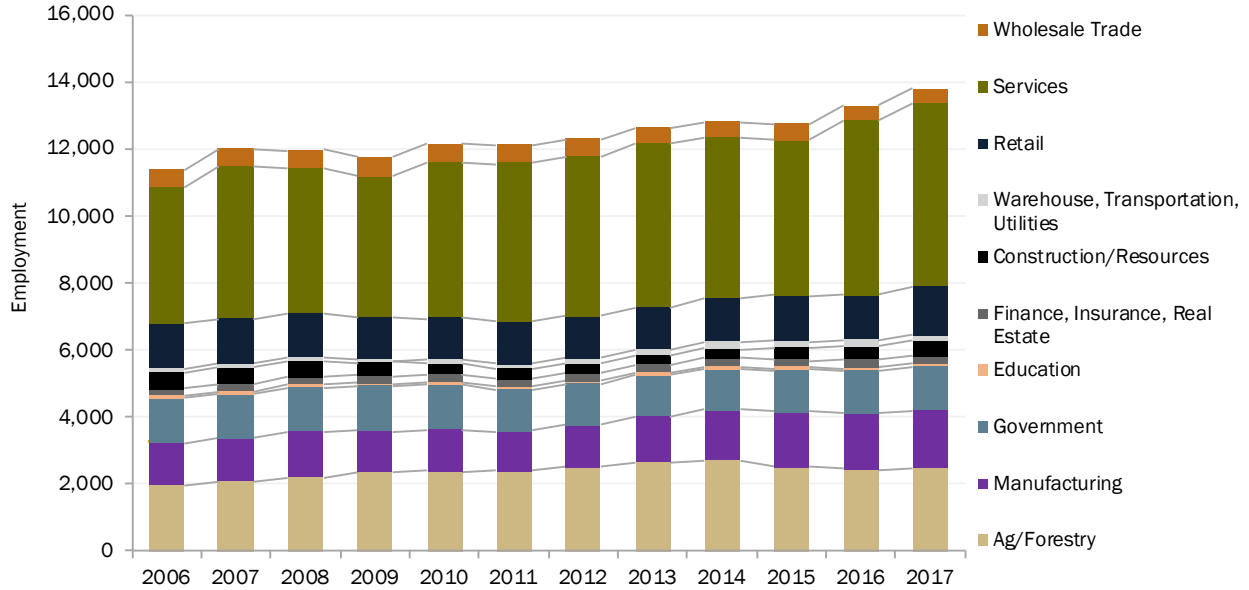
Exhibit 10. Unemployment Rate, Hood River Count and 5-County Region*, Oregon, 2008 to 2017



* The "5-County Region" is comprised of the following counties: Hood River, Sherman, Wasco, Klickitat, and Skamania.
 Source: US Bureau of Labor and Statistics

Total employment in Hood River County has been steadily increasing over the last decade, growing by more than 20 percent (over 4,000 jobs). The Great Recession had only a minor impact on the County’s employment, as shown in Exhibit 11 by the slight dip in jobs in 2009. However, different employment sectors have had varying growth patterns since 2006. The two largest employment sectors in Hood River County have consistently been services and agriculture/forestry.

Exhibit 11. Employment by Sector, Hood River County, 2006 to 2017



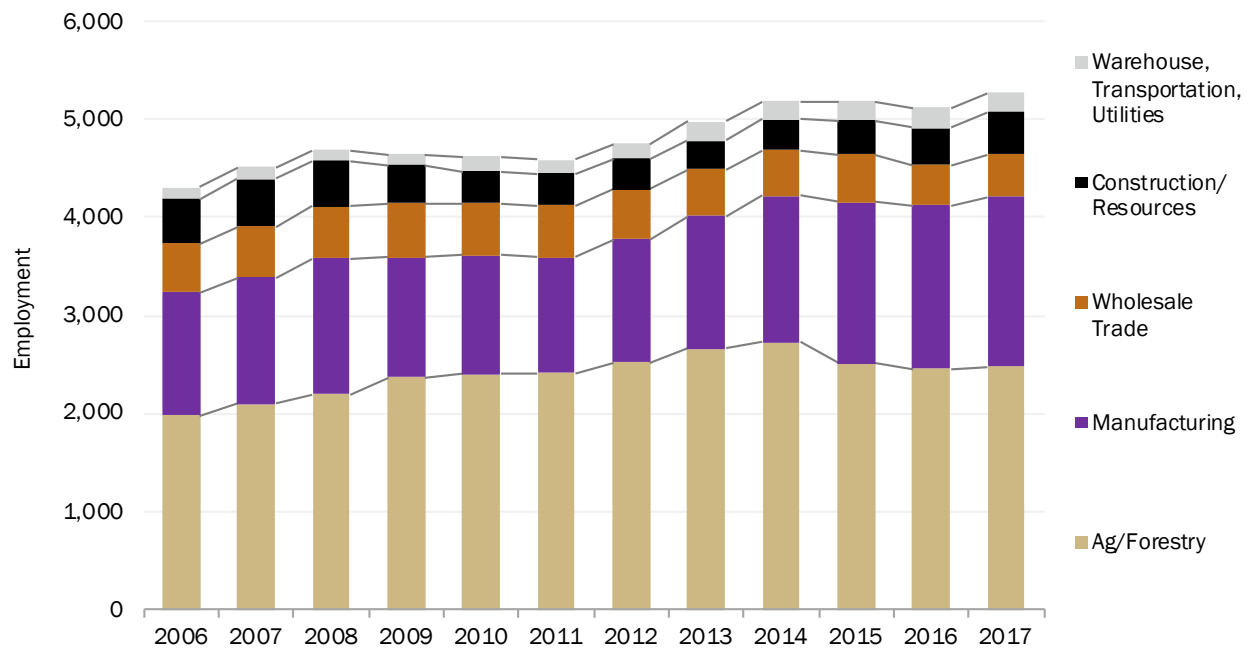
Source: Oregon Employment Department, Quarterly Census of Wages (QCEW).

Industrial Employment Sectors

There are several employment sectors that correspond generally to employment types commonly found in industrially zoned areas. These include: wholesale trade, warehouse, transportation and utilities, manufacturing, construction/resources, and agriculture/forestry. In this section, we examine recent historical trends in these sectors.

Industrial employment levels have increased in recent years in Hood River County. The Great Recession (ending in 2009) slowed some of that growth, but annual year-over-year employment growth returned in 2012. Since 2006, industrial sector employment is up by almost 1,000 jobs in Hood River County.

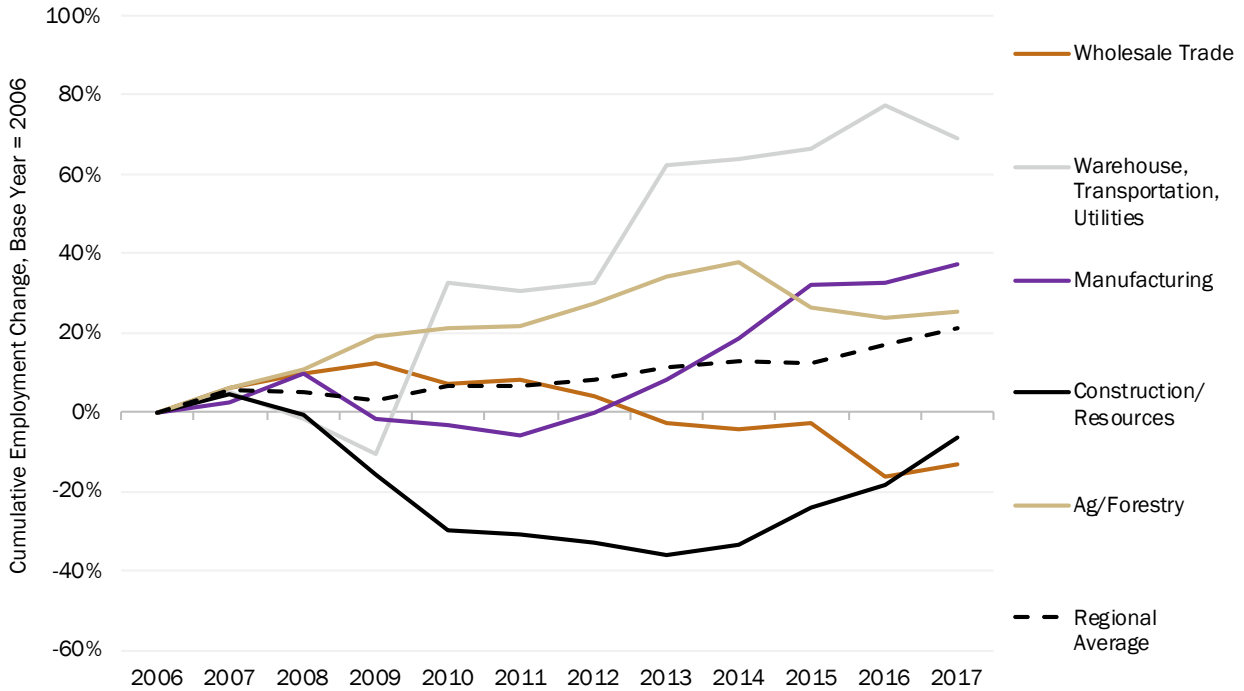
Exhibit 12. Industrial Sector Employment, Hood River County, 2006 to 2017



Source: Oregon Employment Department, Quarterly Census of Wages (QCEW).

Many of the industrially-focused employment sectors have had large increases in employment since 2006 when compared to the regional average (Exhibit 13). The notable exception is with construction/resources and wholesale trade employment sectors, which saw net losses over this time.

Exhibit 13. Cumulative Percent Employment Growth by Sector, Hood River County, 2006 to 2017



Source: Oregon Employment Department, Quarterly Census of Wages (QCEW).

Some industrial employment sectors have few jobs in the region, and therefore, any growth appears to be significant, even though few new jobs were created. For example, the warehouse, transportation, and utilities sector had about 110 employees in 2006. When employment in this sector reached its peak in 2016 (at about 200 employees), the proportional employment growth relative to 2006 reached nearly 80 percent. This growth rate is large, but 90 new employees over a decade in a region with over almost 14,000 total jobs is a comparatively small net gain in employment.

The largest industrially-focused employment sectors in Hood River County have historically been agriculture/forestry and manufacturing. Today, these two employment sectors comprise 80 percent of all industrial sector jobs in the County⁹. These two sectors have seen net gains in employment in the past decade. From 2006 to 2017, agriculture/forestry employment grew by about 25 percent (500 jobs), and the manufacturing employment sector grew by approximately 38 percent (470 jobs).

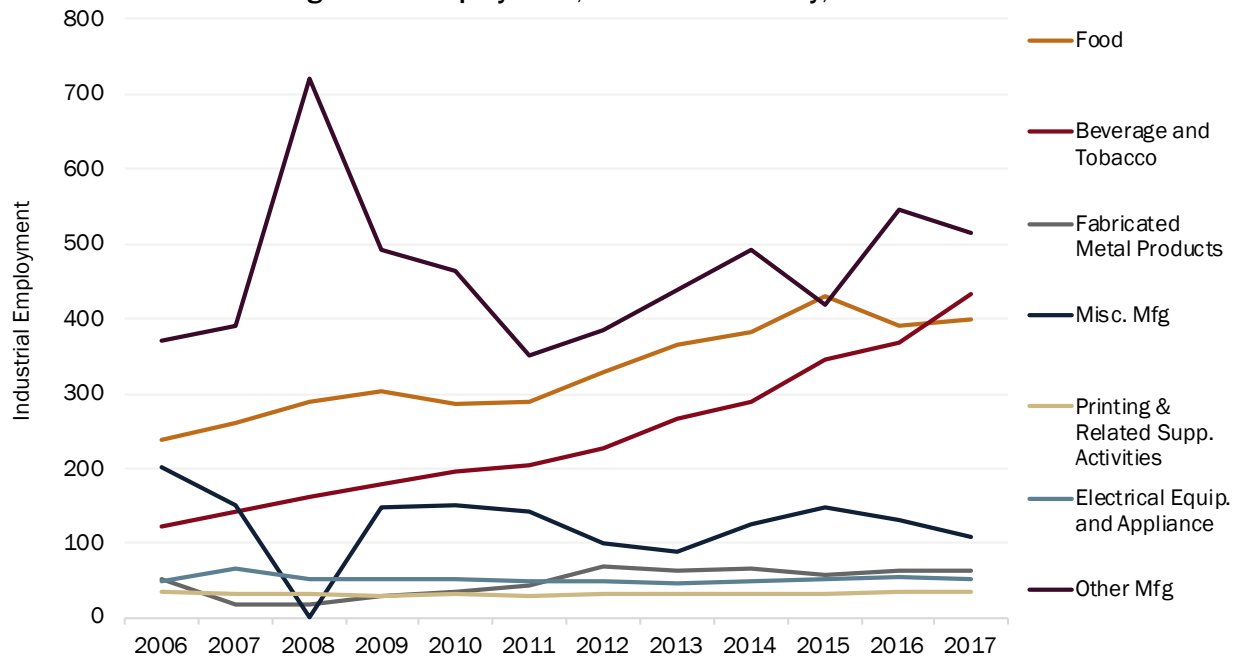
The manufacturing employment sector can be further broken down into subsectors. Exhibit 14 shows how employment levels in these subsectors have shifted since 2006. Three manufacturing subsectors—beverage and tobacco¹⁰, food, and the catch-all but non-descriptive subsector called “other manufacturing”—together make up the majority of all manufacturing jobs in Hood River County. The food, and beverage and tobacco subsectors have grown consistently since 2006.

⁹ Source: Oregon Employment Department, Quarterly Census of Wages (QCEW). (2017 data)

¹⁰ Although this employment category’s name includes tobacco related jobs, we are unaware of any tobacco production businesses located in Hood River County.

The “other manufacturing” subsector has been more volatile, but has increased employment levels from 2006. Other manufacturing subsectors have seen relatively little employment growth in recent years.

Exhibit 14. Manufacturing Sector Employment, Hood River County, 2006 to 2017

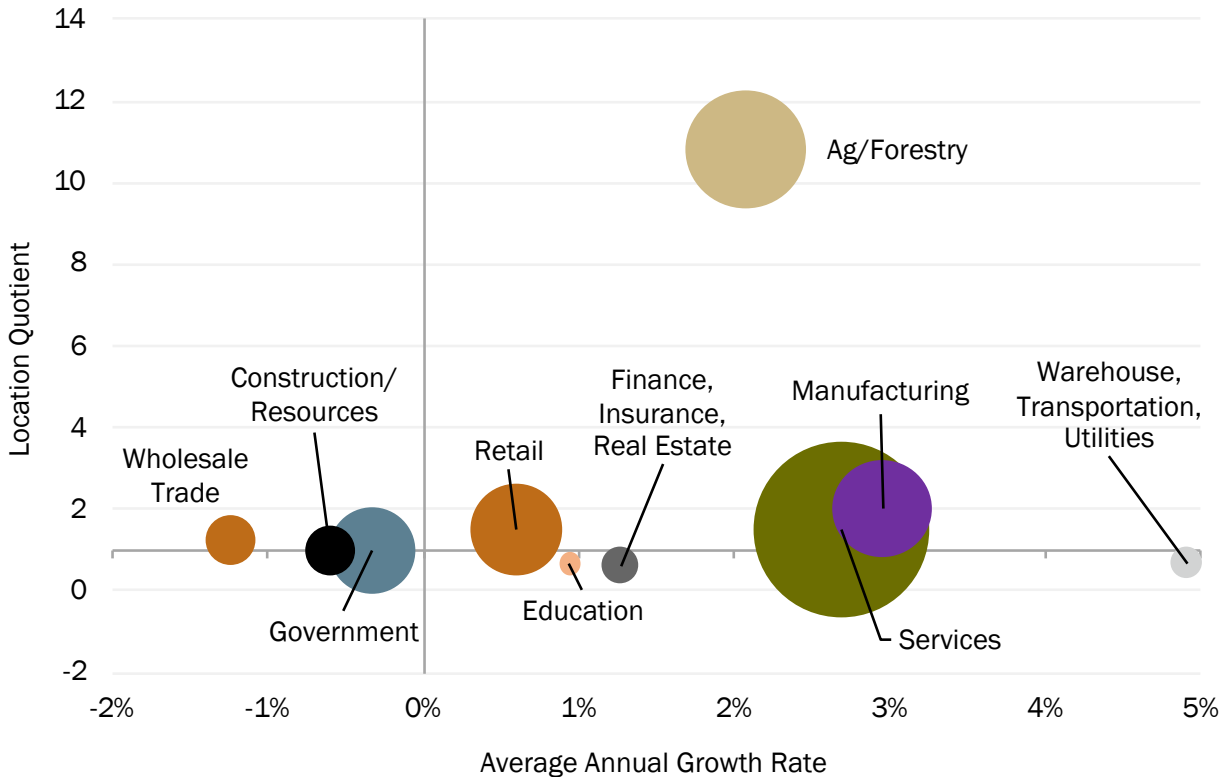


Source: Oregon Employment Department, Quarterly Census of Wages (QCEW).

Hood River County Employment Location Quotient

Location quotients measure the concentration of jobs in a sector compared to a statewide average. A value of 1.0 signifies that the sector possesses the same level of employment concentration as the state. Values above 1.0 are more concentrated than the state average. The size of the bubble represents the number of jobs within that sector. Sectors with sizable employment and higher than average concentration, represent strengths for the region. Fast growing sectors, even if they are not very large, represent potential opportunity areas. Exhibit 15 shows the local concentration of jobs by sector (location quotient) along with measures of industry size and average annual employment change in Hood River County.

Exhibit 15. Employment Concentration and Change by Sector, Hood River County, 2006 to 2017



Source: Oregon Employment Department, Quarterly Census of Wages (QCEW).

Key findings from this chart include:

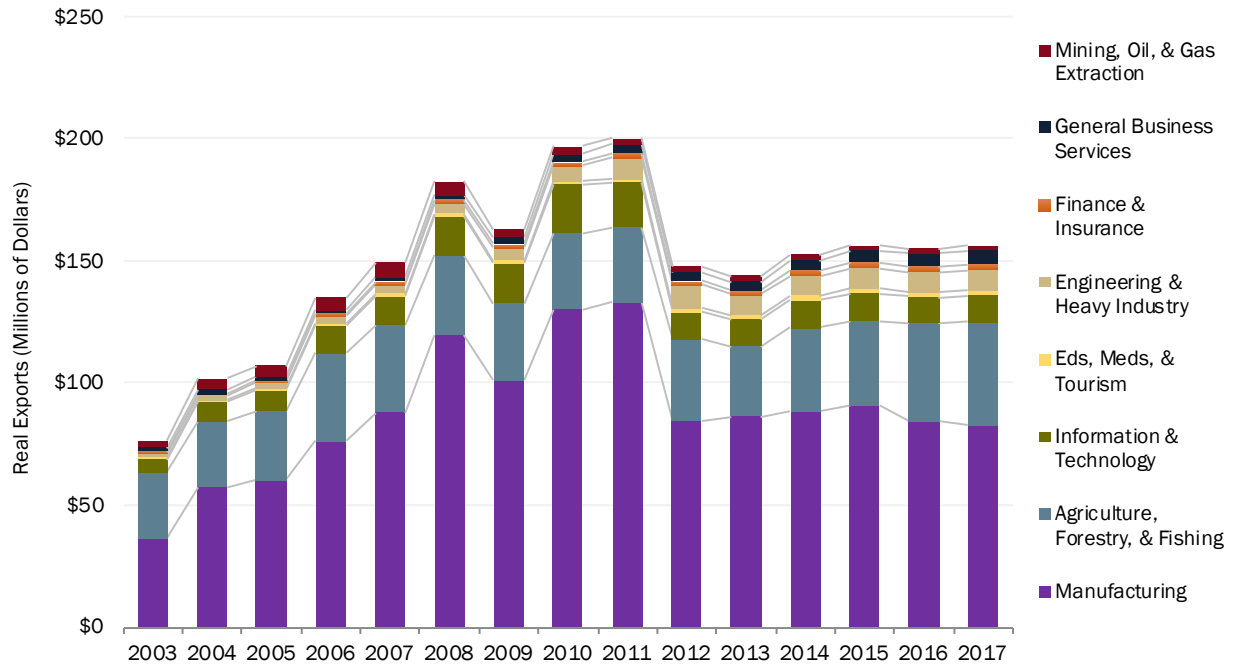
- **The agriculture and forestry sector** has the largest location quotient in Hood River County at 10.8 and grew, on average, at an annual rate of 2.1 percent over 2006 to 2017.
- **The warehouse, transportation, utilities sector** has the largest annual average growth in Hood River County at 4.9 percent; however, its concentration is less than that of the state (location quotient of 0.7).
- **Manufacturing employment** has been increasing 2.9 percent annually and is more concentrated than the state (location quotient of 2.0).
- **Services sectors** are the largest employers in Hood River County. They are more concentrated than Oregon on average (location quotient of 1.5). Its average annual growth rate was 2.7 percent across 2006 to 2017.

Hood River Regional Exports

Exhibit 16 shows total exports from Hood River County from 2003 to 2017. The largest export industry is manufacturing followed by agriculture, forestry, and fishing. Total exports increased over 2003 to 2017, though a couple of large declines occurred throughout this period. Manufacturing exports decreased 16 percent over 2008 to 2009 and agriculture, forestry, and fishing decreased by about 3 percent. These declines were likely due to the Great Recession; however, in 2010 and 2011, manufacturing rebounded whereas agriculture, forestry, and fishing

continued to decline. Since 2011, regional exports from Hood River County have been largely unchanged.

Exhibit 16. Exports by Industry in Real Dollars (Millions), Hood River County, 2003 to 2017



Source: Brookings Export Monitor, 2018.

5.2 Hood River County - Potential Future Demand

Hood River County saw considerable growth in the last decade. Population, GDP, and employment figures have all increased in the past few years. Hood River County currently has one of the lowest unemployment rates in the entire state of Oregon. Like many communities across the northwest, employment is anchored in the service sector, but Hood River County has important clusters of employment in manufacturing and the agriculture and forestry sectors—two sectors that typically require industrial land.

Overall, the prospect for continued economic growth in the Hood River region is positive. The area is located along an interstate highway and proximate to the largest economic metro in the region. The natural beauty of the area and outdoor recreation opportunities will continue to draw visitors and new residents. Notable challenges include providing an adequate supply of land for new development and providing housing that is affordable for the growing workforce. Established local industries, such as food and beverage companies and UAV manufacturers, are poised for future growth.

Future Employment Growth and New Industrial Land Demand

Future demand for industrial land within the Hood River region will be driven by economic expansion of locally-serving and externally-oriented industrial type businesses. A strong indicator for economic expansion is employment. Moreover, the amount and type of industrial related future job growth will affect the region’s industrial land needs.

In general, local-serving industrial land demands track closely with overall regional growth. Demand for external-oriented industrial land in the region is affected by a number of different market factors, including the supply of readily developable sites that meet the specific user’s needs. As a result, external-oriented industrial jobs are not as easy to project at the local level and do not grow at a steady rate.

One common method for understanding the future demand for industrial land is to extrapolate from employment projections. In Oregon, the Oregon Department of Employment (OED) is responsible for developing these long-range employment projections. OED’s most recent projections are for 2017 to 2027. OED’s projections also include sector-specific breakdowns, so we are able to better understand how jobs may grow in industrial employment sectors.

Exhibit 17 displays OED’s projected job growth for the employment sectors of manufacturing, wholesale trade, and transportation and warehouse in the Gorge Region.

Exhibit 17. Gorge Region (Gillam, Hood River, Sherman, Wasco, and Wheeler Counties) 10-Year Projected Industrial Sector Employment Growth, 2017 to 2027

Industrial Sector	Gorge Region Projected Growth, 2017-2027
Manufacturing	300
Wholesale Trade	70
Transportation, Warehousing, and Utilities	70
Total	440

Source: Oregon Department of Employment.

OED projects 440 additional new jobs in these employment sectors over the next ten years. A continuation of historical job growth trends would result in 680 industrial jobs over the same time period.¹¹ However, if we include the employment sector “professional and technical services” – a sector that represents many businesses that are allowed to locate in industrial areas – the growth projections change substantially. Including professional and technical services in OED’s projections would result in 740 new jobs over the next ten years. Adding this sector to the historical growth method of future projections results in 1,823 new jobs.

Using common relationships between jobs, building size, and industrial lots sizes, we can roughly estimate the land needed to accommodate these future jobs. Exhibit 18 below presents a summary of this estimation method and its land demand output. Lower job density industrial projects are typically associated with employment sectors that require few employees per facility, such as warehousing, and distribution type developments. Higher job density projections refer to light industrial, manufacturing, or flex-industrial type developments.

¹¹ Source: Oregon Employment Department, ECONorthwest. Average annual growth of historical trends from 2005-2017 projected over 2017 to 2027 time period.

Exhibit 18. Gorge Region Future Industrial Land Demand Estimates (includes Prof. and Tech. Services Sector)

		OED Estimates	Historical Trending
10-Year Job Estimations (2017-2027)		740	1,823
Industrial Building Space - Low Job Density	800 SF/Job	592,000 SF	1,458,272 SF
Industrial Building Space - High Job Density	500 SF/Job	370,000 SF	911,420 SF
Floor Area Ratio (FAR)	0.33		
Industrial Land Demand (Acres)			
Low Job Density (acres)		41 Acres	101 Acres
High Job Density (acres)		26 Acres	63 Acres

Source: Oregon Department of Employment, ECONorthwest.

Using the OED employment projection method, demand for industrial land in Oregon’s Gorge Region over the next ten years is estimated to be between 26 and 41 acres in total. Depending on how much of this growth is allocated to Hood River, the range is aligned with land demand estimates presented in the last City of Hood River Economic Opportunities Analysis¹². The most recent EOA estimated that the City of Hood River alone would need 11 to 53 acres of industrial land by 2030.

The variability in these estimates show the difficulty and uncertainty in predicting the future. Historical data and recent trends in industrial real estate show a modest demand for industrial real estate going forward. Expectations for a massive industrial expansion in the Gorge Region should be tempered. The region is much more likely to see incremental growth in the foreseeable future.

¹² See Appendix for more detail

6 Conclusions

Like most communities across Oregon, Hood River’s economy is changing. The rise of tourism in the Mid-Columbia Gorge area has led to an increase in service-based employment. The region’s agricultural base has enabled the emergence of many food-focused businesses in the manufacturing sector. And the unique unmanned aerial vehicles (UAV) industrial cluster has created new opportunities for spinoffs large and small.

The Port of Hood River (the Port) is at a crossroads as it considers how to best attract new development to Lot 1, the last remaining undeveloped area of the Hood River Waterfront. The Waterfront currently includes a mix of commercial and industrial users, alongside recreational uses like the Waterfront Park and Trail. Lot 1 serves as a gateway to the Waterfront— to conform with the rest of the Waterfront, the expectation is high for quality development projects that also meet the community’s demand for value-add industries with well-paying jobs. To unlock land for this new development, the site will need new infrastructure to support internal circulation, utility connections, and a design that facilitates connections to the rest of the Waterfront.

ECONorthwest used a variety of data sources to complete the market analysis including Costar (real estate data), Oregon Department of Employment data, Census data, etc. To ground the quantitative market information, ECONorthwest conducted interviews with 11 local stakeholders, including business owners, brokers, and property owners.

The Port is interested in understanding existing conditions for industrial development in the region. The purpose of this *industrial demand assessment* to (1) gauge the level of potential demand in future development of Lot 1, and (2) to help understand the needs and desires of the types of businesses that would locate there.

6.1 Hood River Industrial Demand

Core to our research task is to uncover the nature of demand for industrial land in Hood River, and specifically for the Waterfront’s Lot 1. After synthesizing both quantitative and qualitative data we arrived at the following findings.

Industrial Demand Findings

The Waterfront is a unique location for industrial development

Before discussing the amount of future demand for new industrial development on the Waterfront, it is important to emphasize that the Waterfront is a unique industrial area that is unlike most other industrial areas in the Gorge Region. The Waterfront started as a more typical light industrial area with public utility facilities and warehouses, but recent flex-industrial developments coupled with the creation of parks, public space, and a pedestrian focused regulatory environment have fostered an industrial area that functions like a mixed-use center. This has implications for the character and scale of future developments, and for the type of businesses that will be attracted to the area.

There is currently demand for new development in the Hood River area—both in the short term and in the long term

The fundamental demand drivers that lead to new development—population growth and economic expansion—are expected to continue on their current upward trajectory. This indicates growing demand for new development in the short term and long-term. However, the region’s small population and the challenges faced by new development projects indicate that the development and absorption of space is likely to be sporadic. Expectations for a robust industrial expansion in the Gorge Region should be tempered. The region is more likely to see incremental growth in the foreseeable future.

Demand for new industrial space isn’t evenly distributed between industry sectors. For example, some industry sectors like food and beverage manufacturing have seen steady and consistent growth over the past few decades. Other sectors have seen more intermittent growth.

The Waterfront provides greater opportunities for select industry sectors

Several of the region’s key industrial sectors have seen growth in the past few years. The most likely businesses to derive a premium or locational advantage from the Waterfront are:

- **Businesses that want to be close to other businesses in the same cluster.** Some businesses seek locations where they can be close to other businesses in the same or complementary sectors. For example, the Waterfront has a concentration of food and beverage manufacturing businesses, this sector is expected to see continued strong growth in the short run. For these reasons, Lot 1 will be an attractive location for more food-focused companies.
- **Businesses that seek an amenity-rich location for employees.** When asked about why they chose to locate on the Waterfront, some of the area’s existing flex/office-oriented tenants cited the area’s recreational amenities, views, and adjacent businesses as key reasons for why they chose to locate in the area. This points to a particular opportunity for industrial flex/office businesses to locate at Lot 1.
- **Industrial businesses with a commercial component.** For industrial businesses that are consumer facing, a small commercial or retail outlet at their production facility can be a key element of their business strategy. These outlets enable their customers to come and experience products where they are produced. The Waterfront, with its pedestrian scale, and outdoor amenities, offers an attractive location for industrial businesses that want to have a consumer facing retail component to their business.
- **Traditional industrial users that need proximity to the highway or to be located in a central location.** Lot 1 is adjacent to a highway interchange with Interstate-84. Industrial users that require an easy connection to the highway system will be drawn to Lot 1.

Despite demand for new industrial development, multiple challenges impact project feasibility and development efforts.

We heard from several stakeholders that there is an interest by local companies to expand and develop new facilities. Two primary challenges to new industrial development repeatedly arose in our stakeholder conversations. First, the Hood River region has a limited supply developable industrial land, and much of the available supply is in small lots, or in lots in need of substantial improvement before development can occur. Second, Hood River is facing an affordable housing crisis that is having real effects on local businesses’ ability to attract new employees to the region.

The table below summarizes the opportunities and challenges for industrial development in Hood River generally, and for Lot 1 specifically.

Exhibit 19. Industrial Development Opportunities and Challenges

	Industrial Development in Hood River	Industrial Development on Lot 1
Opportunities	<ul style="list-style-type: none"> • Highly desirable area • Emerging industrial clusters • Strong economy 	<ul style="list-style-type: none"> • Excellent access to I-84 • Existing cluster of light industrial uses will attract similar types of businesses • High-quality mixed employment and recreation area
Challenges	<ul style="list-style-type: none"> • Limited supply of workforce housing • Availability of space 	<ul style="list-style-type: none"> • High rents will limit base of potential users • High cost of providing infrastructure to support development • Compatibility of some potential industrial users

Source: ECONorthwest

6.2 Implications for Lot 1 Development

Our research indicates current demand for new industrial development in Hood River. However, the Waterfront is a unique industrial area, and therefore has a limited set of potential businesses that suitable tenants. Moreover, as the experience of some of the recent projects on the Waterfront have shown, meeting zoning and design regulations, plus finding tenants that can afford the higher rents that are required can be challenging. This means that demand for industrial development *at Lot 1* is only a subset of overall demand for *industrial* development in the region.

A key determination is to outline what is included in the definition of “industrial.” Many of the successful businesses that are located at Hood River’s Waterfront are office users with a small warehouse or commercial component. Our research indicates that the “professional office and technical services” sector is expected to be one of the fastest growing employment sectors in the region. Based on the City of Hood River’s latest employment land inventory completed in 2011, the city lacks sufficient land for the expected growth in office employment through 2030. These findings, coupled with the public policies (e.g. zoning), and the vision developed in the Lot 1 Master Plan, indicate that future tenants are likely to be quasi-industrial office users that can fit into flex-industrial buildings.

Combining input from regional industry data and trending and economic development efforts, alongside the economic, regulatory, and cultural environment, we see a specific opportunity for Lot 1 to absorb industrial development in the following three sectors: food production and value-add agriculture, technology (including UAV associated businesses), and other industrial office users. Exhibit 20 provides an overview of these industry sectors and discusses their potential compatibility with Lot 1.

Exhibit 20. Lot 1 Industrial Sector Opportunities and Compatibility

	Eligible Land Use	Level of Near to Mid-term Demand	Building and Site Needs	Need for Commercial Space	Ability to Pay Premium Rents	Likelihood of Locating in Lot 1
Technology (Including UAV companies, technology services and development, among others)	Yes. Most technology companies are “goods producing” and therefore, qualify for industrially zoned areas.	Moderate. Technology focused companies are highly dependent on business cycles. Current growth is positive. An economic down-turn could reduce demand.	These businesses seek high-quality spaces to attract talented employees and reinforce their brand image. Daytime parking will be required. Alternative travel modes, shared parking, and transport management plans may reduce parking demand.	This depends on the specific type of technology company. However, most companies are not consumer-facing and, therefore, do not need commercial space.	Yes. These tend to be high-profit companies that are able to pay rent premiums.	Depends on the company. These companies will seek a location at Lot 1 if the location matches their brand identity.
Food and Value-Added Agriculture (Manufacturing)	Yes. These are manufacturing companies.	Moderate to High. This is one of the steadily growing industrial sectors in the Hood River Area.	Scale and type of building depend on the size of the production operation. Small producers can fit into multi-tenant spaces. Larger companies require larger, single-user facilities. Employee parking, truck parking, and outdoor storage are commonly needed. Both drive-in and dock high doors are typically required.	Yes. Although it depends on the company, many of these businesses benefit from having a consumer-facing commercial outlet	Depends on the business. Most emerging food companies cannot afford premium rents	High. But it depends on price and building suitability.
Other Professional Services/ Industrial Office Users	For the most part. Companies in this category may not meet zoning requirements.	Professional and Businesses Services is one of the fastest growing industries.	These businesses are primarily office users. They can fit in any number of configurations. Typically, single large floor plates are preferred.	No. Most companies are not consumer-facing.	Yes. Most companies can pay “office level” rents.	High. Lot 1 is an attractive location for these companies.

Source: ECONorthwest

Appendix A: Competitive Supply Summary

This section provides a summary of the competitive industrial land supply within the Gorge Region. As is the case with most non-metropolitan regions, local real estate data in the Gorge Region has gaps and is many times inaccurate. Within the section, we provide notes where we have observed abnormal data or lack of a complete dataset.

Industrial and Flex-Industrial Real Estate Market Trends

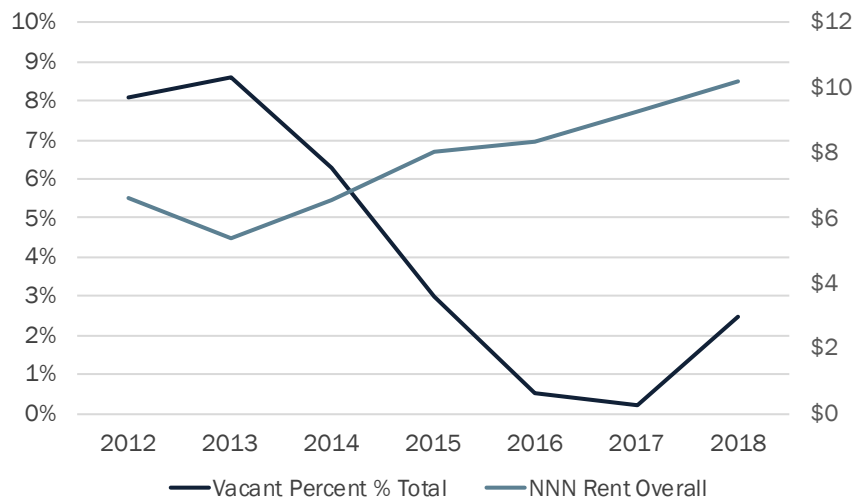
This section describes the current and recent historical real estate conditions for the industrial and flex markets in the Gorge Region. In general, the industrial real estate market includes buildings where raw materials and products are assembled, processed, and warehoused. These buildings tend to be large, often equipped with specialized machinery, and generally yield lower average rents per square foot than buildings in other commercial markets. The flex real estate market includes buildings that offer adaptable spaces that can accommodate a range of office, warehouse, or other types of commercial uses such as research and development, medical, industrial, quasi-retail, or others.

Exhibit 21 and Exhibit 22 show rent, vacancy, and absorption and delivery trends in the Gorge Region industrial and flex real estate markets.

Since 2013, industrial/flex rents have increased by more than 50% while vacancy rates have declined. In 2018, industrial rents reached a high of \$10 per square foot and vacancy rates dropped to about 2.5 percent.

Exhibit 21. Industrial and Flex Rent per Square Foot and Vacancy Rate, Gorge Region, 2012 to 2018¹³

Source: Costar.

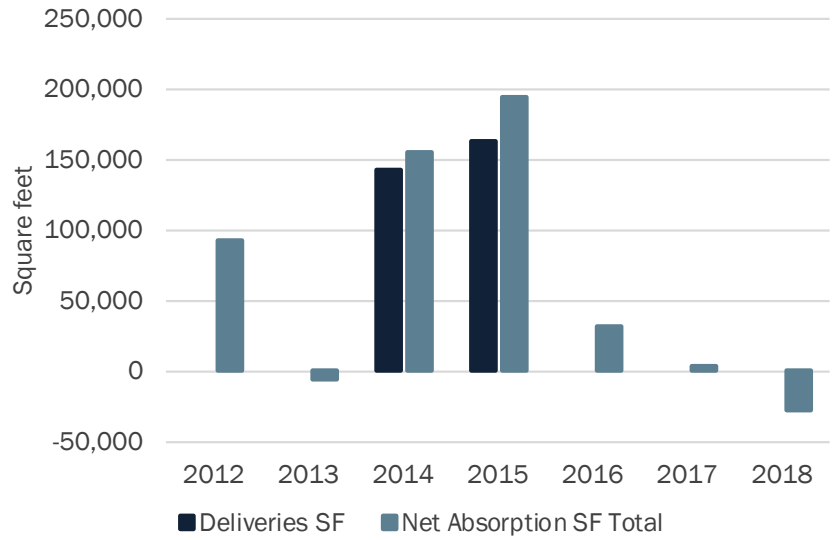


¹³ NNN or “Triple Net Rents” refer to commercial real estate leases where the tenant is responsible for all space related expenses, e.g. utilities, property tax, janitorial services, etc.

The Gorge Region saw the largest amount of industrial/flex square feet delivered and absorbed in 2014 and 2015. Industrial projects by Google and Lexington Realty Trust added nearly 300,000 square feet of industrial/flex space to the five-county area in 2014 and 2015.

Exhibit 22. Industrial and Flex Deliveries and Absorption (square feet), Gorge Region, 2012-2018

Source: Costar.



These real estate market trends show that since the Great Recession, the industrial and flex-industrial sectors of the Gorge Region have seen rapid expansion and positive market indicators. That is, rents have generally been increasing, vacancy has been declining and there have been a few large deliveries to market that were quickly absorbed.

It should be noted that 2018 data indicate an uptick in vacancy and negative absorption. Although this dataset is not comprehensive to all industrial and flex properties in the region, these trends should be watched closely to identify any growing market weakness.

Recent developments

There have only been a few industrial or flex space developments in the Gorge Region built in recent years. Many of these properties were developed on the Hood River Waterfront, including the Expo Industrial Offices, and projects built by developer Key Development¹⁴.

For the past five years the total building area shown in Costar, the most comprehensive real estate database in the Gorge Region, show that the new flex and industrial buildings total about 300,000 square feet in rentable building area, and all of the buildings were either completely or nearly completed occupied as of early 2019. CoStar estimated building rents¹⁵ between \$6 to \$20 for these properties.

¹⁴ See Exhibit 4 for more detail

¹⁵ CoStar estimates building rents based on the asking rent for the most recent tenant move-ins.

New Industrial/Flex Buildings



901 Bingen Point Way (Bingen)

Year built: 2014

Estimated rent: \$6-8 per sq. ft.

901 Bingen Point Way is fully leased (as of early 2019) with over 124,000 sq. ft. of rentable building area. The building was awarded silver-level LEED certification in 2015.



Wasco Avalanche Building (Hood River)

Year built: 2014

Estimated rent: \$10-13 per sq. ft.

The Wasco Avalanche Building is a flex show room with about 18,000 sq. ft. of rentable building area. The building was 89% occupied as of early 2019.



407 Portway Avenue (Hood River)

Year built: 2018

Estimated rent: \$26 per sq. ft.

407 Portway Avenue is a three story, 15,000 sq. ft. flex R&D building with 84% occupancy (as of March 2019).

This building is part of a series of recent development projects by Key Development along Portway Ave.

In addition to the 407 Portway Avenue Project, new commercial and industrial development at the Waterfront since 2014 includes:

- **Sheppard's Supply** at 440 Riverside Drive, a 20,000 SF expanded retail/service facility for a longtime Hood River landscape supply company.
- **Pfriem Brewery Expansion**, completed in 2017, which increased the production and retail area for Pfriem Brewery.

Hood River’s Waterfront in the Context of the City’s Industrial Land

The Hood River Waterfront comprises a large portion of the City of Hood River’s limited supply of industrial land. Lot 1, in particular represents a unique opportunity given its size of nine acres, which is larger than almost every other industrially-zoned parcel in the City.

The most recent inventory of available industrial land within the City of Hood River was completed as part of the City’s Economic Opportunities Analysis (EOA) in 2011. This document included a buildable lands inventory, which is an assessment of the capacity of land within the City of Hood River to accommodate forecasted housing and employment needs over 20 years. Exhibit 23 provides a summary of the amount of vacant and partially vacant employment land in the city by land use class in 2011.

Exhibit 23. Vacant and Partially Vacant Lands by General Land Use Zone Class, Hood River UGB, 2011

	Acres	Percent of Total Buildable Acres	Tax Lots
Office Residential (C-1/U-C-1)	0.7	0.6%	2
Commercial (C-2/U-C-2)	73.3	65.5%	64
Industrial/Light Industrial (I/LI)	37.9	33.9%	29
Total Gross Buildable Land	111.9	100.0%	95

Source: Hood River Economic Opportunities Analysis, 2011, Page 4.

Key findings from the buildable lands inventory included:

- There were about 38 acres of buildable industrial land in the City of Hood River in 2011, comprising about a third of total buildable employment land.
- Most of the vacant or partially vacant parcels were small: just four parcels were more than two acres in size.
- There were 74 acres of vacant or partially vacant commercial land, comprising two thirds of buildable land.

At the time of the analysis, the Waterfront had seen some limited redevelopment, including the Jensen Building, the Halyard Building, the UTS Building, and Hood River Juice. However, this document does not reflect the many new projects built from 2012 to 2017, shown in Exhibit 3. At nine acres, Lot 1 represented about 24 percent of the City’s capacity of industrial land, as of 2011.

To determine whether the City had enough available land to accommodate future employment, the EOA estimated that the City would add a total of 1,500 and 3,000 jobs across all sectors over 20 years, from 2010 to 2031. Because this is a wide range of potential job growth, the EOA also included three scenarios for employment growth to determine the implications for land need under each scenario. Key findings included:

- **Industrial land:** The Hood River UGB has enough industrial land to accommodate the forecasted level of industrial employment growth that is expected to occur under low-growth (11 acres) or medium-growth (16 acres) scenarios, but not the high growth scenario (53 acres).
- **Commercial land:** The UGB has a shortfall of commercial lands of between 15 and 19 acres needed to accommodate office growth, while there would be a surplus of 37 to 50 acres of other commercial land.

Hood River's Waterfront Relative to Other Industrial Areas in the Region

There are several industrial business parks within the Gorge Region that are direct competitors for Lot 1 and the Hood River Waterfront. Each of these areas has distinct advantages and disadvantages for particular users.

Port of Klickitat (Bingen, WA)

Like the Port of Hood River, the Port of Klickitat is interested in the long-term economic development of the region and offers long-term ground leases for its land. The Port of Klickitat owns commercial and industrial property at two business parks:

- **The Bingen Point Business Park** in Bingen, Washington is a partially developed waterfront property which is zoned for commercial and light industrial use. Currently, Insitu leases its eight-acre site from the Port. This business park is the most similar to the Hood River Waterfront because it is within the town of Bingen and has a mixed-use character.
- **The Dallesport Industrial Park** in Dallesport, Washington is zoned for light and heavy industrial use. The industrial park borders US Highway 197 and the Columbia Gorge Regional Airport. It has one terminal facility and rail access (served by the BNSF Railway). The first phase of the industrial park offers a total of 65 buildable acres. Key tenants include LifeFlight, which moved into a speculative building in 2018.

Port of The Dalles (The Dalles, OR)

The Port of the Dalles sells and ground leases land for immediate economic development purposes, with an employment target of at least six jobs per acre.

- **The Columbia Gorge Regional Airport Business Park** in The Dalles has 17 shovel-ready lots with water, sewer and other utilities. To develop the lots, the Port has graded 34 acres and installed roadways. Several lots will have access to the airport's taxi-ways.¹⁶
- **Columbia Gorge Industrial Center.** Completed in 2015 the Port of the Dalles is marketing 26 state-certified, shovel-ready lots of one to four acres, some of which can be assembled. The total project comprises 60 acres. As of March 2019, the Port has sold 15 of the 26 lots.



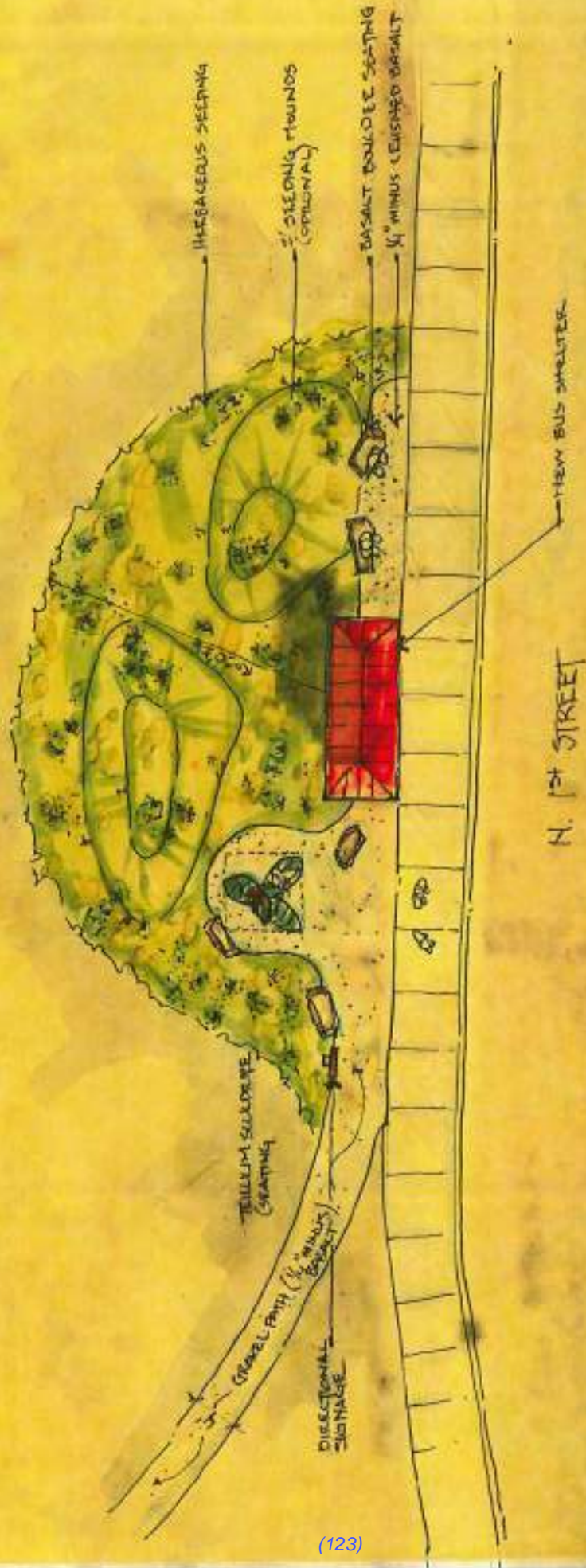
Columbia Gorge Regional Airport Business Park in The Dalles, Oregon

¹⁶ Port of the Dalles. Columbia Gorge Regional Airport. <https://www.portofthedalles.com/properties/1350-2/>


Disclaimer

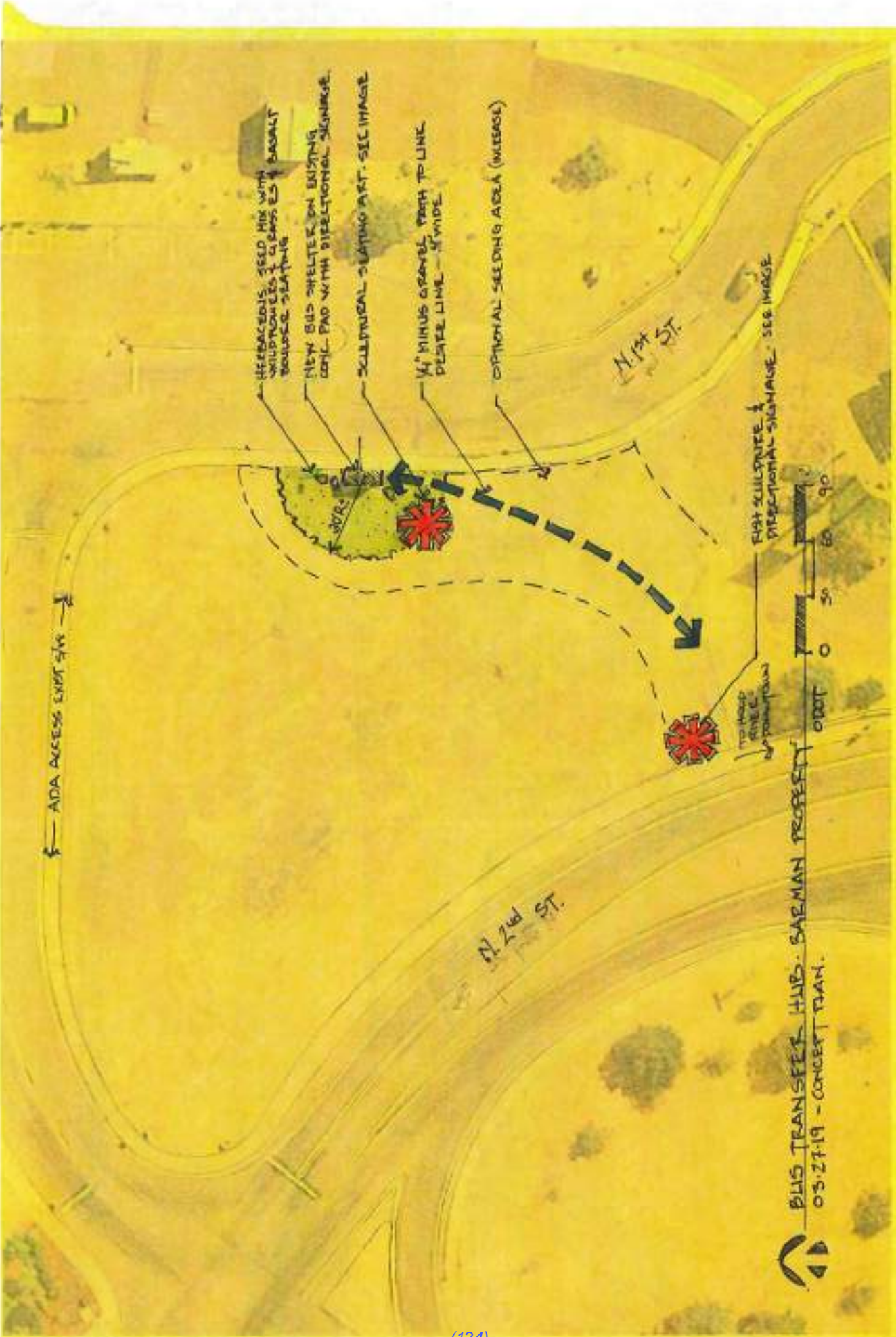
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N. 1st STREET


BUS TRANSFER HUB - BARMAN PROPERTY
 03.27.19 - CONCEPTUAL SITE PLAN
 0' 10' 20' 30' 40' 50' 60' 70' 80' 90' 100' 110' 120' 130' 140' 150' 160' 170' 180' 190' 200'



ADA ACCESS EXIT SW

HERBICIDES SEED MIX WITH
WILLOW TREES & GRASSES & BAOBAB
WOODS PLANTING

NEW BUS SHELTER ON EXISTING
CONC. PAD WITH DIRECTIONAL SIGNAGE

SCULPTURAL SLATING ART. SEE IMAGE

1/2" MINUS GRAVEL PATH TO LINE
DESIGN LINE - 4' WIDE

OPTIONAL SEEDING AREA (MISSEGE)

N 1st ST

POST SCULPTURE &
DIRECTIONAL SIGNAGE - SEE IMAGE

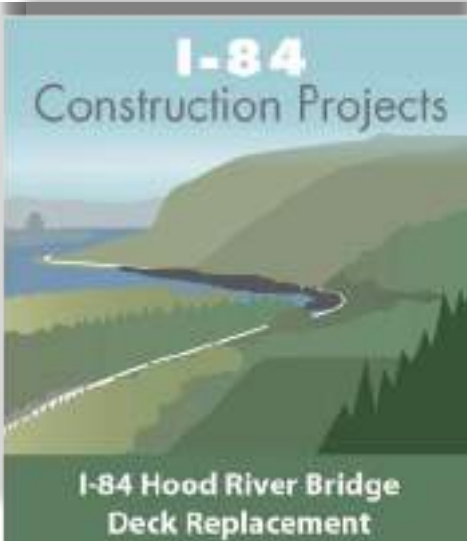
TO HOOP
RIVER
CONDUIT



N 2nd ST

BUS TRANSFER HUB - SAEEMAN PROPERTY
03.27.19 - CONCEPT PLAN





I-84 Hood River Bridge Deck Replacement

The Oregon Department of Transportation is working on a project to replace the bridge deck on eastbound I-84 over Hood River. The bridge was built in 1953 and has needed several repairs over the years to keep it operating and ensure that travelers can reach their destinations.

The project will make I-84 safer for all travelers and extend the life of the highway, which is an important route for interstate traffic, as well as local and business traffic.

Why is it needed?

The bridge over Hood River on I-84 was built in 1953. As an old bridge, the concrete on the bridge deck is deteriorating and needs to be repaired.

The bridge is actually made up of two separate bridges, one for eastbound and the other for westbound traffic.

During the construction work, efforts will be made to reduce impacts to the Slough Pedestrian and Bike Trail that is located below the bridge.

What are the details?

The project will include the following:

- Eastbound bridge - replace the six-inch deck with a thicker deck and strengthened steel girders.
- Construction impacts will require one lane of traffic in each direction (EB & WB) to be closed for staging. The auxiliary lanes will remain open under daytime work.
- There will be intermittent night-time closures of the auxiliary lanes and closure of I-84 entrance and exit ramps at Exit 63 and 64, with a detour available, to perform construction of bridge temporary containment and paving and striping work off the bridge ends.

Construction Schedule

Construction is expected to take place from January 2020 until May 2021

Efforts will be made to reduce construction impacts for travelers during the busy summer months or over holiday weekends.

No lane closures will occur between Memorial Day and Labor Day 2020.



Construction Schedule*

Construction: January 2020 - May 2021

*Schedule is subject to change

Questions?

Alia Burck, ODOT at 541-388-6037 or alia.burck@odot.state.or.us

Katelyn Jackson, ODOT at 503-731-8503 or katelyn.jackson@odot.state.or.us

¿Hablas español? Para recibir información por favor llame al 503-731-4128.

For ADA (Americans with Disabilities Act) call TTY 800-735-2900 or 7-1-1.

Get up-to-date construction information on all of these projects at: <https://www.oregon.gov/odot/projects/pages/project-details.aspx?project=19653>

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Commission Memo



Prepared by: Genevieve Scholl
Date: April 23, 2019
Re: Waterfront Wayfinding and Interpretive Signage Project Update

Since 2015, staff has been working with Pageworks Design (“Pageworks”) of Hood River on preliminary style guidelines, content and location of various types of signs, and cost estimates for a comprehensive signage plan for wayfinding and interpretation of various points of interest along the Hood River Waterfront Trail.

In FY 2018-19, the Commission authorized a \$20,000 budget allocation for the project and none of that budget has yet been expended. Staff plans to propose a budget allocation in the FY 2019-20 budget of \$10,000 for Phase Two of the project, which encompasses additional directional signage as well as safety and warning signs at river access points along the waterfront. With work beginning in April and installation concluding in August-September, the project will span the two fiscal years.

The attached personal services contract and scope of work proposal reflects a cost of \$22,521.60 for design, production, and project management for the completion of Phase One of the project. Phase One encompasses the two large kiosk signs at each end of the pedestrian bridge that were part of the original project scope proposed in 2015 for the Nichols Basin West Edge Waterfront Trail project. Also included in Phase One are all the wayfinding and interpretive signs planned for the trail.

Not included in the contract are installation costs. Staff anticipates installation costs will be approximately \$3,200 if done by an outside contractor and is investigating facilities crew availability relative to project timing to reduce this cost by doing the work in-house.

RECOMMENDATION: Approve contract with Pageworks Design for design and project management services for implementation of the Hood River Waterfront Signage Plan not to exceed \$22,521.60 plus reasonable reimbursable expenses.

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**Personal Services Contract
Exhibit A**

I. SCOPE OF WORK:

Design and project management services to implement Phase One of Waterfront Trail Signage Project as described in Exhibit C.

II. DELIVERABLES AND TIMEFRAME:

The deliverable(s) covered under this Contract shall be:
Design, fabrication, project management and production of two Pedestrian Bridge Kiosk Signs and twelve 36" x24" pedestal signs and other services described in the attached Exhibit C for the purposes of implementing Phase One of the Waterfront Trail Signage project.

The due dates for the deliverable(s) shall be: September 15, 2019

III. CONSIDERATION:

Total project cost not to exceed \$22,521.60.

IV. BILLING AND PAYMENT PROCEDURE:

The Contractor shall submit to the Port for payment an itemized invoice in a form and in sufficient detail to determine the work performed for the amount requested. The invoice shall contain at a minimum:

- Invoice date
- Contract project title
- Record of hours worked and a brief description of activities
- Billing rate applied
- Description of reimbursable items

Invoices may be submitted monthly, or at such other interval as is specified below:

The Port shall process payment in its normal course and manner for Accounts Payable, net 30 days.

**Personal Services Contract
Exhibit B**

INSURANCE

During the term of this Contract, Contractor shall maintain in force at its own expense, each insurance noted below:

- 1. Workers' Compensation insurance in compliance with ORS 656.017, which requires subject employers to provide Oregon workers' compensation coverage for all their subject workers. (Required of contractors with one or more employees, unless exempt order ORS 656.027.)

___ Required and attached OR X Contractor is exempt

Certified by Contractor: _____
Signature/Title

- 2. Commercial General Liability insurance on an occurrence basis with a limit of not less than \$1,000,000 each occurrence for bodily injury and property damage and \$2,000,000 general aggregate. The Liability Insurance coverage shall provide contractual liability. The coverage shall name the Port of Hood River and each of its Commissioners, officers, agents, and employees as Additional Insured with respect to the Contractor's services to be provided under the Contract.

X Required and attached Waived by Finance Manager _____

- 3. Automobile Liability insurance with a combined single limit of not less than \$1,000,000 each occurrence for bodily injury and property damage, including coverage for owned, hired, or non-owned vehicles, as applicable.

X Required and attached Waived by Finance Manager _____

- 4. Professional Liability insurance with a \$1,000,000 per claim and \$1,000,000 in the aggregate for malpractice or errors and omissions coverage against liability for personal injury, death or damage of property, including loss of use thereof, arising from the firm's acts, errors or omissions in any way related to this Contract.

___ Required and attached Waived by Finance Manager X

- 5. On All Types of Insurance. There shall be no cancellation or intent not to renew the insurance coverages without 30-days written notice from the Contractor or its insurer(s) to the Port, except 10 days for premium non-payment.

- 6. Certificate of Insurance. As evidence of the insurance coverage required by this Contract, the Contractor shall furnish acceptable insurance certificates to the Port at the time Contractor returns the signed Contract. The General Liability certificate shall provide that the Port, its Commissioners, officers, agents, and employees are Additional Insured but only with respect to the Contractor's services to be provided under this Contract. Endorsement CG 20 10 11 85 or its equivalent must be attached to the Certificate. The Certificate shall provide that the insurance shall not terminate or be canceled without 30 days written notice first being given to the Port. Insuring companies or entities are subject to Port acceptance. If requested, complete copies of the insurance policy shall be provided to the Port. The Contractor shall be financially responsible for all pertinent deductibles, self-insured retentions, and/or self-insurance.

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Proposal
Port of Hood River
Waterfront Trail Signage Phase One

Prepared by
Pageworks Design
March 14, 2019





601 Cascade Avenue, Hood River, OR 97031 • 541-386-5616

March 14, 2019

Ms. Genevieve Scholl
Communications & Special Projects Manager
Port of Hood River
1000 E. Marina Drive
Hood River, OR 97031

**Proposal
Port of Hood River
Waterfront Trail Signage Phase One**

Pedestrian Bridge Kiosk Signs

Description

Kiosk Signs: Eight Sign Panels with individualized content, on four two-sided sign pieces to fit in total available space approximately 50" wide x 68" high. Each kiosk to contain a large 2-sided upper panel, size 50" wide x 46" high, and a smaller lower panel, size 50" wide x 22" high. Sign design and formatting are included as "in-house costs." Content subject matter and detail to be provided by client. Signs printed in full color on ImageLoc aluminum, mounted to existing kiosks on each side of Pedestrian Bridge. Sign fabrication and mounting hardware are estimated as "outside costs."

Example of Content previously considered for individual panels (*subject to change and approval*).

Large signs include two panels per sign, approximate size 50" x 46"

PANEL ONE - large

- About the Pedestrian Bridge
- Historic steam ferries to Underwood and White Salmon
- One terminal between railroad and old bridge

PANEL TWO - large

- Hood River confluence of Columbia River
- Riparian Area, wildlife

PANEL THREE - large

- Fish habitat

- Fish species seasons, migration, risks for extinction

PANEL FOUR - large

- Powerdale Station story, regulator steamer, old rail bridge
- Floods of 1894
- Rapid Currents / Caution

Small signs include two panels per sign, approximate size 50" x 22"

(This panel may be updated as Waterfront Trail changes occur).

PANEL ONE - small

- Map and detail, Waterfront Trail from The Hook east to Pedestrian Bridge.
- Pedestrian/Bicycle trail connections (to downtown, Indian Creek Trail, etc.)

PANEL TWO – small

- Map and detail, Waterfront Trail from Pedestrian Bridge east to Hood River Inn.

PANEL THREE - small

- Map and detail, Waterfront Trail from Pedestrian Bridge east to Hood River Inn.

PANEL FOUR - small

- Map and detail, Waterfront Trail from Pedestrian Bridge west to The Hook.

In-house Production per sign

Actual in-house production costs may vary depending on additional content needs, such as photography and illustration. This best estimate is based on project scope and knowledge to date and is negotiable with finalized scope of work.

Formatting/Production of 8 panels of art for Kiosk Signs

(Please see spreadsheet for hourly cost breakdown by service.)

In-house total four 2-sided panels per kiosk

\$3,037.00

Outside Production

Two larger upper panels, size 50" wide x 46" high, depth .125" 2 @ \$787.50 = \$1575.00

Two smaller lower panel, size 50" wide x 22" high, depth.125" 2 @ \$418.50 = \$837.00

All signs include ¼" radius corners with three holes drilled per side (for screwing onto brackets). Includes digital art set up, full-color printing on ImageLoc, a proprietary material with a 10-year warranty against UV light-fading, delamination, cracking, peeling, or blistering in extreme weather. Superior for graffiti removal and vandal-resistance. ImageLoc is a "green" product that has no VOCs or solvents in manufacturing process. Cost includes digital art set up, proof, sign production and tariffs.

Fabrication Sign Production Cost **\$2,412.00**

Mounting Hardware for four 2-sided signs to kiosk **\$2,045.00**

Mounting system for kiosk signs allows full visibility of both sides of signs, consisting of 3" x 3" extruded aluminum frame. Sign would be installed in frame to simplify installation and to protect the sign during shipment. Includes brackets to attach to existing kiosk posts. The frame is powder coated a textured dark brown (extra charge for custom colors). Cost breakdown is \$531.25 per large sign, \$491.25 per small sign. Other mounting options may be explored for cost savings.

Shipping & Handling **\$359.95**

Grand Total for Pedestrian Bridge Kiosk Signs **\$7,853.95**

** Installation not included.*

36" x 24" Pedestal Signs for 12 Specific Locations

Description

Standard pedestal sign sized 36" w x 24" d with individualized sign design and formatting of client-supplied content with minor editing included as "in-house costs." Content subject matter and detail outlined by client. Estimates for illustration, photography, photo editing is based on assumed average. Signs printed in full color on ImageLoc metal, mounted to metal cantilevered pedestal stands priced separately. Installation not included. Sign fabrication, stands and mounting hardware are estimated as "outside costs."

In-house Production per sign

Actual in-house production costs may vary depending on content of each sign, content development needs, including photography and illustration. This best estimate is based on project scope and knowledge to date, and is negotiable with finalized scope of work. (Please see spreadsheet for hourly cost breakdown by service.)

In-house total for 12 single-sided signs **\$5,398.00**

Outside Production

12 pedestal signs, size 36" wide x 24" deep. Sign panel depth is .125" All signs include ¼" radius corners with three holes drilled per side (for screwing onto stands). Includes full-color printing on ImageLoc, a proprietary material with a 10-year warranty against UV light-fading, delamination, cracking, peeling, or blistering in extreme weather. Superior for graffiti removal and vandal-resistance. ImageLoc is a "green" product that has no VOCs or

solvents in manufacturing process. Cost includes unframed signs, digital art set up, proof, and delivery of final product.

<i>Fabrication Sign Production Cost, 12 at \$328.00 each</i>	<i>\$3,936.00</i>
<i>Shipping & Handling of 12 signs, skid-mounted</i>	<i>\$240.86</i>
<i>Pedestals and Mounting Hardware, \$375.00 each</i>	<i>\$4,500.00</i>
<i>Shipping & Handling of Pedestals and Mounting Hardware</i>	<i>\$592.79</i>
<i>Grand Total for 12 pedestal signs</i>	<i>\$14,667.65</i>

** Installation not included.*

<i>Phase One Total</i>	<i>\$22,521.60</i>
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Approximately \$750 of in-house costs represented in estimate have been dedicated to Preliminary Sign Designs and \$500 has been included in preliminary project planning.

Terms: A series of payments are requested to cover costs throughout the project as follows, and is negotiable.

<i>Deposit 1 -- to proceed upon proposal acceptance (half of in-house production to cover design development, planning, coordination and in-house production)</i>	<i>\$2,838.00</i>
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<i>Deposit 2 – upon approval of designs and migration into outside production</i>	<i>\$2,838.00</i>
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<i>Deposit 3 – once outside production orders are made (half of sign production outside costs)</i>	<i>\$3,174.00</i>
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<i>Final Payment – due once signs and mounting systems delivered (balance of sign outside production costs, hardware and mounting systems, plus shipping and handling). Subject to adjustments as scope is finalized.</i>	<i>\$13,671.60</i>
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Preliminary Port of Hood River Waterfront Signage Color Palette and Sample Comp

March 14, 2019



Samples are to give a general idea of how signs might look. Actual layout and photos/illustrations will be dependent on content supplied by staff. Map shown is from Google Earth but could be illustrated map if desired.

Kiosk
Powder
Coat color

HOOD RIVER MARINA BEACH AND PARK

Hood River Marina Beach and Park - a place for gathering and activity

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Table top 36"x24" signs

NICHOLS BASIN

Nichols Basin - peaceful bay was once a thriving boat building operation

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Example of installation
(optionally frame could be bolted to footing)


Preliminary Port of Hood River Waterfront Signage Color Palette and Sample Comp

March 14, 2019

**Kiosk
50"x46"
signs**


HOOD RIVER WATERFRONT TRAIL

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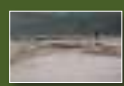
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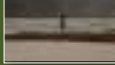
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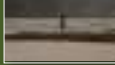
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Samples are to give a general idea of how signs might look. Actual layout and photos/illustrations will be dependent on content supplied by staff. Map shown is from Google Earth but could be illustrated map if desired.

**Kiosk
50"x22"
signs**



Kiosk
Powder
Coat color



Preliminary Port of Hood River Waterfront Signage Color Palette and Sample Comp March 14, 2019

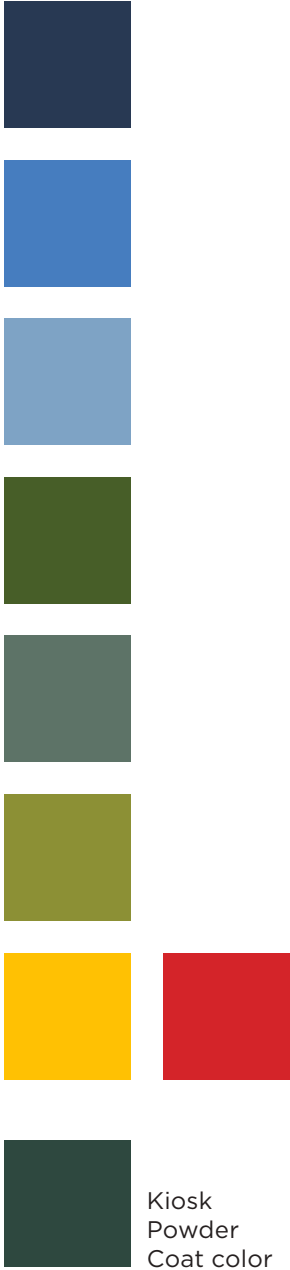
Mock up of Signs in Kiosk



Kiosk
Powder
Coat color



Preliminary (phase 2) Port of Hood River Waterfront Signage
 Color Palette and Sample Comps
 March 14, 2019



Post mount Warning 18"x12" signs

DANGER

**SWIFT CURRENTS
STAY BACK!**

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CAUTION

**KITEBOARD LAUNCH
STAY BACK!**

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kite lines are long, nearly invisible and potentially dangerous to bystanders



Port of HOOD RIVER portofhoodriver.com • 541-386-1645

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PAGEWORKS DESIGN, INC.
601 Cascade Ave.
Hood River, OR 97031
541-386-5616

**Port of Hood River
Pedestrian Bridge Kiosk Signs
Budget Breakdown**

3/14/1

Project: Port of Hood River Pedestrian Kiosk Signs

BID WORKSHEET	HOURS	RATE	TOTAL	
Consultation	1	70	70	
Design Dev.	8	85	680	
Form/Production	10	85	850	
Prep and Send for Printing	2	70	140	
Illustration	3	85	255	illustration, photography, photography sourcing, photo editing to be refined when scope of content and work is defined.
Photography (depending on availability and need)			400	
Photo editing			150	
Scanning		70	0	
Typesetting		60	0	
Color Proofs	8	4	32	
Delivery Time		55	0	
Packaging Time		55	0	
Project Mgmt.	6	70	460	

3037 Total In-House Production

	QTY	SIZE	UNIT COST	TOTAL
				0
Printing - two-sided sign panels	2	50" x 46" x .125"	787.5	1575
Printing - two-sided sign panels	2	50" x 22" x .125"	418.5	837
Delivery	1		359.95	359.95
Other-Mounting Hardware	1		2045	2045

4816.95 Total Outside Production

7853.95 Grand Total

PAGEWORKS DESIGN, INC.
601 Cascade Ave.
Hood River, OR 97031
541-386-5615

**Port of Hood River
TableTop Pedestal Signs
Budget Breakdown**

4/17/1

PROJECT: Port of Hood River 1-Sided TableTop Pedestal Signs, 12 total

BID WORKSHEET	HOURS	RATE	TOTAL
Consultation	3	70	210
Design Dev.	10	85	850
Form/Production	20	85	1700
Prep and Send for Printing	4	85	340
Illustration	8	85	680
Photography (depending on availability and need)			500
Photo editing	6	85	510
Copywriting/Editing		70	0
Scanning		70	0
Typesetting		60	0
Color Proofs	12	4	48
Delivery Time		55	0
Packaging Time		55	0
Project Mgmt.	8	70	560
Other		70	0

5398 Total In-House Production

	QTY	SIZE	UNIT COST	TOTAL
				0
Printing - two-sided sign panels	12	36" x 24" x .125"	328	3936
Shipping & Handling	1		350	350
Other-Mounting Hardware & Pedesta	12		375	4500
Shipping & Handling	1		592.79	592.79

9378.79 Total Outside Production

14776.79 Grand Total

Commission Memo



Prepared by: John Mann
Date: April 23, 2019
Re: IGA with Hood River County for Irrigation Repairs and Maintenance

Port and County staff have been working to develop a cooperative approach to lawn and irrigation system maintenance around the County Museum. Currently, the Museum is responsible for maintenance of the irrigation system serving the Museum lawns and gardens. However, the Museum does not have trained staff to address issues with the irrigation system. The museum system water is supplied by the Port, through the Marina Green irrigation system. Therefore, it is vital to the Port that this system remains operational and problems with the Museum's irrigation doesn't create problems in the Marina Green system.

The proposed IGA, attached, will provide compensation to the Port of Hood River for the time and labor involved with maintenance and repairs of the Museum irrigation system. The Port will receive \$4,555.00 annually which covers maintenance and materials June through end of the irrigation season. In addition, the Port will be reimbursed for all labor and materials need to get the system operational again each year.

RECOMMENDATION: Authorize Intergovernmental Agreement with Hood River County related to irrigation system maintenance at the Hood River County Historical Museum.

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INTERGOVERNMENTAL MUSEUM IRRIGATION SYSTEM AGREEMENT BETWEEN HOOD RIVER COUNTY AND THE PORT OF HOOD RIVER

This Museum Irrigation System Agreement is by and between HOOD RIVER COUNTY, a home rule county and political subdivision of the State of Oregon, hereinafter referred to as "County," and THE PORT OF HOOD RIVER, hereinafter referred to as "Port", and both collectively referred to as the "Parties".

RECITALS

WHEREAS, COUNTY and PORT entered into a Land Use Agreement on January 5, 2012 regarding real property PORT owns at 300 E. Port Marina Drive, Hood River, Oregon ("2012 Agreement"); and

WHEREAS, the 2012 Agreement describes the location of and terms and conditions under which COUNTY may operate a County Museum ("museum"); and

WHEREAS, COUNTY currently operates a museum at said location and uses utility services, including irrigation water; and

WHEREAS, PORT provides museum access to irrigation water through improvements PORT owns at no cost to COUNTY; and

WHEREAS, repairs and routine maintenance of the museum's irrigation system are necessary to prevent damage to PORT facilities and equipment; and

WHEREAS, it is in the best interest of COUNTY and PORT that PORT facilitate the necessary repairs and provide routine maintenance for the museum irrigation system.

AGREEMENT

NOW THEREFORE, the parties agree as follows:

1. PORT shall inspect and evaluate the museum's irrigation system and make any repairs needed in order to meet the operating and maintenance standards of PORT. Port repair work, which shall be itemized by Port and paid for by County, may include:
 - a. Locating and repairing underground leaks.
 - b. Repairing or replacing damaged underground lines and relocating as necessary.
 - c. Replacing failing electrical control valves.
 - d. Replacing damaged sprinkler heads.
 - e. Testing the system for operability.
 - f. Installing a secure valve box with cover for future disconnect access.
2. PORT shall attempt to make all necessary repairs to the irrigation system within twelve (12) months of execution of this Agreement for a total cost of \$2,500 or less. Any repairs needed after this period to meet PORT standards will be considered routine maintenance work and performed and reimbursed in accordance with Section 5.
3. During the initial twelve (12) month repair period, PORT shall consult with COUNTY if, at any time, the anticipated cost of the repairs is expected to exceed a total of \$2,500 based on the actual cost of materials and a labor rate of \$35.00 per hour, per person

Commission Memo



Prepared by: Anne Medenbach
 Date: April 23, 2019
 Re: Lease Strategy Implementation

The Commission has authorized staff to implement a NNN like structure. The **Goal**, approved at Spring planning states: Implement a Lease structure that allows operating cost recovery, including depreciation (reserve), and provide at least a 4% annual return on costs, calculated on an individual building basis.

Staff will outline here how that structure looks regarding impact, roll out and process.

Overview: Currently, the Port charges a monthly rate called “Lease” that is essentially a base rate. Estimated utilities are charged separately and reconciled annually. A tax bill is sent at the beginning of the year which tenants pay in one lump sum or in a few payments.

The new structure will split costs into two categories: base rent and additional rent. The base rent will include fixed costs and that mostly don’t directly benefit the Tenant. Additional rent items benefit the Tenant directly and can be passed through. 4% profit on total costs is added into the base rent.

Current Structure		Proposed Lease Structure	
	FY 2017-18		
Wages	\$ 40,495	Base Rent Costs	
Benefits & taxes	17,880	Wages	\$ 40,495.36
Electric	70,095	Personal Services	\$ 58,375.66
Gas	21,081	Insurance	\$ 5,869.62
Garbage	-	Depreciation	\$ 108,008.00
Water	8,339	Debt service	\$ 145,002.00
Insurance	5,870	4% profit on total costs	\$ 19,147.84
Maintenance	11,010	Total Base rent Cost	\$ 336,403.12
Miscellaneous	6,001	Additional Rent	
Professional Services	1,853	Electric	\$ 70,095.48
Property taxes	43,061	Gas	\$ 21,080.98
Materials & Services	167,311	Maintenance	\$ 11,010.28
Debt service	145,002	Miscellaneous	\$ 6,001.24
Depreciation	108,008	Professional Services	\$ 1,852.87
Total Costs	\$ 478,697	Property taxes	\$ 43,061.41
		Estimated Additional Rent costs	\$ 161,441.24
		Total Cost	\$ 497,844.36

In order to implement the structural changes outlined above, two things need to occur. There must be a Lease document that allows the implementation of the structure. And the structure must be implementable by the finance department in a clear manner.

Proposed Lease structure Example:

There are three components of the Lease structure that will be implemented by the finance department: allocating common areas to each tenant, separating base rent from additional rent and allocating the correct costs into each rental category.

Below is an example of how a tenant may be impacted from these changes.

1. Common Area

Allocating the costs of the **common area** to each tenant. Currently, interior common areas are paid for by the Port. The following is a formula that allocates this area to each individual tenant based on their share of square footage. This is referred to as a “load factor” that is applied evenly to each tenant.

Total building square footage	52514
Total Common Area	1936
Load factor	3.69%
Tenant A square footage	30,923
multiplied by the Load factor	30,923 * 3.69%
Additional square footage	1140
Total sf that tenant will be charged for	1140+ 30,923
	32,063

Old square footage	30923
New Square footage	32063

2. Base rate

The base rate will change from an arbitrary, market based number to one that covers specific costs born by the Port. This change creates a true base rate that is associated with actual costs. In most cases, the current base rates will go down and pass through costs will be directed through Additional Rent. In this example, the base rate is going up because this particular tenant has such a low rate currently.

	PSF	Total
Old base rate	\$ 0.52	\$ 15,987.00
New base rate	\$ 0.53	\$ 17,116.23

3. Additional rent

Additional rent is currently comprised of utilities which are reconciled on an annual basis and billed out on an average cost from the previous year. Taxes are billed once a year and are expected to be paid in lump sum. The Proposed Structure, lumps taxes, utilities, maintenance and other reimburseibles into one monthly sum, based on the prior years average.

Impact:

	PSF	Total
Old Additional rent	\$ 0.24	\$ 7,269.00
New Additional rent	\$ 0.26	\$ 8,214.15

	PSF	Total
Old total rent	\$ 0.75	\$ 23,256.00
new Total rent	\$ 0.79	\$ 25,330.38
Difference monthly	\$ 0.04	\$ 2,074.38
Difference annually		\$ 24,892.52

In 2019, 44% of the square footage in Port leased industrial buildings (excluding the airport) will expire. Also 20% of the square footage will renew. This equates to 119,893 square feet of leased space that the Port can transfer to the new lease structure. Per Staff proposed roll out, the 44% would be able to be renegotiated into both a new lease structure and the full financial change. The lease renewals would only allow structure changes and no fiscal impact.

This is a significant change and there may be tenants that chose not to execute a new lease with the Port because of it. However, as the board will see, many tenants will see no or very little fiscal impact with only a couple of buildings and tenants beings significantly impacted.

	2019 expire	Renewing 2019	Expire 2020	Expires 2021	Expires 2022	renews 2022	expires 2023
	20,031	30923	11873	4074	381	19487	4031
	917	2330	2500	5940			
	1200	3800	2500	2627			
	583						
	181						
	38474						
	197						
	1400						
	5000						
	14857						
total sf	82,840	37053	16873	12641	381	19487	4031
% of all leased	44%	20%	9%	7%	0.2%	10%	2%

Each lease has in it a renewal clause. This clause states “ *The lease term shall be for the period commencing on _____ and continuing through _____. If not in default, and if Lessee pays Lessor all real property taxes Lessee owes or may be responsible to pay under the terms of the lease, Lessee has the option to extend the lease for _____ extension term(s) of _____ years, through _____, provided Lessee gives Lessor written notice of Lessee's intent to renew the lease for the* ”

additional term while the lease is in effect. To be effective, Lessee's notice to renew must be given to Lessor no later than 90 days prior to the lease termination date. "

The Port has the right to change the Tenant terms if that renewal notification date is missed as this puts the Tenant into Holdover status. That means that the Tenant is treated as a month to month tenant whose lease can be terminated at the end of any month with 10 days' notice. To cure this, the Tenant and the Port could execute a new lease. Even though this is allowed, Staff does not recommend this path forward as it is a drastic change from how things have been done at the Port.

Proposed implementation Process:

1. Create a master lease document that encompasses all of the changes to the structure and the rate.
2. For expiring and new leases: Both the lease structure and the new rates will be instituted July 1, 2019.
3. Renewing Leases that are in Holdover status

Recommended Option: The Port can offer any Tenants in holdover status either a new lease structure or termination. The Board could then choose to implement the Structure change but give a grace period for the rate change. I.e. for the first renewal option, the rate would not change, but the second renewal option would bump up the rate.

Alternative Options:

- a. The Port can implement new rates and structure.
 - b. The Port could choose not to implement any change on leases that have renewal options left and adhere to the existing terms and amending the leases to remain in effect.
4. For leases that meet their renewal notifications, the existing lease terms will remain in effect until the lease expires. No additional renewals will be offered on the existing lease terms.

The finance department will begin to implement this strategy July 1, 2019. This will need to be done manually until new financial software can be purchased. Once a new software system is in place, then the rest of the tenants can be brought into the system

Schedule:

May 7-A new Lease document will be brought to the Commission for approval.

May 8

1. A letter detailing the new lease will be sent to each tenant with the new lease clauses, the spreadsheet showing their specific situation and a request for a face to face meeting.
2. Tenants that have leases expiring or renewing will be contacted via phone immediately for a face to face meeting to go over the changes.

May 14- An email will be sent to all other tenants following up the letter to ensure understanding.

Anne will be available for any face to face meetings with tenants and will be the main point of contact for this transition.

RECOMMENDATION: Approve lease implementation process.

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Commission Memo



Prepared by: Michael McElwee
Date: April 23, 2019
Re: Foster Kalama Sculpture

The art installation currently located at the Nichols Basin Plaza is entitled “Big River” and was created by the artist Foster Kalama. It was installed in 2017 as part of the “Big Art” Walking tour conceived and managed by the local non-profit Art of Community (“AOC”). The Port has supported the efforts of AOC over the past several years through sponsorship of specific art installations and by permitting art on various Port properties. Two years ago, the Port purchased “The Thinker,” a frog sculpture near the Nichols Basin Beach for \$3,000.

The Foster Kalama sculpture is highly regarded by many waterfront visitors. The attached information provides more background about the art and the artist, a well-known and highly recognized member of the Confederated Tribes of the Warm Springs.

The sculpture represents the only significant reflection of native American culture and tradition on the Hood River waterfront. It is scaled appropriately to the plaza space. Its presence adds to the Port’s longstanding efforts to create rich and meaningful public spaces on the waterfront. It can be easily maintained by the Port Facilities crews over time.

The sculpture is available for purchase for \$8,000. Staff recommends that the Port acquire “Big River” as a permanent part of the waterfront.

RECOMMENDATION: Approve purchase of the sculpture “Big River” from the artist Foster Kalama not to exceed \$8,000.

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Big River \$8,000



(Ko-na) Foster Kalama is a N'chiwana pum, the Big River people.

Big River is Foster's first large-scale work of art. Foster has traveled worldwide playing his Native American flute. His pen and ink drawings, and

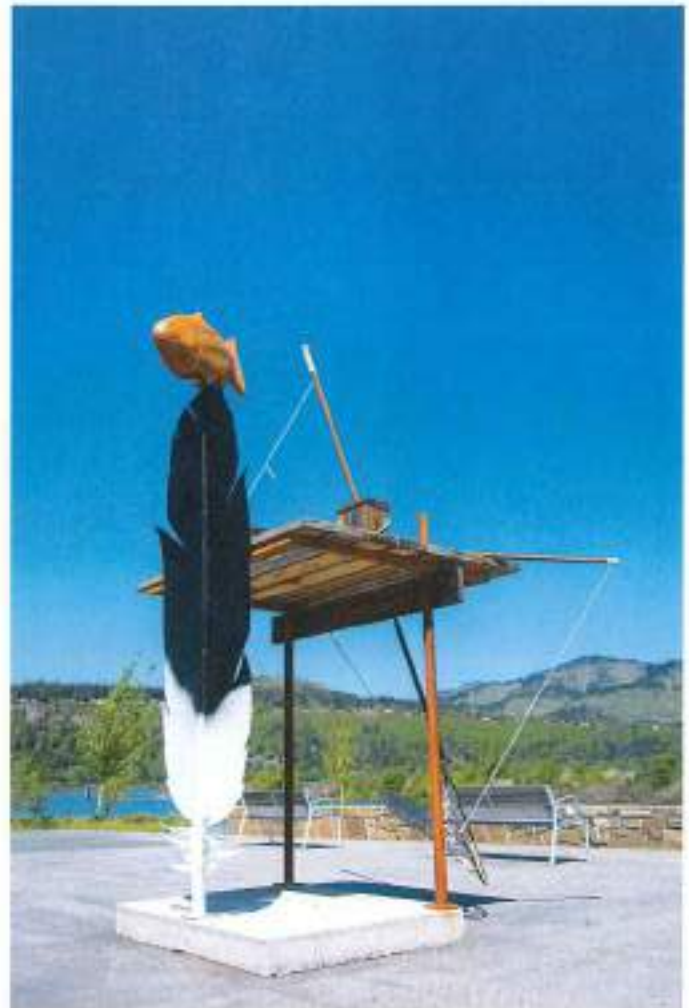
bone and wood carvings depict life on the river. He shares his stories and his flute with children up and down the river through Confluence.



Foster was taught by his elders through the oral tradition before the time when they couldn't share their way of life. These were the hard times, the last of the hard times.

Foster's past elders and parents would be thrilled to know he is helping non-native people learn about the native ways of life through art. Big River was made for the river and for all the people of the river.

For further inquiries please contact:



Foster Kalama

I have been an artist since the second grade. Mainly self taught other than my High School Art Teacher Mr. Gerke. I do my art in the four seasons. Winter I do pen and Ink, and Native Crafts. Spring I start carving, and into the Summer and Fall. I play my Native American Flutes in travels wherever I am hired to play and speak on my Culture and Heritage. I teach how to play. I am an enrolled member of the Confederated Tribes of Warm Springs Oregon. I am Wasco descent from my father's side, one of the three tribes of Warm Springs. On my mother's side Yakama. I am a Columbia River Treaty Fisherman for 34 years. I grew up on N'Chi Wana, the Big River. I have fished the scaffolds since I was eight with my dad Roland Kalama Sr. who had the greatest opportunity to fish the Celilo Falls. I was chosen as a Ceremonial hunter and fisherman. I worked for eighteen years at the Madras 509J School District as a Liason. Five years in the Tribal Court System. I enjoy teaching my way of life from the teachings of our Traditions and Customs.