

Port of Hood River
2024 Fall Planning Work Session
November 19, 2024; 1:30PM – 3:30PM
1000 E. Port Marina Drive

View meeting at: <https://www.youtube.com/@portofhoodriver2178/streams>

AGENDA

- I. **Welcome & Introduction** (*Kristi Chapman, President*) (2 min.)
- II. **Meeting Overview** (*Kevin Greenwood, Executive Director*) (3 min.)
 - a. *Review of Spring Planning Directives and the FY25 Budget*
- III. **Current Financial Overview** (*Debbie Smith-Wagar, Finance Director*) (25 min.)
 - a. *Review of FY23-24 Financials (Pg. 9)*
 - b. *Review of 1st Quarter 2024-2025 Budget vs. Actuals (Pg. 19)*
 - c. *10-year Forecast (Pg. 57)*
- IV. **Key Issues for FY 2024-25** (40 min.)
 - a. **Projects Currently Underway** (*informational only*) (*Greenwood, Pg.73*)
 - *Airport*
 - *So. Apron T-Hangars*
 - *AWOS/Tree Survey*
 - *Jeanette Rd. Apron Development*
 - *Emergency Operations Center*
 - *Current Bridge*
 - *June Bridge Accident Insurance Claim*
 - *CIP/Projects Coming Up (Ryan Klapprich, Pg. 83)*
 - *Waterfront*
 - *Roundabout at Second and Riverside*
 - *Parking Lots*
 - *Bridge Replacement*
 - *Operational Relocation*
 - *Right of Way Acquisition*
 - b. **Projects for Consideration** (*for discussion*)
 - *Waterfront/Parking*
 - *Waterfront Parking Review & Recommendations (Daryl Stafford, Pg. 87)*
 - *Waterfront Access/Amenities/Operations/Opportunities (Stafford, Pg. 95)*
 - *Non-Profit Use/Revenue Generation Ideas (Greenwood, Pg. 101)*
 - *Airport*
 - *General Discussion (Jeff Renard, Pg. 111)*
 - *Industrial Properties*
 - *Lower Mill Storage Units (Greenwood, Pg. 117)*
 - *Big 7 Future: Sale or Lease (Greenwood, Pg. 123)*
 - *Administration*
 - *USCG Rule Change for Mariner Lift Request (Greenwood, Pg. 127)*
 - *Invoicing frequency/charges (Greenwood, Pg. 131)*
- V. **Other**

Adjourn Work Session and Open Regular Session

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November 19, 2024
FALL PLANNING



Discussion Topic:
Meeting Overview

Overview:

The purpose of today's planning session is to review Commission goals from the April 9, 2024, Spring Planning Session, and discuss issues related to the Port's long-term sustainability.

A key issue related to the Port's financial sustainability surrounds its use of tolls for many non-bridge related activities. Staff has been preparing for July 1, 2026, when all bridge tolls must be used for bridge-only activities. (Res. No. 2022-23-13)

Themes from the Apr. 9 Spring Planning Session

1. Consensus that the Port should continue to exist after the new bridge is operational.
2. The Hood River Waterfront is the gem of the Port's assets; generate new net income to maintain the highest levels of service and quality possible.
3. Approach each cost center with the premise that there will be no longer be bridge toll
Set a goal of getting the airport revenue neutral in three years.
4. Port initiatives should focus on projects that generate positive net income to support deficits.
5. Keep and lease current port-owned property to generate revenue. If a port-owned property is sold, proceeds should be used to generate additional net income and not to cover operational costs.
6. Minimize the wear and tear on the existing bridge until the new bridge is open in Fall 2029.
7. Incorporate solar or other green energy concepts into design.
8. Invest in staff training and update operational policies.

Review of Commission Goals:

The Commission created directives for Staff at Spring Planning which were reviewed at the Commission's April 23rd meeting.

Directives from (or since) Spring Planning

1. Develop Transition Plan for Port off tolls for non-bridge activities
2. Market BreezeBy Tolling Program for new clients
3. Outsource Leasing Services
4. Determine Market Study on Storage Facilities
5. Develop Policy on Waterfront Development – completed via Res. No. 2023-24-18
6. Develop Plan for Waterfront Sustainability
7. Pursue North Apron Development Pursuant to Airport Master Plan - ongoing
8. Develop waterfront access/increased parking – city permit submitted in August, 2024
9. Develop workforce housing at Lower Mill Site – deemed not feasible

10. Remodel Marina East Building for Port Administrative Offices/ID ops location – to be discussed at October 2024 meeting
11. Develop Roundabout at Second St. and Riverside Dr. - ongoing
12. Develop So. Apron T-hangars at Airport – contracts to begin design approved September
13. Prepare for Bridge Construction – architectural contract to be approved Oct. 2024; commission presentation on ROW issues in Oct. 2024
14. Develop 8-year CIP for existing bridge - completed
15. Pursue USCG Rule Change for mariner lift request - ongoing
16. Sell Big 7/Identify use for proceeds – 25% leased; need to discuss where proceeds go
17. *Personnel Policy Update – to be approved Oct. 2024
18. *Create Non-Profit for funding airport/waterfront operations
19. *Analyze pursuit of vanity plates for funding waterfront rec.
20. *Develop Plan for Waterfront Sustainability – complete/ongoing. See report.
21. *Pursue North Apron Development Pursuant to Airport Master Plan – ongoing. See report.
22. *Consider policy on waterfront development – discussion. See report.
23. *Consider waterfront access/increased parking – complete/ongoing. See report.
24. *Develop workforce housing at Lower Mill Site – ongoing. See report.
25. *Remodel Marina East Building for Port Administrative Offices – underway/Architect procured. See report.
26. *Develop Roundabout at Second St. and Riverside Dr. – underway. See report.
27. *Develop So. Apron T-hangars at Airport – underway. See report.
28. *Prepare for Bridge Construction – underway. See report.
29. *Develop 8-year CIP for existing bridge – underway. See report.
30. *Pursue USCG Rule Change for mariner lift request – underway. See report.
31. *Sell Big 7 – underway. See report.
32. *Emergency Accident on Bridge
33. *Centennial Celebration

Criteria consideration

Staff considered the cost of implementation, potential annual net income, time to regain investment, risk of implementation, and leveraging of grant funds.

Projects moved forward for consideration

The following projects were moved forward for consideration. Later in this afternoon’s presentation, project managers will address these individual status reports:

1. Prepare for Bridge Construction
2. Identify Relocation for Port Administration
3. North Apron Development
4. South T-Hangars at Airport
5. Lot 1 Phase 1: Roundabout at Lot 1
6. Consideration of creation of waterfront development policy
7. Increased Paid Parking on Waterfront
8. Workforce Housing and/or storage opportunities at Lower Mill
9. Create 8-year Bridge Maintenance/Capital Improvement Plan

Review of Sustainability Goals:

Goal 1 – Improve Financial Transparency

Goal 3 – Establish Goals for Staff; minimize workload not specific to carrying out Commission Goals for sustainability.

Goal 4 – Pursue projects that will generate positive net income for the Port

Goal 5 – Pursue practices/projects that will decrease operational costs for the Port

Goal 6 – Decrease wear and tear on existing bridge; minimize expenditures while ensuring user safety until new bridge is open.

Goal 7 – Increase Employee Training; Review/Improve Port Policies.

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**PORT OF HOOD RIVER
Resolution No. 2023-24-10**

A RESOLUTION UPDATING THE PORT’S MISSION, VISION AND VALUES STATEMENTS

WHEREAS, the Port of Hood River Commission adopted a Strategic Business Plan (SBP) on June 22, 2021; and

WHEREAS, since that time, the replacement of the Hood River Bridge has forced the Port to re-examine those policy statements; and

WHEREAS, at the November 14, 2023 Fall Planning Work Session the Port discussed Mission, Vision and Values; and

WHEREAS, at the December 19, 2023 Regular Meeting, the Commission made a final decision and directed staff to prepare an adopting resolution; NOW THEREFORE;

THE PORT OF HOOD RIVER BOARD OF COMMISSIONERS RESOLVES AS FOLLOWS:

Section 1. Mission Statement. The Port of Hood River works to promote and maintain a healthy economy and strong quality of life in the Port District and throughout the Columbia Gorge.

Section 2. Vision Statement. The Port of Hood River fosters commerce and recreation while providing outstanding environmental and fiscal stewardship.

Section 3. Values Statement.

- INTEGRITY - maintain a high level of professional standards;
- RESPONSIVENESS - act in a timely way to all reasonable requests;
- TRANSPARENCY - ensure business is conducted openly, with public oversight;
- COLLABORATION - actively participate with stakeholders;
- STEWARDSHIP - seek high standards of maintenance of the Port's assets and always consider the long-term public good;
- INNOVATION - consider new approaches and best practices;
- QUALITY - strive for excellence in all Port activities; and
- DIVERSITY - be proactive, not reactive, in encouraging diversity, equity, and inclusion at all levels of Port activity: Commission, staff, volunteer boards, and public engagement

Section 4. Repealer. All previous Mission, Vision and Values statements are hereby repealed.

Adopted by the Board of Commissioners on this 23rd day of January 2024.

SIGNED:

DocuSigned by:
Kristi Chapman
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Kristi Chapman, President

ATTEST:

DocuSigned by:
Mike Fox
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Michael Fox, Secretary

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November 19, 2024
FALL PLANNING



Discussion Topic:
2023-2024 Fiscal Year Financials

Excerpts from the draft annual financial report for the fiscal year that ended June 30, 2024 are attached. The audit has not been wrapped up, so these are noted as draft.

The first two pages are our “balance sheet” and “income statement” on the full accrual basis (similar to how for-profit businesses report). The Statement of Net Position (balance sheet) contains capital assets and long-term debt. The Statement of Activities (income statement) includes depreciation expense. The Statement of Activities is a little difficult to read for those who are not used to annual governmental reports. It is read left to right (as opposed to top to bottom), and it starts with expenses on the left, then records revenues associated with the expenses to the right, and gets to a net amount before “general revenues”. General revenues are mostly property taxes and interest income, revenue that is not directly tied to a function.

Note that this is the last year that we will be preparing a Statement of Activities in this format. With the transition to the new fund structure the report next year will look more like a traditional income statement.

The third page of the attachment begins the budgetary statements. The General Fund is mostly subsidized by transfers from the Revenue Fund (these two funds were merged beginning July 1, 2024). The Bridge Repair Fund is also subsidized with transfers from the Revenue Fund (beginning July 1, 2024 the Bridge operations activities were removed from the Revenue Fund and were combined with the Bridge Repair activities to create the Bridge Fund).

On page five of the attachment the Bridge Replacement Fund is presented. We are waiting on reimbursement from the federal government and the Washington State Department of Transportation for costs incurred during the year. There is an \$8M deficit shown in the fund, but it is entirely related to the grants we are waiting on. The submissions have been accepted, so it is just a matter of waiting for these grants to work their way through the process to get payment.

The sixth page is the Bi-State Bridge Fund. This fund is new for fiscal year 23-24 and tracks the additional toll revenue that is remitted to the Hood River White Salmon Bridge Authority from the September 2023 toll increase.

And finally, the last page of the attachment is the budgetary statement for the Revenue Fund. Although the bottom line show a net decrease of \$471,352, it should be noted that the Port paid off a loan on the Jensen Building during the year and that is reported as an “expenditure”. The payoff was about \$1.7M, so it was a one-time hit to the budgetary balance.

Also on the Revenue Fund budgetary statement, there is a line for “property sales”. The \$5,000 reported there is for the sale of a small land parcel in the Lower Mill area to Mt. Hood Railroad. For budgetary purposes all that is recorded at this time is the down payment. The sales contract states that annual payments for the property are due in February. The outstanding balance on the contract is \$105,000.

Recommendation: Information only

PORT OF HOOD RIVER

STATEMENT OF NET POSITION
JUNE 30, 2024

ASSETS	Governmental Activities	Business-Type Activities	Total
Cash and investments	\$ 3,194,491	\$ 11,728,263	\$ 14,922,754
Cash and investments (restricted)	-	1,365,270	1,365,270
Receivables (net)	8,054,163	849,584	8,903,747
Prepaid expenses	-	282,809	282,809
Supply inventory	-	21,792	21,792
Deposits	-	158,317	158,317
Note receivable	-	105,000	105,000
Leases receivable	-	4,609,711	4,609,711
Capital assets, non-depreciable	8,276,969	11,200,924	19,477,893
Capital assets, (net of accumulated depreciation)	7,683,305	20,945,834	28,629,139
<i>Total Assets</i>	<u>27,208,928</u>	<u>51,267,504</u>	<u>78,476,432</u>
DEFERRED OUTFLOWS OF RESOURCES			
Pension related deferral	71,976	721,298	793,274
OPEB related deferral	504	2,749	3,253
<i>Total Deferred Outflows of Resources</i>	<u>72,480</u>	<u>724,047</u>	<u>796,527</u>
LIABILITIES			
<u><i>Current Liabilities</i></u>			
Accounts payables and other liabilities	-	2,858,368	2,858,368
Breezyby outstanding	-	923,350	923,350
Unearned revenue	4,386,345	572,322	4,958,667
Interest payable	-	781	781
Accrued compensated absences	-	83,024	83,024
Due within one year	-	80,000	80,000
<u><i>Non-Current Liabilities</i></u>			
Net pension liability	146,890	1,472,031	1,618,921
Total OPEB liability	5,753	35,343	41,096
Due in more than one year	-	190,000	190,000
<i>Total Liabilities</i>	<u>4,538,988</u>	<u>6,215,219</u>	<u>10,754,207</u>
DEFERRED INFLOWS OF RESOURCES			
Pension related deferral	26,720	267,764	294,484
OPEB related deferral	2,097	12,849	14,946
Lease related deferrals	-	4,182,259	4,182,259
<i>Total Deferred Inflows of Resources</i>	<u>28,817</u>	<u>4,462,872</u>	<u>4,491,689</u>
NET POSITION			
Net Investment in Capital Assets	15,960,274	31,876,758	47,837,032
<i>Restricted for:</i>			
Debt service	-	94,938	94,938
Unrestricted	6,753,329	9,341,764	16,095,093
<i>Total Net Position</i>	<u>\$ 22,713,603</u>	<u>\$ 41,313,460</u>	<u>\$ 64,027,063</u>

PORT OF HOOD RIVER

**STATEMENT OF ACTIVITIES
For the year ended June 30, 2024**

<i>Functions/Programs</i>	Program Revenues			Net Revenue (Expenses) and Changes in Net Assets		
	Expenses	Charges for Services	Capital Grants and Contributions	Governmental Activities	Business-Type Activities	Total
Governmental Activities:						
General government	\$ 422,464	\$ -	\$ -	\$ (422,464)	\$ -	\$ (422,464)
Bridge repair	1,268,294	-	-	(1,268,294)	-	(1,268,294)
Bridge replacement	5,219,125	-	8,132,388	2,913,263	-	2,913,263
Total Governmental Activities	6,909,883	-	8,132,388	1,222,505	-	1,222,505
Business Type Activities						
Revenue Fund	7,368,880	11,910,908	471,124	-	5,013,152	5,013,152
Interest on Long Term Debt	44,877	-	-	-	(44,877)	(44,877)
Total Business Type Activities	7,413,757	11,910,908	471,124	-	4,968,275	4,968,275
Total Primary Government	<u>\$ 14,323,640</u>	<u>\$ 11,910,908</u>	<u>\$ 8,603,512</u>	<u>1,222,505</u>	<u>4,968,275</u>	<u>6,190,780</u>
General Revenues:						
				95,855	-	95,855
				428,081	980,568	1,408,649
				4,906	239,937	244,843
Total General Revenues				528,842	1,220,505	1,749,347
Transfers				5,586,359	(5,586,359)	-
Change in net assets				7,337,706	602,421	7,940,127
Net Position beginning of year				15,375,897	40,711,039	56,086,936
Net Position end of year				<u>\$ 22,713,603</u>	<u>\$ 41,313,460</u>	<u>\$ 64,027,063</u>

PORT OF HOOD RIVER

SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES - BUDGET AND ACTUAL

GENERAL FUND
For the year ended June 30, 2024

	Budgeted Amounts		Actual Amounts Budgetary Basis	Variance with Final Budget Positive (Negative)
	Original	Final		
REVENUES				
Property taxes	\$ 90,000	\$ 90,000	\$ 95,634	\$ 5,634
Investment earnings	15,000	15,000	35,811	20,811
Total Revenues	105,000	105,000	131,445	26,445
EXPENDITURES				
<i>Current Operating:</i>				
Personal services	326,289	326,289	149,743	176,546
Materials and services	373,550	373,550	268,501	105,049
Total Expenditures	699,839	699,839	418,244	281,595
Excess (Deficiency) of Revenues Over (Under) Expenditures	(594,839)	(594,839)	(286,799)	308,041
OTHER FINANCING SOURCES (USES)				
Transfers in	609,839	609,839	416,724	(193,115)
Total Other Financing Sources (Uses)	609,839	609,839	416,724	(193,115)
Net Change in Fund Balance	15,000	15,000	129,925	114,926
Fund Balance - Beginning	950,000	950,000	1,042,326	92,326
Fund Balance - Ending	\$ 965,000	\$ 965,000	\$ 1,172,251	\$ 207,252

PORT OF HOOD RIVER

SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES - BUDGET AND ACTUAL

BRIDGE REPAIR FUND
For the year ended June 30, 2024

	Budgeted Amounts		Actual	Variance with
	Original	Final	Amounts Budgetary Basis	Final Budget Positive (Negative)
REVENUES				
Investment earnings	\$ 100,000	\$ 100,000	\$ 250,406	\$ 150,406
Miscellaneous	-	-	4,906	4,906
Total Revenues	100,000	100,000	255,312	155,312
EXPENDITURES				
<i>Current Operating:</i>				
Personal services	100,845	100,845	87,988	12,857
Materials and services	186,000	186,000	126,534	59,466
Capital outlay	3,670,000	3,670,000	1,727,155	1,942,845
Contingency	500,000	500,000	-	500,000
Total Expenditures	4,456,845	4,456,845	1,941,677	2,515,168
Excess (Deficiency) of Revenues Over (Under) Expenditures	(4,356,845)	(4,356,845)	(1,686,365)	2,670,480
OTHER FINANCING SOURCES (USES)				
Transfers in	1,156,845	1,156,845	1,940,954	784,109
Total Other Financing Sources (Uses)	1,156,845	1,156,845	1,940,954	784,109
Net Change in Fund Balance	(3,200,000)	(3,200,000)	254,589	3,454,589
Fund Balance - Beginning	5,500,000	5,500,000	5,129,723	(370,277)
Fund Balance - Ending	\$ 2,300,000	\$ 2,300,000	\$ 5,384,312	\$ 3,084,312

PORT OF HOOD RIVER

SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES - BUDGET AND ACTUAL

BRIDGE REPLACEMENT FUND
For the year ended June 30, 2024

	Budgeted Amounts		Actual	Variance with
	Original	Final	Amounts Budgetary Basis	Final Budget Positive (Negative)
REVENUES				
Investment earnings	\$ 2,000	\$ 2,000	\$ 88,416	\$ 86,416
Income from grants	8,575,000	8,575,000	81,049	(8,493,951)
Total Revenues	8,577,000	8,577,000	169,465	(8,407,535)
EXPENDITURES				
<i>Current Operating:</i>				
Personal services	127,000	127,000	38,272	88,728
Materials and services	343,000	2,643,000	2,472,334	170,666
Capital outlay	8,952,000	6,652,000	5,980,242	671,758
Total Expenditures	9,422,000	9,422,000	8,490,848	931,152
Excess (Deficiency) of Revenues Over (Under) Expenditures	(845,000)	(845,000)	(8,321,383)	(7,476,383)
OTHER FINANCING SOURCES (USES)				
Transfers in	845,000	845,000	270,044	(574,956)
Total Other Financing Sources (Uses)	845,000	845,000	270,044	(574,956)
Net Change in Fund Balance	-	-	(8,051,339)	(8,051,339)
Fund Balance - Beginning	-	-	-	-
Fund Balance - Ending	\$ -	\$ -	\$ (8,051,339)	\$ (8,051,339)

PORT OF HOOD RIVER

SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES - BUDGET AND ACTUAL

BI-STATE BRIDGE FUND
For the year ended June 30, 2024

	Budgeted Amounts		Actual	Variance with
	Original	Final	Amounts Budgetary Basis	Final Budget Positive (Negative)
REVENUES				
Investment earnings	\$ -	\$ -	\$ 53,448	\$ 53,448
EXPENDITURES				
<i>Current Operating:</i>				
Materials and services	3,600,000	3,600,000	2,708,519	891,481
Excess (Deficiency) of Revenues Over (Under) Expenditures	(3,600,000)	(3,600,000)	(2,655,071)	944,929
OTHER FINANCING SOURCES (USES)				
Transfers in	3,600,000	3,600,000	2,958,637	(641,363)
Net Change in Fund Balance	-	-	303,566	303,566
Fund Balance - Beginning	-	-	-	-
Fund Balance - Ending	\$ -	\$ -	\$ 303,566	\$ 303,566

PORT OF HOOD RIVER

SCHEDULE OF REVENUES, EXPENDITURES AND
CHANGES IN FUND BALANCES - BUDGET AND ACTUAL

REVENUE FUND
For the year ended June 30, 2024

	Budgeted Amounts		Actual	Variance with
	Original	Final	Amounts Budgetary Basis	Final Budget Positive (Negative)
REVENUES				
Toll bridge	\$ 10,046,000	\$ 10,046,000	\$ 8,720,158	\$ (1,325,842)
Industrial buildings	2,779,600	2,779,600	2,360,965	(418,635)
Commercial buildings	228,350	228,350	166,202	(62,148)
Waterfront industrial land	126,700	126,700	246,570	119,870
Waterfront recreation	319,200	319,200	273,530	(45,670)
Marina	514,900	514,900	429,369	(85,531)
Airport	294,000	294,000	300,248	6,248
Investment income	100,000	100,000	543,422	443,422
Investment valuation gain	-	-	61,817	61,817
Income from grants and other sources	1,366,750	1,366,750	465,654	(901,096)
Total Revenues	15,775,500	15,775,500	13,567,935	(2,207,565)
EXPENDITURES				
Personal services	3,083,800	3,083,800	2,618,248	465,552
Materials and services	3,919,348	3,919,348	3,213,348	706,000
Capital outlay	3,289,901	3,289,901	895,412	2,394,489
Debt service	1,735,500	1,735,500	1,730,920	4,580
Contingency	500,000	500,000	-	500,000
Total Expenditures	12,528,549	12,528,549	8,457,928	4,070,621
Revenues Over (Under) Expenditures	3,246,951	3,246,951	5,110,007	1,863,056
OTHER FINANCING SOURCES (USES)				
Property sales	-	-	5,000.00	5,000
Transfers out	(6,211,684)	(6,211,684)	(5,586,359)	625,325
Total Other Financing Sources (Uses)	(6,211,684)	(6,211,684)	(5,581,359)	630,325
Net Change in Fund Balance	(2,964,733)	(2,964,733)	(471,352)	2,493,381
Fund Balance - Beginning	10,600,000	10,600,000	11,001,891	401,891
Fund Balance - Ending	\$ 7,635,267	\$ 7,635,267	\$ 10,530,539	\$ 2,895,272
Reconciliation to Net Position				
Capital Assets, Net			32,146,758	
Net Pension Liability			(1,472,031)	
Pension Related Deferrals			453,534	
Total OPEB Liability			(35,343)	
OPEB Related Deferrals			(10,100)	
Accrued Interest payable			(781)	
Long Term Debt			(270,000)	
Deferred Note Receivable and Grant			139,644	
Deferred Revenues			(24,514)	
Accrued Payroll			(61,222)	
Accrued Compensated Absences			(83,024)	
Net Position			\$ 41,313,460	

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November 19, 2024
FALL PLANNING



Discussion Topic:
2024-2025 1st Quarter Budget to Actual Report

The new financial accounting software is up and running. On the one hand it has streamlined a lot of our processes, with more efficiencies to come. On the other hand, it has been a lot to learn and set up. We continue to get more pieces implemented; in some ways we have only scratched the surface of its capabilities.

For financial reporting the system has a number of “canned” reports, but they are either overly detailed or extremely summarized. The system also has a very helpful report-writing tool, and we have been working to get reports created in the system. The 1st Quarter Budget to Actual report attached was generated from this report-writing module.

There are divider pages that hopefully make the report easier to navigate. The first section is the General Fund, which combines the old Revenue Fund and the old General Fund into one primary operating fund. After the General Fund summary there is a breakdown by area: Industrial Properties, Vacant Land, Commercial Property, Airport, Marina Basin, and Waterfront Activity. Following those more detailed General Fund reports is a single page for the Bridge Fund, the Bridge Replacement Fund, the Bi-State Bridge Fund, and the Administration Fund.

The reports show the percent of budget still available. In most cases it should be 75% or more.

Recommendation: Information only

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1st Quarter, Fiscal year 2024-2025

General Fund

Port of Hood River
 Budget to Actual - General Fund
 For the quarter ending September 30, 2024

	General Fund			
	Budget	Actual	\$ Variance	% Variance
Income				
Leases and Associated Fees	\$ 3,600,150	\$ 672,352	\$ (2,927,798)	-81.32%
Parking	400,000	235,779	(164,221)	-41.06%
Waterfront Concessions & Special Events	47,600	40,489	(7,111)	-14.94%
Grants	1,264,400	-	(1,264,400)	-100.00%
Investment Earnings	500,000	105,468	(394,532)	-78.91%
Property Taxes	105,000	1,399	(103,601)	-98.67%
Other Income	570,200	2,749	(567,451)	-99.52%
Sale of Capital Assets	4,000,000	-	(4,000,000)	-100.00%
Transfers In	2,300,000	-	(2,300,000)	-100.00%
	<u>12,787,350</u>	<u>1,058,236</u>	<u>(11,729,114)</u>	<u>-91.72%</u>
Expenditures				
Industrial Properties	1,893,950	240,499	1,653,451	87.30%
Vacant Properties	1,925,455	58,541	1,866,914	96.96%
Commercial Properties	924,118	59,828	864,290	93.53%
Airport	714,127	59,772	654,355	91.63%
Marina Basin	800,124	125,606	674,518	84.30%
Waterfront Recreation	719,111	62,273	656,838	91.34%
Parking	941,279	56,154	885,125	94.03%
Total Expenditures	<u>7,918,164</u>	<u>662,673</u>	<u>7,255,491</u>	<u>91.63%</u>
Increase Fund Balance	<u>\$ 4,869,186</u>	<u>\$ 395,563</u>	<u>\$ (4,473,623)</u>	<u>-91.88%</u>



Industrial Property Reports

Port of Hood River
 Budget to Actual - Industrial Property
 For the quarter ending September 30, 2024

	All Industrial Properties			
	Budget	Actual	\$ Variance	% Variance
Income				
Big 7	\$ 355,000	\$ 46,137	\$ (308,863)	-87.00%
Halyard	905,000	230,406	(674,594)	-74.54%
Jensen	648,000	166,892	(481,108)	-74.25%
Maritime	420,000	109,245	(310,755)	-73.99%
Timber	101,600	26,907	(74,693)	-73.52%
Wasco	289,000	7,447	(281,553)	-97.42%
Total Income	2,718,600	587,034	(2,131,566)	-78.41%
Expenditures				
Big 7	311,230	43,869	267,361	85.90%
Halyard	611,104	105,524	505,580	82.73%
Jensen	518,039	41,446	476,593	92.00%
Maritime	153,555	19,888	133,667	87.05%
Timber	82,771	8,968	73,803	89.17%
Wasco	217,251	20,804	196,447	90.42%
Total Expenditures	1,893,950	240,499	1,653,451	87.30%
Increase Fund Balance	\$ 824,650	\$ 346,536	\$ (478,114)	-57.98%

Port of Hood River
 Budget to Actual - Big 7
 For the quarter ending September 30, 2024

	Big 7			
	Budget	Actual	\$ Variance	% Variance
Income				
Lease Revenue	\$ 355,000	\$ 46,137	\$ (308,863)	-87.00%
Expenditures				
Personnel	12,992	-	12,992	100.00%
Materials and Supplies	163,000	18,598	144,402	88.59%
Internal Service Charges	115,238	19,206	96,032	83.33%
Capital Outlay	20,000	6,065	13,935	69.68%
Total Expenditures	311,230	43,869	267,361	85.90%
Increase Fund Balance	\$ 43,770	\$ 2,268	\$ (41,502)	-94.82%

Port of Hood River
 Budget to Actual - Halyard
 For the quarter ending September 30, 2024

	Halyard			
	Budget	Actual	\$ Variance	% Variance
Income				
Lease Revenue	\$ 905,000	\$ 230,406	\$ (674,594)	-74.54%
Expenditures				
Personnel	16,240	-	16,240	100.00%
Materials and Supplies	443,000	83,547	359,453	81.14%
Internal Service Charges	131,864	21,977	109,887	83.33%
Capital Outlay	20,000	-	20,000	100.00%
Total Expenditures	611,104	105,524	505,580	82.73%
Increase Fund Balance	\$ 293,896	\$ 124,882	\$ (169,014)	-57.51%

Port of Hood River
 Budget to Actual - Jensen
 For the quarter ending September 30, 2024

	Jensen			
	Budget	Actual	\$ Variance	% Variance
Income				
Lease Revenue	\$ 648,000	\$ 166,892	\$ (481,108)	-74.25%
Expenditures				
Personnel	12,992	-	12,992	100.00%
Materials and Supplies	189,500	22,188	167,312	88.29%
Internal Service Charges	115,547	19,258	96,289	83.33%
Capital Outlay	200,000	-	200,000	100.00%
Total Expenditures	518,039	41,446	476,593	92.00%
Increase Fund Balance	\$ 129,961	\$ 125,446	\$ (4,515)	-3.47%

Port of Hood River
 Budget to Actual - Maritime
 For the quarter ending September 30, 2024

	Maritime			
	Budget	Actual	\$ Variance	% Variance
Income				
Lease Revenue	\$ 420,000	\$ 106,320	\$ (313,680)	-74.69%
Other Income	-	2,925	2,925	0.00%
Total Income	420,000	109,245	(310,755)	-73.99%
Expenditures				
Personnel	9,744	-	9,744	100.00%
Materials and Supplies	76,000	8,586	67,414	88.70%
Internal Service Charges	67,811	11,302	56,509	83.33%
Total Expenditures	153,555	19,888	133,667	87.05%
Increase Fund Balance	\$ 266,445	\$ 89,357	\$ (177,088)	-66.46%

Port of Hood River
 Budget to Actual - Timber Incubator
 For the quarter ending September 30, 2024

	Timber Incubator			
	Budget	Actual	\$ Variance	% Variance
Income				
Lease Revenue	\$ 101,600	\$ 26,907	\$ (74,693)	-73.52%
Expenditures				
Personnel	6,496	-	6,496	100.00%
Materials and Supplies	32,500	3,339	29,161	89.73%
Internal Service Charges	33,775	5,629	28,146	83.33%
Capital Outlay	10,000	-	10,000	100.00%
Total Expenditures	82,771	8,968	73,803	89.17%
Increase Fund Balance	\$ 18,829	\$ 17,940	\$ (889)	-4.72%

Port of Hood River
 Budget to Actual - Wasco
 For the quarter ending September 30, 2024

	Wasco			
	Budget	Actual	\$ Variance	% Variance
Income				
Lease Revenue	\$ 289,000	\$ 7,447	\$ (281,553)	-97.42%
Expenditures				
Personnel	9,744	-	9,744	100.00%
Materials and Supplies	101,000	5,552	95,448	94.50%
Internal Service Charges	91,507	15,251	76,256	83.33%
Capital Outlay	15,000	-	15,000	100.00%
Total Expenditures	217,251	20,804	196,447	90.42%
Increase (decrease) in				
Fund Balance	\$ 71,749	\$ (13,357)	\$ (85,106)	-118.62%



Vacant Land

Port of Hood River
 Budget to Actual - Vacant Land
 For the quarter ending September 30, 2024

	Vacant Land			
	Budget	Actual	\$ Variance	% Variance
Income				
Lot 1	\$ 1,006,700	\$ 650	\$ (1,006,050)	-99.94%
Hanel Lower Mill	-	16,860	16,860	0.00%
Total Income	1,006,700	17,510	(989,190)	-98.26%
Expenditures				
Lot 1	1,273,551	48,197	1,225,354	96.22%
Hanel Lower Mill	651,904	10,344	641,560	98.41%
Total Expenditures	1,925,455	58,541	1,866,914	96.96%
Increase Fund Balance	\$ (918,755)	\$ (41,031)	\$ 877,724	-95.53%

Port of Hood River
 Budget to Actual - Lot 1
 For the quarter ending September 30, 2024

	Lot 1			
	Budget	Actual	\$ Variance	% Variance
Income				
Other Income	\$ 6,700	\$ 650	\$ (6,050)	-90.30%
Grants	1,000,000	-	(1,000,000)	-100.00%
Total Income	1,006,700	650	(1,006,050)	-99.94%
Expenditures				
Personnel	16,240	-	16,240	100.00%
Materials and Supplies	46,000	29,645	16,355	35.55%
Internal Service Charges	111,311	18,552	92,759	83.33%
Capital Outlay	1,100,000	-	1,100,000	100.00%
Total Expenditures	1,273,551	48,197	1,225,354	96.22%
Increase Fund Balance	\$ (266,851)	\$ (47,547)	\$ 219,304	-82.18%

Port of Hood River
 Budget to Actual - Hanel Lower Mill
 For the quarter ending September 30, 2024

	Hanel Lower Mill			
	Budget	Actual	\$ Variance	% Variance
Income				
Other Income	\$ -	\$ 16,860	\$ 16,860	0.00%
Expenditures				
Personnel	22,736	-	22,736	100.00%
Materials and Supplies	72,000	816	71,184	98.87%
Internal Service Charges	57,168	9,528	47,640	83.33%
Capital Outlay	500,000	-	500,000	100.00%
Total Expenditures	651,904	10,344	641,560	98.41%
Increase Fund Balance	\$ (651,904)	\$ 6,516	\$ 658,420	-101.00%



Commercial Property

Port of Hood River
 Budget to Actual - Commercial Properties
 For the quarter ending September 30, 2024

Commercial Property Summary				
	Budget	Actual	\$ Variance	% Variance
Income				
Marina West	\$ 51,000	\$ 10,224	\$ (40,776)	-79.95%
Marina East	42,700	8,413	(34,287)	-80.30%
Port Office Building	548,550	12,138	(536,412)	-97.79%
Total Income	642,250	30,775	(611,475)	-95.21%
Expenditures				
Marina West	116,251	16,038	100,213	86.20%
Marina East	140,336	16,208	124,128	88.45%
Port Office Building	667,531	27,582	639,949	95.87%
Total Expenditures	924,118	59,828	864,290	93.53%
Increase Fund Balance	\$ (281,868)	\$ (29,053)	\$ 327,878	-116.32%

Port of Hood River
 Budget to Actual - Marina West
 For the quarter ending September 30, 2024

	Marina West			
	Budget	Actual	\$ Variance	% Variance
Income				
Lease Revenue	\$ 51,000	\$ 10,224	\$ (40,776)	-79.95%
Expenditures				
Personnel	4,872	-	4,872	100.00%
Materials and Supplies	50,600	9,241	41,359	81.74%
Internal Service Charges	40,779	6,797	33,982	83.33%
Capital Outlay	20,000	-	20,000	100.00%
Total Expenditures	116,251	16,038	100,213	86.20%
Increase Fund Balance	\$ (65,251)	\$ (5,814)	\$ 59,437	-91.09%

Port of Hood River
 Budget to Actual - Marina East
 For the quarter ending September 30, 2024

	Marina East			
	Budget	Actual	\$ Variance	% Variance
Income				
Lease Revenue	\$ 42,700	\$ 8,413	\$ (34,287)	-80.30%
Expenditures				
Personnel	4,872	-	4,872	100.00%
Materials and Supplies	58,900	5,114	53,786	91.32%
Internal Service Charges	66,564	11,094	55,470	83.33%
Capital Outlay	10,000	-	10,000	100.00%
Total Expenditures	140,336	16,208	124,128	88.45%
Increase Fund Balance	\$ (97,636)	\$ (7,795)	\$ 89,841	-92.02%

Port of Hood River
 Budget to Actual - Port Office Building
 For the quarter ending September 30, 2024

	Port Office Building			
	Budget	Actual	\$ Variance	% Variance
Income				
Lease Revenue	\$ 48,550	\$ 12,138	\$ (36,412)	-75.00%
Other Income	500,000	-	(500,000)	0.00%
Total Income	548,550	12,138	(536,412)	-97.79%
Expenditures				
Personnel	4,872	-	4,872	100.00%
Materials and Supplies	34,800	6,272	28,528	81.98%
Internal Service Charges	127,859	21,310	106,549	83.33%
Capital Outlay	500,000	-	500,000	100.00%
Total Expenditures	667,531	27,582	639,949	95.87%
Increase Fund Balance	\$ (118,981)	\$ (15,444)	\$ 103,537	-87.02%

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Airport

Port of Hood River
 Budget to Actual - Airport
 For the quarter ending September 30, 2024

	Airport			
	Budget	Actual	\$ Variance	% Variance
Income				
T-Hangars *	\$ 175,000	\$ -	\$ (175,000)	-100.00%
Commercial Hangars	72,600	16,116	(56,484)	-77.80%
Land Leases	34,900	4,137	(30,763)	-88.15%
Grants	167,400	-	(167,400)	-100.00%
Other Income	15,000	5,632	(9,368)	-62.45%
Total Income	464,900	25,886	(439,014)	-94.43%
Expenditures				
Personnel	44,372	1,310	43,062	97.05%
Materials and Supplies	153,700	20,253	133,447	86.82%
Internal Service Charges	229,255	38,209	191,046	83.33%
Capital Outlay	286,800	-	286,800	100.00%
Total Expenditures	714,127	59,772	654,355	91.63%
Increase Fund Balance	\$ (249,227)	\$ (33,887)	\$ 215,340	-86.40%

* T-Hangars are bill annually with the majority of the revenue coming in January and February each year



Waterfront Activity

Port of Hood River
 Budget to Actual - Waterfront Activity
 For the quarter ending September 30, 2024

	Summary Waterfront/Marina Activity			
	Budget	Actual	\$ Variance	% Variance
Income				
Marina Basin	\$ 502,400	\$ 24,425	\$ (477,975)	-95.14%
Waterfront Recreation	147,500	29,961	(117,539)	-79.69%
Parking	400,000	235,779	(164,221)	-41.06%
Total Income	1,049,900	290,164	(759,736)	-72.36%
Expenditures				
Marina Basin	800,124	125,606	674,518	84.30%
Waterfront Recreation	719,111	62,273	656,838	91.34%
Parking	941,279	56,154	885,125	94.03%
Total Expenditures	2,460,514	244,033	2,216,481	90.08%
Increase Fund Balance	\$ (1,410,614)	\$ 46,132	\$ 1,456,746	-103.27%

Port of Hood River
 Budget to Actual - Marina Basin
 For the quarter ending September 30, 2024

	Marina Basin			
	Budget	Actual	\$ Variance	% Variance
Income				
Marina Moorage	\$ 434,500	\$ 3,909	\$ (430,591)	-99.10%
Boat Launch	7,000	4,289	(2,711)	-38.73%
Jetty/Cruise Ship Dock	19,700	6,050	(13,650)	-69.29%
Seasonal Dock	20,500	-	(20,500)	-100.00%
Marina Green	20,700	10,177	(10,523)	-50.84%
Total Income	502,400	24,425	(477,975)	-95.14%
Expenditures				
Marina Moorage	474,674	68,084	406,590	85.66%
Boat Launch	-	2,406	(2,406)	0.00%
Jetty/Cruise Ship Dock	-	1,292	(1,292)	0.00%
Seasonal Dock	-	1,240	(1,240)	0.00%
Marina Green	325,450	52,584	272,866	83.84%
Total Expenditures	800,124	125,606	674,518	84.30%
Increase Fund Balance	\$ (297,724)	\$ (101,181)	\$ 196,543	-66.02%

Notes:

Marina Moorage is recorded when billed in January; only reimbursements and miscellaneous receipts are recorded prior to January.

Port of Hood River
 Budget to Actual - Waterfront Recreation
 For the quarter ending September 30, 2024

	Waterfront Recreation			
	Budget	Actual	\$ Variance	% Variance
Income				
Event Site	\$ 111,000	\$ 20,501	\$ (90,499)	-81.53%
Nichols Basin	25,000	929	(24,071)	-96.29%
Hook	8,000	5,848	(2,152)	-26.90%
Spit	3,500	2,683	(817)	-23.35%
Total Income	147,500	29,961	(117,539)	-79.69%
Expenditures				
Event Site	354,228	34,338	319,890	90.31%
Nichols Basin	183,342	13,253	170,089	92.77%
Hook	39,287	6,074	33,213	84.54%
Spit	47,254	6,348	40,906	86.57%
Trails and Footbridge	95,000	2,260	92,740	97.62%
Total Expenditures	719,111	62,273	564,098	78.44%
Increase Fund Balance	\$ (571,611)	\$ (32,312)	\$ 446,558	-78.12%

Port of Hood River
 Budget to Actual - Parking
 For the quarter ending September 30, 2024

	Parking			
	Budget	Actual	\$ Variance	% Variance
Income				
General Season Passes	\$ 355,000	\$ 15,750	\$ (339,250)	-95.56%
Boat Launch Passes	-	3,825	3,825	0.00%
Daily Parking	45,000	215,729	170,729	379.40%
Fines	-	475	475	0.00%
Total Income	400,000	235,779	(164,221)	-41.06%
Expenditures				
Personnel	36,923	2,292	34,631	93.79%
Materials and Supplies	127,000	30,071	96,929	76.32%
Internal Service Charges	27,356	4,559	22,797	83.33%
Capital Outlay	750,000	19,232	730,768	97.44%
Total Expenditures	941,279	56,154	885,125	94.03%
Increase Fund Balance	\$ (541,279)	\$ 179,625	\$ 720,904	133.19%

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Bridge Fund

Port of Hood River
 Budget to Actual - Bridge Fund
 For the quarter ending September 30, 2024

	Bridge Fund			
	Budget	Actual	\$ Variance	% Variance
Income				
Tolls	\$ 10,900,000	\$ 2,708,111	\$ (8,191,889)	-75.15%
Other Income	411,000	59,323	(351,677)	-85.57%
Total Income	11,311,000	2,767,434	(8,543,566)	-75.53%
Expenditures				
Personnel	667,600	141,731	525,869	78.77%
Materials and Supplies	1,563,000	581,140	981,860	62.82%
Internal Service Charges	1,318,455	219,743	1,098,712	83.33%
Capital Outlay	1,620,000	792,766	827,234	51.06%
Loan to HRWSBA	500,000	-	500,000	100.00%
Transfer to General Fund	2,300,000	-	2,300,000	100.00%
Transfer Tolls to Bridge Replacement Fund	4,400,000	1,022,823	3,377,177	76.75%
Total Expenditures	12,369,055	2,758,203	3,433,675	27.76%
Increase Fund Balance	\$ (1,058,055)	\$ 9,230	\$ (5,109,891)	482.95%



Bridge Replacement Fund

Port of Hood River
 Budget to Actual - Bridge Replacement Fund
 For the quarter ending September 30, 2024

	Bridge Replacement Fund			
	Budget	Actual	\$ Variance	% Variance
Income				
Grants	\$ 3,000,000	\$ 148,393	\$ (2,851,607)	-95.05%
Other Income	2,000	-	(2,000)	-100.00%
Total Income	3,002,000	148,393	(2,853,607)	-95.06%
Expenditures				
Capital Outlay	3,002,000	1,344,791	1,657,209	55.20%
Increase Fund Balance	\$ -	\$ (1,196,398)	\$ (1,196,398)	0.00%



Bi-State Bridge Fund

Port of Hood River
 Budget to Actual - Bi-State Bridge Fund
 For the quarter ending September 30, 2024

	Bi-State Bridge Fund			
	Budget	Actual	\$ Variance	% Variance
Income				
Transfer in from Bridge Fund	\$ 4,400,000	\$ 1,022,823	\$ (3,377,177)	-76.75%
Other Income	-	7,641	7,641	0.00%
Total Income	4,400,000	1,030,464	(3,369,536)	-76.58%
Expenditures				
Payments to HRWSBA	4,400,000	670,567	3,729,433	84.76%
Increase Fund Balance	\$ -	\$ 359,897	\$ 359,897	0.00%



Administration Fund

Port of Hood River
 Budget to Actual - Administration Fund
 For the quarter ending September 30, 2024

	Administration Fund			
	Budget	Actual	\$ Variance	% Variance
Income				
Internal Services				
Executive/Contracting	\$ 662,922	\$ 113,714	\$ (549,208)	-82.85%
Communications/IT	81,900	13,648	(68,252)	-83.34%
Finance/Accounting/General Office	812,723	141,369	(671,355)	-82.61%
Human Resources/Payroll	170,955	28,493	(142,462)	-83.33%
Insurance/Risk/Safety	148,000	24,667	(123,333)	-83.33%
Maintenance	1,211,000	201,833	(1,009,167)	-83.33%
Other Income	130,000	13,935	(116,065)	-89.28%
Total Income	3,217,500	537,658	(2,679,842)	-83.29%
Expenditures				
Internal Services				
Executive/Contracting	672,350	88,269	584,081	86.87%
Communications/IT	81,900	39,618	42,282	51.63%
Finance/Accounting/General Office	848,295	272,913	575,382	67.83%
Human Resources/Payroll	170,955	33,255	137,700	80.55%
Insurance/Risk/Safety	148,000	33,044	114,956	77.67%
Maintenance	1,296,000	328,962	967,038	74.62%
Total Expenditures	3,217,500	796,061	2,421,439	75.26%
Increase Fund Balance	\$ -	\$ (258,403)	\$ (258,403)	0.00%

November 19, 2024
FALL PLANNING



Discussion Topic:
Financial Forecasts

As part of the budget process, we prepare financial forecasts with capital outlay estimates for future years and estimates for revenue-generating improvements. For Fall Planning we have prepared forecasts for the Industrial and Commercial properties and for the Administration Fund. These are the areas that we currently have reasonable certainty of what the future holds, at least for forecasting purposes, as we prepare to become more self-sufficient and generate revenue to cover our parks' costs.

Forecasts for the Airport and Lot 1 are not included in this packet. The new contract airport manager, Jeff Renard, is working with the Port on a sustainability plan for the Airport, and there is not enough information yet to prepare a reasonable forecast. There will be additional information regarding the Airport later in this meeting.

For Lot 1, there is much planning to do, and there is also not enough information to prepare any kind of reasonable forecast.

Forecasts for all areas of the Port will be prepared prior to final budget preparation in the spring.

Both Industrial and Commercial properties are suffering from vacancies right now. The new real estate contractor, Tom Bocci, is already working to fill these vacancies. The forecast assumes that the majority of the property will be filled within the next year. The forecast also assumes that the Port does not sell the Big 7 building. Note that for Hanel Lower Mill an assumption was made that storage facilities of some type are built on part of the property. This is a topic of discussion later in this meeting.

The Administration Fund is the new overhead, or internal services, fund. It is included to help define overhead as the Port's financial system incorporates more transparency into its reporting. This is both a new fund and a new approach to accounting for the Port, so there are some areas that still need to be reviewed by the Finance Department to make sure expenses are being recorded in the proper areas.

Recommendation: Information only

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Summary

	Fiscal Year													
	23-24	24-25	24-25	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35
ALL INDUSTRIAL PROPERTY	Actual	ADOPTED	As of 9/30/2024	EST. ACTUAL					FORECAST					
LEASE INCOME	2,425,158	2,647,000	584,109	2,506,648	2,818,374	2,917,018	3,019,114	3,109,687	3,202,977	3,299,067	3,398,039	3,499,980	3,604,979	3,713,128
REIMBURSABLE UTILITIES	1,712	55,500	16,860	-	-	-	-	-	-	-	-	-	-	-
PROPERTY TAX	-	16,100	-	-	-	-	-	-	-	-	-	-	-	-
OCCUPANCY ADJUSTMENT	-	-	-	-	(135,919)	(140,676)	(145,600)	(149,968)	(154,467)	(159,101)	(163,874)	(168,790)	(173,853)	(179,069)
TOTAL INCOME	2,426,870	2,718,600	600,969	2,506,648	2,682,455	2,776,342	2,873,514	2,959,720	3,048,511	3,139,966	3,234,165	3,331,190	3,431,126	3,534,059
PERSONNEL SERVICES														
WAGES & SALARIES	326,645	64,960	-	-	-	-	-	-	-	-	-	-	-	-
TAXES & BENEFITS	135,850	25,984	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 462,495	\$ 90,944	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES														
ALL UTILITIES	609,753	578,000	116,296	485,980	502,989	520,593	538,812	554,977	571,626	588,775	606,438	624,632	643,372	662,674
FIXED MAINTENANCE	88,814	111,000	13,997	79,006	73,867	77,348	79,914	82,311	92,036	87,953	90,592	93,310	96,109	98,993
INSURANCE	50,626	-	-	-	-	-	-	-	-	-	-	-	-	-
PROPERTY TAX	182,309	190,500	-	163,297	173,359	178,733	184,274	189,987	195,876	201,948	208,209	214,664	221,320	228,181
PROFESSIONAL SERVICES-Design & Engineering	31,144	79,000	143	57,000	3,070	3,177	3,288	3,387	3,489	3,594	3,702	3,813	3,927	4,044
PROFESSIONAL SERVICES-Legal	-	50,000	-	3,000	3,105	3,214	3,326	3,426	3,529	3,635	3,744	3,856	3,972	4,091
MISCELLANEOUS REPAIRS & PURCHASES	76,183	68,500	12,194	59,353	58,132	60,165	62,270	64,139	66,063	68,045	70,086	72,189	74,354	76,587
INTERNAL SERVICE CHARGES	-	612,910	102,152	427,814	285,298	291,924	298,780	304,863	311,128	317,581	324,227	331,073	338,124	345,387
TOTAL MATERIAL & SERVICES	\$ 1,038,829	\$ 1,689,910	\$ 244,782	\$ 1,275,450	\$ 1,099,820	\$ 1,135,154	\$ 1,170,664	\$ 1,203,090	\$ 1,243,747	\$ 1,271,531	\$ 1,306,998	\$ 1,343,537	\$ 1,381,178	\$ 1,419,957
CAPITAL OUTLAY														
CAPITAL PURCHASES	344,749	765,000	6,065	576,800	344,622	120,486	269,971	48,737	49,071	99,154	33,529	38,755	65,203	25,574
TOTAL CAPITAL OUTLAY	\$ 344,749	\$ 765,000	\$ 6,065	\$ 576,800	\$ 344,622	\$ 120,486	\$ 269,971	\$ 48,737	\$ 49,071	\$ 99,154	\$ 33,529	\$ 38,755	\$ 65,203	\$ 25,574
DEBT SERVICE														
PRINCIPAL & INTEREST	1,638,035	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL DEBT SERVICE	\$ 1,638,035	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency					\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
TOTAL EXPENDITURES	\$ 3,484,108	\$ 2,545,854	\$ 250,847	\$ 1,852,250	\$ 1,944,442	\$ 1,755,640	\$ 1,940,635	\$ 1,751,827	\$ 1,792,818	\$ 1,870,685	\$ 1,840,527	\$ 1,882,292	\$ 1,946,381	\$ 1,945,531
REVENUES OVER (UNDER) EXPENDITURES	(1,057,238)	172,746	350,122	654,398	738,014	1,020,702	932,879	1,207,893	1,255,693	1,269,281	1,393,639	1,448,898	1,484,744	1,588,528

	Fiscal Year													
	23-24	24-25	24-25	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35
	Actual	ADOPTED	As of 9/30/2024	EST. ACTUAL										
Big 7 Building														
LEASE INCOME	\$ 40,560	\$ 300,000	\$ 46,137	\$ 184,548	\$ 315,000	\$ 326,025	\$ 337,436	\$ 347,559	\$ 357,986	\$ 368,726	\$ 379,788	\$ 391,182	\$ 402,917	\$ 415,005
REIMBURSABLE UTILITIES	1,712	45,000	-	-	-	-	-	-	-	-	-	-	-	-
PROPERTY TAX	-	10,000	-	-	-	-	-	-	-	-	-	-	-	-
OCCUPANCY ADJUSTMENT					(15,750)	(16,301)	(16,872)	(17,378)	(17,899)	(18,436)	(18,989)	(19,559)	(20,146)	(20,750)
OTHER	2,400	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME	44,672	355,000	46,137	184,548	299,250	309,724	320,564	330,181	340,087	350,290	360,799	371,623	382,771	394,255
PERSONNEL SERVICES														
WAGES & SALARIES	54,319	9,280	-	-	-	-	-	-	-	-	-	-	-	-
TAXES & BENEFITS	22,729	3,712	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 77,048	\$ 12,992	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES														
ALL UTILITIES	63,651	70,000	9,652	48,260	49,949	51,697	53,506	55,111	56,764	58,467	60,221	62,028	63,889	65,806
FIXED MAINTENANCE	25,417	20,000	2,618	13,090	13,548	14,022	14,513	14,948	15,396	15,858	16,334	16,824	17,329	17,849
INSURANCE	17,115	-	-	-	-	-	-	-	-	-	-	-	-	-
PROPERTY TAX	8,446	10,000	-	6,261	6,455	6,655	6,861	7,074	7,293	7,519	7,752	7,992	8,240	8,495
PROFESSIONAL SERVICES-Design & Engineering	13,643	5,000	-	-	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES-Legal	-	20,000	-	-	-	-	-	-	-	-	-	-	-	-
MISCELLANEOUS REPAIRS & PURCHASES	53,547	38,000	6,329	31,645	32,753	33,899	35,085	36,138	37,222	38,339	39,489	40,674	41,894	43,151
INTERNAL SERVICE CHARGES	-	115,238	19,206	96,030	96,030	96,030	96,030	96,030	96,030	96,030	96,030	96,030	96,030	96,030
TOTAL MATERIALS & SERVICES	\$ 181,819	\$ 278,238	\$ 18,599	\$ 195,286	\$ 102,705	\$ 106,273	\$ 109,965	\$ 113,271	\$ 116,675	\$ 120,183	\$ 123,796	\$ 127,518	\$ 131,352	\$ 135,301
CAPITAL OUTLAY														
CAPITAL PURCHASES	14,733	20,000	6,065	40,000	20,000		20,000		20,000		20,000		20,000	
TOTAL CAPITAL OUTLAY	\$ 14,733	\$ 20,000	\$ 6,065	\$ 40,000	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -
TOTAL EXPENDITURES	\$ 273,600	\$ 311,230	\$ 24,664	\$ 235,286	\$ 122,705	\$ 106,273	\$ 129,965	\$ 113,271	\$ 136,675	\$ 120,183	\$ 143,796	\$ 127,518	\$ 151,352	\$ 135,301
REVENUES OVER (UNDER) EXPENDITURES	(228,928)	43,770	21,473	(50,738)	176,545	203,451	190,599	216,910	203,412	230,107	217,003	244,105	231,419	258,954

	Fiscal Year													
	23-24	24-25	24-25	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35
Halyard Building	Actual	ADOPTED	As of 9/30/2024	EST. ACTUAL	FORECAST									
LEASE INCOME	879,111	905,000	230,406	921,624	\$ 953,881	\$ 987,267	\$ 1,021,821	\$ 1,052,476	\$ 1,084,050	\$ 1,116,572	\$ 1,150,069	\$ 1,184,571	\$ 1,220,108	\$ 1,256,711
OCCUPANCY ADJUSTMENT					(47,694)	(49,363)	(51,091)	(52,624)	(54,203)	(55,829)	(57,503)	(59,229)	(61,005)	(62,836)
TOTAL INCOME	879,111	905,000	230,406	921,624	906,187	937,904	970,730	999,852	1,029,848	1,060,743	1,092,566	1,125,342	1,159,103	1,193,875
PERSONNEL SERVICES														
WAGES & SALARIES	59,510	11,600	-	-	-	-	-	-	-	-	-	-	-	-
TAXES & BENEFITS	24,729	4,640	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 84,239	\$ 16,240	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES														
ALL UTILITIES	355,620	317,000	78,731	314,924	325,946	337,354	349,161	359,636	370,425	381,538	392,984	404,774	416,917	429,425
FIXED MAINTENANCE	15,341	35,000	4,737	18,948	19,611	20,297	21,007	21,637	22,286	22,955	23,644	24,353	25,084	25,837
INSURANCE	6,259	-	-	-	-	-	-	-	-	-	-	-	-	-
PROPERTY TAX	73,197	75,500	-	76,404	78,773	81,215	83,733	86,329	89,005	91,764	94,609	97,542	100,566	103,684
PROFESSIONAL SERVICES-Design & Engineering	2,267	5,000	-	-	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES-Legal	-	5,000	-	-	-	-	-	-	-	-	-	-	-	-
MISCELLANEOUS REPAIRS & PURCHASES	3,332	5,500	79	316	327	338	350	361	372	383	394	406	418	431
INTERNAL SERVICE CHARGES		131,864	21,978	87,912										
TOTAL MATERIALS & SERVICES	\$ 456,016	\$ 574,864	\$ 83,547	\$ 498,504	\$ 424,657	\$ 439,204	\$ 454,251	\$ 467,963	\$ 482,088	\$ 496,640	\$ 511,631	\$ 527,075	\$ 542,985	\$ 559,377
CAPITAL OUTLAY														
CAPITAL PURCHASES	46,063	20,000	-	20,000			9,913			75,330				9,913
TOTAL CAPITAL OUTLAY	\$ 46,063	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ -	\$ 9,913	\$ -	\$ -	\$ 75,330	\$ -	\$ -	\$ -	\$ 9,913
TOTAL EXPENDITURES	\$ 586,318	\$ 611,104	\$ 83,547	\$ 518,504	\$ 424,657	\$ 439,204	\$ 464,164	\$ 467,963	\$ 482,088	\$ 571,970	\$ 511,631	\$ 527,075	\$ 542,985	\$ 569,290
REVENUES OVER (UNDER) EXPENDITURES	292,793	293,896	146,859	403,120	481,530	498,700	506,566	531,889	547,760	488,773	580,935	598,267	616,118	624,585

	Fiscal Year														
	23-24	24-25	24-25	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35	
Jensen Property	Actual	ADOPTED	As of 9/30/2024	EST. ACTUAL						FORECAST					
LEASE INCOME	\$ 686,685	\$ 645,000	\$ 166,892	\$ 667,568	\$ 690,933	\$ 715,116	\$ 740,145	\$ 762,349	\$ 785,219	\$ 808,776	\$ 833,039	\$ 858,030	\$ 883,771	\$ 910,284	
REIMBURSABLE UTILITIES	-	3,000	-	-	-	-	-	-	-	-	-	-	-	-	
OCCUPANCY ADJUSTMENT	-	-	-	-	(34,547)	(35,756)	(37,007)	(38,117)	(39,261)	(40,439)	(41,652)	(42,902)	(44,189)	(45,514)	
FINANCING SOURCES/INSURANCE	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL INCOME	686,685	648,000	166,892	667,568	656,386	679,360	703,138	724,232	745,958	768,337	791,387	815,129	839,582	864,770	
PERSONNEL SERVICES															
WAGES & SALARIES	62,766	9,280	-	-	-	-	-	-	-	-	-	-	-	-	
TAXES & BENEFITS	26,162	3,712	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL PERSONNEL SERVICES	\$ 88,928	\$ 12,992	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
MATERIALS & SERVICES															
ALL UTILITIES	105,539	100,000	16,579	66,316	68,637	71,039	73,525	75,731	78,003	80,343	82,753	85,236	87,793	90,427	
FIXED MAINTENANCE	16,038	25,000	2,875	11,500	11,903	12,320	12,751	13,134	13,528	13,934	14,352	14,783	15,226	15,683	
INSURANCE	10,802	-	-	-	-	-	-	-	-	-	-	-	-	-	
PROPERTY TAX	42,908	44,500	-	45,373	46,780	48,230	49,725	51,266	52,855	54,494	56,183	57,925	59,721	61,572	
PROFESSIONAL SERVICES-Design & Engineering	1,800	5,000	-	-	-	-	-	-	-	-	-	-	-	-	
PROFESSIONAL SERVICES-Legal	-	5,000	-	-	-	-	-	-	-	-	-	-	-	-	
MISCELLANEOUS REPAIRS & PURCHASES	14,488	10,000	2,735	10,940	11,323	11,719	12,129	12,493	12,868	13,254	13,652	14,062	14,484	14,919	
INTERNAL SERVICE CHARGES	-	115,547	19,259	77,036	79,732	82,523	85,411	87,973	90,612	93,330	96,130	99,014	101,984	105,044	
TOTAL MATERIAL & SERVICES	\$ 191,575	\$ 305,047	\$ 41,448	\$ 211,165	\$ 218,375	\$ 225,831	\$ 233,541	\$ 240,597	\$ 247,866	\$ 255,355	\$ 263,070	\$ 271,020	\$ 279,208	\$ 287,645	
CAPITAL OUTLAY															
CAPITAL PURCHASES	-	200,000	-	16,800	294,372	18,648	19,488	16,800	16,800	10,940	-	16,800	16,800	-	
TOTAL CAPITAL OUTLAY	\$ -	\$ 200,000	\$ -	\$ 16,800	\$ 294,372	\$ 18,648	\$ 19,488	\$ 16,800	\$ 16,800	\$ 10,940	\$ -	\$ 16,800	\$ 16,800	\$ -	
DEBT SERVICE															
PRINCIPAL & INTEREST	1,638,035	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL DEBT SERVICE	\$ 1,638,035	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ 1,918,538	\$ 518,039	\$ 41,448	\$ 227,965	\$ 512,747	\$ 244,479	\$ 253,029	\$ 257,397	\$ 264,666	\$ 266,295	\$ 263,070	\$ 287,820	\$ 296,008	\$ 287,645	
REVENUES OVER (UNDER) EXPENDITURES	(1,231,853)	129,961	125,444	439,603	143,640	434,881	450,109	466,835	481,292	502,042	528,317	527,309	543,574	577,125	

Net Inc w/o DS \$ 406,182

	Fiscal Year													
	23-24	24-25	24-25	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35
	Actual	ADOPTED	As of 9/30/2024	EST. ACTUAL										
Maritime Building														
LEASE INCOME	407,636	420,000	106,320	425,280	\$ 440,165	\$ 455,571	\$ 471,516	\$ 485,661	\$ 500,231	\$ 515,238	\$ 530,695	\$ 546,616	\$ 563,014	\$ 579,904
OCCUPANCY ADJUSTMENT					(22,008)	(22,779)	(23,576)	(24,283)	(25,012)	(25,762)	(26,535)	(27,331)	(28,151)	(28,995)
MISC	3,125	-	2,925	11,700	12,110	12,534	12,973	13,362	13,763	14,176	14,601	15,039	15,490	15,955
TOTAL INCOME	410,761	420,000	109,245	436,980	430,267	445,326	460,913	474,740	488,982	503,652	518,761	534,324	550,353	566,864
PERSONNEL SERVICES														
WAGES & SALARIES	39,230	6,960	-	-	-	-	-	-	-	-	-	-	-	-
TAXES & BENEFITS	16,386	2,784	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 55,616	\$ 9,744	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES														
ALL UTILITIES	38,510	40,000	4,847	19,388	20,067	20,769	21,496	22,141	22,805	23,489	24,194	24,920	25,668	26,438
FIXED MAINTENANCE	7,825	3,000	2,275	9,100	3,000	4,000	4,000	4,120	11,500	5,000	5,150	5,305	5,464	5,628
INSURANCE	7,282	-	-	-	-	-	-	-	-	-	-	-	-	-
PROPERTY TAX	18,755	20,000	-	19,274	19,871	20,487	21,122	21,777	22,452	23,148	23,866	24,606	25,369	26,155
PROFESSIONAL SERVICES-Design & Engineering	1,769	5,000	-	-	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES-Legal	-	5,000	-	-	-	-	-	-	-	-	-	-	-	-
MISCELLANEOUS REPAIRS & PURCHASES	1,400	3,000	1,465	5,860	6,065	6,277	6,497	6,692	6,893	7,100	7,313	7,532	7,758	7,991
INTERNAL SERVICE CHARGES		67,811	11,301	45,204	46,786	48,424	50,119	51,623	53,172	54,767	56,410	58,102	59,845	61,640
TOTAL MATERIALS & SERVICES	\$ 75,541	\$ 143,811	\$ 19,888	\$ 98,826	\$ 95,789	\$ 99,957	\$ 103,234	\$ 106,353	\$ 116,822	\$ 113,504	\$ 116,933	\$ 120,465	\$ 124,104	\$ 127,852
CAPITAL OUTLAY														
CAPITAL PURCHASES	-	-	-	-	-	20,988	189,190	-	-	-	-	-	13,488	0
TOTAL CAPITAL OUTLAY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,988	\$ 189,190	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,488	\$ -
TOTAL EXPENDITURES	\$ 131,157	\$ 153,555	\$ 19,888	\$ 98,826	\$ 95,789	\$ 120,945	\$ 292,424	\$ 106,353	\$ 116,822	\$ 113,504	\$ 116,933	\$ 120,465	\$ 137,592	\$ 127,852
REVENUES OVER (UNDER) EXPENDITURES	279,604	266,445	89,357	338,154	334,478	324,381	168,489	368,387	372,160	390,148	401,828	413,859	412,761	439,012

	Fiscal Year													
	23-24	24-25	24-25	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35
Timber Incubator Property	Actual	ADOPTED	As of 9/30/2024	EST. ACTUAL	FORECAST									
LEASE INCOME	102,516	88,000	26,907	107,628	\$ 111,395	\$ 115,294	\$ 119,329	\$ 122,909	\$ 126,596	\$ 130,394	\$ 134,306	\$ 138,335	\$ 142,485	\$ 146,760
REIMBURSABLE UTILITIES	-	7,500	-	-	-	-	-	-	-	-	-	-	-	-
PROPERTY TAXES	-	6,100	-	-	-	-	-	-	-	-	-	-	-	-
OCCUPANCY ADJUSTMENT					(5,570)	(5,765)	(5,966)	(6,145)	(6,330)	(6,520)	(6,715)	(6,917)	(7,124)	(7,338)
OTHER					-	-	-	-	-	-	-	-	-	-
TOTAL INCOME	102,516	101,600	26,907	107,628	105,825	109,529	113,363	116,764	120,266	123,874	127,591	131,418	135,361	139,422
PERSONNEL SERVICES														
WAGES & SALARIES	28,963	4,640	-	-	-	-	-	-	-	-	-	-	-	-
TAXES & BENEFITS	12,080	1,856	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 41,043	\$ 6,496	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES														
ALL UTILITIES	8,429	10,000	1,217	4,868	5,038	5,214	5,396	5,558	5,725	5,897	6,074	6,256	6,444	6,637
FIXED MAINTENANCE	4,152	5,000	842	3,368	2,000	2,070	2,142	2,206	2,272	2,340	2,410	2,482	2,556	2,633
INSURANCE	851	-	-	-	-	-	-	-	-	-	-	-	-	-
PROPERTY TAX	7,982	8,500	-	9,010	9,289	9,577	9,874	10,180	10,496	10,821	11,156	11,502	11,859	12,227
PROFESSIONAL SERVICES-Design & Engineering	-	2,000	-	-	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES-Legal	-	5,000	-	-	-	-	-	-	-	-	-	-	-	-
MISCELLANEOUS REPAIRS & PURCHASES	352	2,000	1,280	5,120	2,000	2,070	2,142	2,206	2,272	2,340	2,410	2,482	2,556	2,633
INTERNAL SERVICE CHARGES		33,775	5,629	22,516	23,304	24,120	24,964	25,713	26,484	27,279	28,097	28,940	29,808	30,702
TOTAL MATERIALS & SERVICES	\$ 21,766	\$ 66,275	\$ 8,968	\$ 44,882	\$ 41,631	\$ 43,051	\$ 44,518	\$ 45,863	\$ 47,249	\$ 48,677	\$ 50,147	\$ 51,662	\$ 53,223	\$ 54,832
CAPITAL OUTLAY														
CAPITAL PURCHASES	-	10,000	-	-	-	-	-	-	-	-	-	7,750	-	-
TOTAL CAPITAL OUTLAY	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,750	\$ -	\$ -
TOTAL EXPENDITURES	\$ 62,809	\$ 82,771	\$ 8,968	\$ 44,882	\$ 41,631	\$ 43,051	\$ 44,518	\$ 45,863	\$ 47,249	\$ 48,677	\$ 50,147	\$ 59,412	\$ 53,223	\$ 54,832
REVENUES OVER (UNDER) EXPENDITURES	39,707	18,829	17,939	62,746	64,194	66,478	68,845	70,901	73,017	75,197	77,444	72,006	82,138	84,590

	Fiscal Year													
	23-24	24-25	24-25	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35
Wasco Street Business Park	Actual	ADOPTED	As of 9/30/2024	EST. ACTUAL	FORECAST									
LEASE INCOME	279,372	289,000	7,447	200,000	\$ 207,000	\$ 214,245	\$ 221,744	\$ 228,396	\$ 235,248	\$ 242,305	\$ 249,574	\$ 257,061	\$ 264,773	\$ 272,716
OCCUPANCY ADJUSTMENT					(10,350)	(10,712)	(11,087)	(11,420)	(11,762)	(12,115)	(12,479)	(12,853)	(13,239)	(13,636)
TOTAL INCOME	279,372	289,000	7,447	200,000	196,650	203,533	210,657	216,976	223,486	230,190	237,095	244,208	251,534	259,080
PERSONNEL SERVICES														
WAGES & SALARIES	50,667	6,960	-	-	-	-	-	-	-	-	-	-	-	-
TAXES & BENEFITS	21,290	2,784	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 71,957	\$ 9,744	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES														
ALL UTILITIES	34,688	37,000	4,714	30,000	31,050	32,137	33,262	34,260	35,288	36,347	37,437	38,560	39,717	40,909
FIXED MAINTENANCE	19,202	20,000	650	20,000	20,700	21,425	22,175	22,840	23,525	24,231	24,958	25,707	26,478	27,272
INSURANCE	7,478	-	-	-	-	-	-	-	-	-	-	-	-	-
PROPERTY TAX	31,021	32,000	-	6,975	7,191	7,414	7,644	7,881	8,125	8,377	8,637	8,905	9,181	9,466
PROFESSIONAL SERVICES-Design & Engineering	3,578	2,000	-	2,000	2,070	2,142	2,217	2,284	2,353	2,424	2,497	2,572	2,649	2,728
PROFESSIONAL SERVICES-Legal	-	3,000	-	3,000	3,105	3,214	3,326	3,426	3,529	3,635	3,744	3,856	3,972	4,091
MISCELLANEOUS REPAIRS & PURCHASES	2,095	7,000	188	5,000	5,175	5,356	5,543	5,709	5,880	6,056	6,238	6,425	6,618	6,817
INTERNAL SERVICE CHARGES		91,507	15,251	61,004										
TOTAL MATERIALS & SERVICES	\$ 98,062	\$ 192,507	\$ 20,803	\$ 127,979	\$ 69,291	\$ 71,688	\$ 74,167	\$ 76,400	\$ 78,700	\$ 81,070	\$ 83,511	\$ 86,025	\$ 88,615	\$ 91,283
CAPITAL OUTLAY														
CAPITAL PURCHASES	-	15,000	-	-	20,250	70,250	20,250	20,250	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY	\$ -	\$ 15,000	\$ -	\$ -	\$ 20,250	\$ 70,250	\$ 20,250	\$ 20,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 170,019	\$ 217,251	\$ 20,803	\$ 127,979	\$ 89,541	\$ 141,938	\$ 94,417	\$ 96,650	\$ 78,700	\$ 81,070	\$ 83,511	\$ 86,025	\$ 88,615	\$ 91,283
REVENUES OVER (UNDER) EXPENDITURES	109,353	71,749	(13,356)	72,021	107,109	61,595	116,240	120,326	144,786	149,120	153,584	158,183	162,919	167,797

	Fiscal Year														
	23-24	24-25	24-25	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35	
Lower Mill	Actual	ADOPTED	As of 9/30/2024	EST. ACTUAL					FORECAST						
LEASE INCOME	29,278	-	-	-	\$ 100,000	\$ 103,500	\$ 107,123	\$ 110,337	\$ 113,647	\$ 117,056	\$ 120,568	\$ 124,185	\$ 127,911	\$ 131,748	
OTHER INCOME	-	-	16,860	-	-	-	-	-	-	-	-	-	-	-	
OCCUPANCY ADJUSTMENT	-	-	-	-	(5,000)	(5,175)	(5,356)	(5,517)	(5,682)	(5,853)	(6,028)	(6,209)	(6,396)	(6,587)	
LAND SALES	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL INCOME	29,278	-	16,860	-	95,000	98,325	101,767	104,820	107,965	111,203	114,540	117,976	121,515	125,161	
PERSONNEL SERVICES															
WAGES & SALARIES	31,190	16,240	-	-	-	-	-	-	-	-	-	-	-	-	
TAXES & BENEFITS	12,474	6,496	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL PERSONNEL SERVICES	\$ 43,664	\$ 22,736	\$ -	\$ 22,736	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
MATERIALS & SERVICES															
ALL UTILITIES	3,316	4,000	556	2,224	2,302	2,383	2,466	2,540	2,616	2,694	2,775	2,858	2,944	3,032	
FIXED MAINTENANCE	839	3,000	-	3,000	3,105	3,214	3,326	3,426	3,529	3,635	3,744	3,856	3,972	4,091	
INSURANCE	839	-	-	-	-	-	-	-	-	-	-	-	-	-	
PROPERTY TAX	-	-	-	-	5,000	5,155	5,315	5,480	5,650	5,825	6,006	6,192	6,384	6,582	
PROFESSIONAL SERVICES-Design & Engineering	8,087	55,000	143	55,000	1,000	1,035	1,071	1,103	1,136	1,170	1,205	1,241	1,278	1,316	
PROFESSIONAL SERVICES-Legal	-	7,000	-	-	-	-	-	-	-	-	-	-	-	-	
MISCELLANEOUS REPAIRS & PURCHASES	969	3,000	118	472	489	506	524	540	556	573	590	608	626	645	
INTERNAL SERVICE CHARGES	-	57,168	9,528	38,112	39,446	40,827	42,256	43,524	44,830	46,175	47,560	48,987	50,457	51,971	
TOTAL MATERIALS & SERVICES	\$ 14,050	\$ 129,168	\$ 10,345	\$ 98,808	\$ 51,342	\$ 53,120	\$ 54,958	\$ 56,613	\$ 58,317	\$ 60,072	\$ 61,880	\$ 63,742	\$ 65,661	\$ 67,637	
CAPITAL OUTLAY															
CAPITAL PURCHASES	283,953	500,000	-	500,000	10,000	10,600	11,130	11,687	12,271	12,884	13,529	14,205	14,915	15,661	
TOTAL CAPITAL OUTLAY	\$ 283,953	\$ 500,000	\$ -	\$ 500,000	\$ 10,000	\$ 10,600	\$ 11,130	\$ 11,687	\$ 12,271	\$ 12,884	\$ 13,529	\$ 14,205	\$ 14,915	\$ 15,661	
TOTAL EXPENDITURES	\$ 341,667	\$ 651,904	\$ 10,345	\$ 621,544	\$ 61,342	\$ 63,720	\$ 66,088	\$ 68,300	\$ 70,588	\$ 72,956	\$ 75,409	\$ 77,947	\$ 80,576	\$ 83,298	
REVENUES OVER (UNDER) EXPENDITURES	(312,389)	(651,904)	6,515	(621,544)	33,658	34,605	35,679	36,521	37,377	38,247	39,131	40,029	40,939	41,863	

Summary

	23-24	24-25	24-25	24-25	25-26	26-27	27-28	Fiscal Year 28-29	29-30	30-31	31-32	32-33	33-34	34-35
All Commercial	ACTUAL	ADOPTED	As of 9/30/2024	EST. ACTUAL					FORECAST					
LEASE INCOME	163,859	139,550	30,775	123,098	163,550	119,025	123,191	126,887	130,694	134,615	138,654	142,814	147,099	151,512
REIMBURSABLE EXPENSES	-	502,700	-	250,000	250,000	-	-	-	-	-	-	-	-	-
TOTAL INCOME	163,859	642,250	30,775	373,098	413,550	119,025	123,191	126,887	130,694	134,615	138,654	142,814	147,099	151,512
PERSONNEL SERVICES														
WAGES	65,691	10,440	-	-	-	-	-	-	-	-	-	-	-	-
BENEFITS	27,647	4,176	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 93,338	\$ 14,616	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES														
ALL UTILITIES	21,352	37,500	9,131	36,524	37,925	17,413	18,104	18,762	19,445	20,154	20,891	21,656	22,452	23,279
FIXED MAINTENANCE	3,910	32,000	3,151	12,604	15,664	11,197	11,757	12,345	12,962	13,610	14,291	15,006	15,756	16,544
INSURANCE	6,553	-	-	-	-	-	-	-	-	-	-	-	-	-
PROPERTY TAX	14,214	15,000	-	11,864	9,396	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES-Design & Engineering	5,595	6,000	-	50,000	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES-Legal	-	7,000	-	-	-	-	-	-	-	-	-	-	-	-
MISCELLANEOUS REPAIRS & PURCHASES	31,590	46,800	8,345	33,380	35,099	34,445	36,018	37,613	39,282	41,028	42,854	44,765	46,765	48,858
INTERNAL SERVICE	-	107,343	145,750	92,875	131,173	132,781	49,201	50,677	52,197	53,763	55,376	57,037	58,748	60,510
TOTAL MATERIALS & SERVICES	\$ 83,214	\$ 251,643	\$ 166,377	\$ 237,247	\$ 229,257	\$ 195,836	\$ 115,080	\$ 119,397	\$ 123,886	\$ 128,555	\$ 133,412	\$ 138,464	\$ 143,721	\$ 149,191
CAPITAL OUTLAY														
CAPITAL PURCHASES	-	530,000	-	250,000	270,000	20,700	21,425	22,068	22,730	23,412	24,114	24,837	25,582	26,349
TOTAL CAPITAL OUTLAY	\$ -	\$ 530,000	\$ -	\$ 250,000	\$ 270,000	\$ 20,700	\$ 21,425	\$ 22,068	\$ 22,730	\$ 23,412	\$ 24,114	\$ 24,837	\$ 25,582	\$ 26,349
TOTAL EXPENDITURES	\$ 176,552	\$ 796,259	\$ 166,377	\$ 487,247	\$ 499,257	\$ 216,536	\$ 136,505	\$ 141,465	\$ 146,616	\$ 151,967	\$ 157,526	\$ 163,301	\$ 169,303	\$ 175,540
REVENUES OVER (UNDER) EXPENDITURES	(12,693)	(154,009)	(135,603)	(114,149)	(85,707)	(97,511)	(13,314)	(14,578)	(15,922)	(17,352)	(18,872)	(20,487)	(22,204)	(24,028)

	Fiscal Year													
	23-24	24-25	24-25	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35
Marina West	ACTUAL	ADOPTED	As of 9/30/2024	EST. ACTUAL					FORECAST					
LEASE INCOME	50,049	51,000	10,224	40,896	65,000	67,275	69,630	71,719	73,871	76,087	78,370	80,721	83,143	85,637
TOTAL INCOME	50,049	51,000	10,224	40,896	65,000	67,275	69,630	71,719	73,871	76,087	78,370	80,721	83,143	85,637
PERSONNEL SERVICES														
WAGES	25,221	3,480	-	-	-	-	-	-	-	-	-	-	-	-
BENEFITS	10,554	1,392	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 35,775	\$ 4,872	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES														
ALL UTILITIES	7,281	7,500	1,223	4,892	5,186	5,445	5,717	6,003	6,303	6,618	6,949	7,296	7,661	8,044
FIXED MAINTENANCE	2,406	7,000	2,515	10,060	10,664	11,197	11,757	12,345	12,962	13,610	14,291	15,006	15,756	16,544
INSURANCE	1,787	-	-	-	-	-	-	-	-	-	-	-	-	-
PROPERTY TAX	4,083	4,100	-	3,407	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES-Design & Engineering	2,437	2,000	-	-	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES-Legal	-	2,000	-	-	-	-	-	-	-	-	-	-	-	-
MISCELLANEOUS REPAIRS & PURCHASES	25,805	28,000	5,503	22,012	23,333	24,500	25,725	27,011	28,362	29,780	31,269	32,832	34,474	36,198
INTERNAL SERVICE		40,779	6,797	27,188										
TOTAL MATERIALS & SERVICES	\$ 43,799	\$ 91,379	\$ 16,038	\$ 67,559	\$ 39,183	\$ 41,142	\$ 43,199	\$ 45,359	\$ 47,627	\$ 50,008	\$ 52,509	\$ 55,134	\$ 57,891	\$ 60,786
CAPITAL OUTLAY														
CAPITAL PURCHASES	-	20,000	-	-	20,000	20,700	21,425	22,068	22,730	23,412	24,114	24,837	25,582	26,349
TOTAL CAPITAL OUTLAY	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ 20,700	\$ 21,425	\$ 22,068	\$ 22,730	\$ 23,412	\$ 24,114	\$ 24,837	\$ 25,582	\$ 26,349
TOTAL EXPENDITURES	\$ 79,574	\$ 116,251	\$ 16,038	\$ 67,559	\$ 59,183	\$ 61,842	\$ 64,624	\$ 67,427	\$ 70,357	\$ 73,420	\$ 76,623	\$ 79,971	\$ 83,473	\$ 87,135
REVENUES OVER (UNDER) EXPENDITURES	(29,525)	(65,251)	(5,814)	(26,663)	5,817	5,433	5,006	4,292	3,514	2,667	1,747	750	(330)	(1,498)

	23-24	24-25	24-25	24-25	25-26	26-27	27-28	Fiscal Year		29-30	30-31	31-32	32-33	33-34	34-35
	ACTUAL	ADOPTED	As of 9/30/2024	EST. ACTUAL				28-29	FORECAST						
Marina East															
LEASE INCOME	65,260	40,000	8,413	33,652	50,000	51,750	53,561	55,168	56,823	58,528	60,284	62,093	63,956	65,875	
REIMBURSABLE UTILITIES	-	1,000	-	-	-	-	-	-	-	-	-	-	-	-	
PROPERTY TAX	-	1,700	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL INCOME	65,260	42,700	8,413	33,652	50,000	51,750	53,561	55,168	56,823	58,528	60,284	62,093	63,956	65,875	
PERSONNEL SERVICES															
WAGES	40,470	3,480	-	-	-	-	-	-	-	-	-	-	-	-	
BENEFITS	17,093	1,392	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL PERSONNEL SERVICES	\$ 57,563	\$ 4,872	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
MATERIALS & SERVICES															
ALL UTILITIES	14,071	14,000	2,793	11,172	11,563	11,968	12,387	12,759	13,142	13,536	13,942	14,360	14,791	15,235	
FIXED MAINTENANCE	1,504	15,000	-	-	-	-	-	-	-	-	-	-	-	-	
INSURANCE	4,766	-	-	-	-	-	-	-	-	-	-	-	-	-	
PROPERTY TAX	10,131	10,900	-	8,457	9,396	-	-	-	-	-	-	-	-	-	
PROFESSIONAL SERVICES-Design & Engineering	3,158	2,000	-	-	-	-	-	-	-	-	-	-	-	-	
PROFESSIONAL SERVICES-Legal	-	4,000	-	-	-	-	-	-	-	-	-	-	-	-	
MISCELLANEOUS REPAIRS & PURCHASES	5,785	13,000	2,321	9,284	9,609	9,945	10,293	10,602	10,920	11,248	11,585	11,933	12,291	12,660	
INTERNAL SERVICE	-	66,564	11,094	44,376	45,929	47,537	49,201	50,677	52,197	53,763	55,376	57,037	58,748	60,510	
TOTAL MATERIALS & SERVICES	\$ 39,415	\$ 125,464	\$ 16,208	\$ 73,289	\$ 76,497	\$ 69,450	\$ 71,881	\$ 74,038	\$ 76,259	\$ 78,547	\$ 80,903	\$ 83,330	\$ 85,830	\$ 88,405	
CAPITAL OUTLAY															
CAPITAL PURCHASES	-	10,000	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL CAPITAL OUTLAY	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ 96,978	\$ 140,336	\$ 16,208	\$ 73,289	\$ 76,497	\$ 69,450	\$ 71,881	\$ 74,038	\$ 76,259	\$ 78,547	\$ 80,903	\$ 83,330	\$ 85,830	\$ 88,405	
REVENUES OVER (UNDER) EXPENDITURES	(31,718)	(97,636)	(7,795)	(39,637)	(26,497)	(17,700)	(18,320)	(18,870)	(19,436)	(20,019)	(20,619)	(21,237)	(21,874)	(22,530)	

	Fiscal Year													
	23-24	24-25	24-25	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35
Port Office	ACTUAL	ADOPTED	As of 9/30/2024	EST. ACTUAL		FORECAST								
LEASE INCOME	48,550	48,550	12,138	48,550	48,550	-	-	-	-	-	-	-	-	-
REIMBURSABLE EXPENSES	-	500,000	-	250,000	250,000	-	-	-	-	-	-	-	-	-
TOTAL INCOME	48,550	548,550	12,138	298,550	298,550	-	-	-	-	-	-	-	-	-
PERSONNEL SERVICES														
WAGES	39,483	3,480	-	-	-	-	-	-	-	-	-	-	-	-
BENEFITS	16,670	1,392	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 56,153	\$ 4,872	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICE														
ALL UTILITIES	13,826	16,000	5,115	20,460	21,176	-	-	-	-	-	-	-	-	-
FIXED MAINTENANCE	6,732	10,000	636	2,544	5,000	-	-	-	-	-	-	-	-	-
INSURANCE	3,401	-	-	-	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES-Design & Engineering	18,554	2,000	-	50,000	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES-Legal	-	1,000	-	-	-	-	-	-	-	-	-	-	-	-
MISCELLANEOUS REPAIRS & PURCHASES	2,308	5,800	521	2,084	2,157	-	-	-	-	-	-	-	-	-
INTERNAL SERVICE	-	127,859	21,311	85,244	85,244	-	-	-	-	-	-	-	-	-
TOTAL MATERIALS & SERVICES	\$ 44,821	\$ 162,659	\$ 27,583	\$ 160,332	\$ 113,577	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL OUTLAY														
CAPITAL PURCHASES	-	500,000	-	250,000	250,000	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY	\$ -	\$ 500,000	\$ -	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 100,974	\$ 667,531	\$ 27,583	\$ 410,332	\$ 363,577	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUES OVER (UNDER) EXPENDITURES	(52,424)	(118,981)	(15,446)	(111,782)	(65,027)	-	-	-	-	-	-	-	-	-

\$500k for relocation expenses -
paid for by bridge project

Administration Fund

	Fiscal Year												
	23-24	24-25	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35
	Actual	ADOPTED	EST. ACTUAL						FORECAST				
INTERNAL SERVICES													
CONTRACT SERVICES - IGA	-	130,000	60,000	62,100	64,274	66,524	68,520	70,576	72,693	74,874	77,120	79,434	81,817
INTERNAL SERVICE REIMBURSEMENT	-	3,087,500	3,031,214	2,986,088	3,163,778	3,174,373	3,359,154	3,366,779	3,562,332	3,570,902	3,777,579	3,787,456	4,005,630
TOTAL INCOME	\$ -	\$ 3,217,500	\$ 3,091,214	\$ 3,048,188	\$ 3,228,052	\$ 3,240,897	\$ 3,427,674	\$ 3,437,355	\$ 3,635,025	\$ 3,645,776	\$ 3,854,699	\$ 3,866,890	\$ 4,087,447
EXECUTIVE/CONTRACTING													
PERSONNEL SERVICES													
WAGES & SALARIES	-	298,750	287,595	296,223	305,110	314,263	323,691	333,401	343,403	353,706	364,317	375,246	386,504
TAXES & BENEFITS	-	168,450	95,135	97,989	100,929	103,957	107,075	110,288	113,596	117,004	120,514	124,130	127,853
TOTAL PERSONNEL SERVICES	\$ -	\$ 467,200	\$ 382,730	\$ 394,212	\$ 406,038	\$ 418,219	\$ 430,766	\$ 443,689	\$ 457,000	\$ 470,710	\$ 484,831	\$ 499,376	\$ 514,357
MATERIALS & SERVICES													
MAINTENANCE, SUPPLIES, & SERVICES	-	22,000	10,000	10,350	10,712	11,087	11,420	11,762	12,115	12,479	12,853	13,239	13,636
TRAVEL & TRAINING	-	10,000	7,500	7,763	8,034	8,315	8,565	8,822	9,086	9,359	9,640	9,929	10,227
DUES & MEMBERSHIPS	-	23,150	16,132	16,697	17,281	17,886	18,422	18,975	19,544	20,131	20,735	21,357	21,997
SECURITY CONTRACT	-	100,000	75,000	77,625	80,342	83,154	85,648	88,218	90,864	93,590	96,398	99,290	102,269
PROFESSIONAL SVCS-FEDERAL & STATE ADVOCACY	-	15,000	-	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL SVCS-LEGAL & OTHER	-	35,000	20,000	20,700	21,425	22,174	22,840	23,525	24,231	24,957	25,706	26,477	27,272
TOTAL MATERIALS & SERVICES	\$ -	\$ 205,150	\$ 128,632	\$ 133,134	\$ 137,794	\$ 142,617	\$ 146,895	\$ 151,302	\$ 155,841	\$ 160,516	\$ 165,332	\$ 170,292	\$ 175,400
TOTAL EXECUTIVE/CONTRACTING EXPENDITURES	\$ -	\$ 672,350	\$ 511,362	\$ 527,346	\$ 543,832	\$ 560,836	\$ 577,661	\$ 594,991	\$ 612,841	\$ 631,226	\$ 650,163	\$ 669,668	\$ 689,758
COMMUNICATIONS/IT													
MATERIALS & SERVICES													
MAINTENANCE, SUPPLIES, & SERVICES	-	18,200	18,000	18,630	19,282	19,957	20,556	21,172	21,807	22,462	23,136	23,830	24,544
TRAVEL & TRAINING	-	1,000	-	-	-	-	-	-	-	-	-	-	-
DUES & MEMBERSHIPS	-	1,200	-	-	-	-	-	-	-	-	-	-	-
IT	-	26,000	80,000	82,800	85,698	88,697	91,358	94,099	96,922	99,830	102,825	105,909	109,087
PORT NEWSLETTERS	-	23,500	22,944	23,747	24,578	25,438	26,202	26,988	27,797	28,631	29,490	30,375	31,286
PRESS RELEASES/ADVERTISING/SOCIAL MEDIA	-	12,000	4,068	4,210	4,358	4,510	4,646	4,785	4,928	5,076	5,229	5,385	5,547
TOTAL MATERIALS & SERVICES	\$ -	\$ 81,900	\$ 125,012	\$ 129,387	\$ 133,916	\$ 138,603	\$ 142,761	\$ 147,044	\$ 151,455	\$ 155,999	\$ 160,679	\$ 165,499	\$ 170,464
TOTAL COMMUNICATIONS/IT EXPENDITURES	\$ -	\$ 81,900	\$ 125,012	\$ 129,387	\$ 133,916	\$ 138,603	\$ 142,761	\$ 147,044	\$ 151,455	\$ 155,999	\$ 160,679	\$ 165,499	\$ 170,464
FINANCE/ACCOUNTING/GENERAL OFFICE													
PERSONNEL SERVICES													
WAGES & SALARIES	-	391,295	459,440	473,223	487,420	502,042	517,104	532,617	548,595	565,053	582,005	599,465	617,449
TAXES & BENEFITS	-	225,000	148,404	152,856	157,442	162,165	167,030	172,041	177,202	182,518	187,994	193,634	199,443
TOTAL PERSONNEL SERVICES	\$ -	\$ 616,295	\$ 607,844	\$ 626,079	\$ 644,862	\$ 664,208	\$ 684,134	\$ 704,658	\$ 725,798	\$ 747,571	\$ 769,999	\$ 793,099	\$ 816,892
MATERIALS & SERVICES													
OFFICE LEASE	-	85,000	48,552	50,251	52,010	53,830	55,445	57,109	58,822	60,587	62,404	64,276	66,205
OFFICE UTILITIES	-	14,000	14,000	14,490	14,997	15,522	15,988	16,467	16,961	17,470	17,994	18,534	19,090
MAINTENANCE, SUPPLIES, & SERVICES	-	20,000	100,000	103,500	107,123	110,872	114,198	117,624	121,153	124,787	128,531	132,387	136,358
TRAVEL & TRAINING	-	10,000	15,000	15,525	16,068	16,631	17,130	17,644	18,173	18,718	19,280	19,858	20,454
DUES & MEMBERSHIPS	-	1,500	1,132	1,172	1,213	1,255	1,293	1,332	1,371	1,413	1,455	1,499	1,544
PROFESSIONAL SVCS-LEGAL & OTHER	-	12,500	3,052	3,159	3,269	3,384	3,485	3,590	3,698	3,809	3,923	4,040	4,162
PROFESSIONAL SVCS-AUDIT/ACCOUNTING	-	89,000	50,000	51,750	53,561	55,436	57,099	58,812	60,576	62,394	64,265	66,193	68,179
TOTAL MATERIALS & SERVICES	\$ -	\$ 232,000	\$ 231,736	\$ 239,847	\$ 248,241	\$ 256,930	\$ 264,638	\$ 272,577	\$ 280,754	\$ 289,177	\$ 297,852	\$ 306,788	\$ 315,991
CAPITAL OUTLAY													
CAPITAL PURCHASES	-	-	65,000	15,000	-	15,000	-	15,000	-	15,000	-	15,000	-
TOTAL CAPITAL OUTLAY	\$ -	\$ -	\$ 65,000	\$ 15,000	\$ -	\$ 15,000	\$ -	\$ 15,000	\$ -	\$ 15,000	\$ -	\$ 15,000	\$ -
TOTAL FINANCE/ACCOUNTING/GENERAL OFFICE	\$ -	\$ 848,295	\$ 904,580	\$ 880,926	\$ 893,103	\$ 936,137	\$ 948,772	\$ 992,235	\$ 1,006,552	\$ 1,051,748	\$ 1,067,851	\$ 1,114,886	\$ 1,132,883
HUMAN RESOURCES/PAYROLL													
PERSONNEL SERVICES													
WAGES & SALARIES	-	88,055	83,416	85,918	88,496	91,151	93,885	96,702	99,603	102,591	105,669	108,839	112,104
TAXES & BENEFITS	-	43,900	28,872	29,738	30,630	31,549	32,496	33,471	34,475	35,509	36,574	37,671	38,802
TOTAL PERSONNEL SERVICES	\$ -	\$ 131,955	\$ 112,288	\$ 115,657	\$ 119,126	\$ 122,700	\$ 126,381	\$ 130,173	\$ 134,078	\$ 138,100	\$ 142,243	\$ 146,510	\$ 150,906
MATERIALS & SERVICES													
MAINTENANCE, SUPPLIES, & SERVICES	-	2,000	25,000	25,875	26,781	27,718	28,549	29,406	30,288	31,197	32,133	33,097	34,090
TRAVEL & TRAINING	-	1,000	9,432	9,762	10,104	10,457	10,771	11,094	11,427	11,770	12,123	12,487	12,861
DUES & MEMBERSHIPS	-	1,000	796	824	853	883	909	936	964	993	1,023	1,054	1,085
PROFESSIONAL SVCS-LEGAL & OTHER	-	35,000	-	-	-	-	-	-	-	-	-	-	-
TOTAL MATERIALS & SERVICES	\$ -	\$ 39,000	\$ 35,228	\$ 36,461	\$ 37,737	\$ 39,058	\$ 40,230	\$ 41,437	\$ 42,680	\$ 43,960	\$ 45,279	\$ 46,637	\$ 48,036
TOTAL HUMAN RESOURCES/PAYROLL	\$ -	\$ 170,955	\$ 147,516	\$ 152,118	\$ 156,863	\$ 161,758	\$ 166,611	\$ 171,609	\$ 176,757	\$ 182,060	\$ 187,522	\$ 193,148	\$ 198,942

INSURANCE/SAFETY/RISK													
MATERIALS & SERVICES													
MAINTENANCE, SUPPLIES, & SERVICES	-	1,000	-	-	-	-	-	-	-	-	-	-	-
TRAVEL & TRAINING	-	1,000	-	-	-	-	-	-	-	-	-	-	-
DUES & MEMBERSHIPS	-	1,000	-	-	-	-	-	-	-	-	-	-	-
INSURANCE	-	145,000	145,000	150,075	155,328	160,764	165,587	170,555	175,671	180,941	186,370	191,961	197,720
TOTAL MATERIALS & SERVICES	\$ -	\$ 148,000	\$ 145,000	\$ 150,075	\$ 155,328	\$ 160,764	\$ 165,587	\$ 170,555	\$ 175,671	\$ 180,941	\$ 186,370	\$ 191,961	\$ 197,720
TOTAL INSURANCE/SAFETY/RISK	\$ -	\$ 148,000	\$ 145,000	\$ 150,075	\$ 155,328	\$ 160,764	\$ 165,587	\$ 170,555	\$ 175,671	\$ 180,941	\$ 186,370	\$ 191,961	\$ 197,720
MAINTENANCE													
PERSONNEL SERVICES													
WAGES & SALARIES	-	740,000	804,616	828,754	853,617	879,226	905,602	932,770	960,754	989,576	1,019,263	1,049,841	1,081,337
TAXES & BENEFITS	-	356,000	286,220	294,807	303,651	312,760	322,143	331,807	341,762	352,014	362,575	373,452	384,656
TOTAL PERSONNEL SERVICES	\$ -	\$ 1,096,000	\$ 1,090,836	\$ 1,123,561	\$ 1,157,268	\$ 1,191,986	\$ 1,227,746	\$ 1,264,578	\$ 1,302,515	\$ 1,341,591	\$ 1,381,838	\$ 1,423,294	\$ 1,465,992
MATERIALS & SERVICES													
SHOP SUPPLIES	-	15,000	10,000	10,350	10,712	11,087	11,420	11,762	12,115	12,479	12,853	13,239	13,636
DUES & MEMBERSHIPS	-	1,000	260	269	279	288	297	306	315	324	334	344	355
GASOLINE	-	35,000	29,948	30,996	32,081	33,204	34,200	35,226	36,283	37,371	38,492	39,647	40,837
VEHICLE/EQUIPMENT MAINTENANCE	-	23,000	15,000	15,525	16,068	16,631	17,130	17,644	18,173	18,718	19,280	19,858	20,454
PHONES	-	6,500	6,500	6,728	6,963	7,207	7,423	7,646	7,875	8,111	8,355	8,605	8,863
MISCELLANEOUS	-	7,500	4,984	5,158	5,339	5,526	5,692	5,862	6,038	6,219	6,406	6,598	6,796
TRAVEL & TRAINING	-	2,000	1,000	1,035	1,071	1,109	1,142	1,176	1,212	1,248	1,285	1,324	1,364
UTILITIES	-	20,000	13,216	13,679	14,157	14,653	15,092	15,545	16,012	16,492	16,987	17,496	18,021
PROFESSIONAL SVCS-LEGAL & OTHER	-	5,000	1,000	1,035	1,071	1,109	1,142	1,176	1,212	1,248	1,285	1,324	1,364
TOTAL MATERIALS & SERVICES	\$ -	\$ 115,000	\$ 81,908	\$ 84,775	\$ 87,742	\$ 90,813	\$ 93,537	\$ 96,343	\$ 99,234	\$ 102,211	\$ 105,277	\$ 108,435	\$ 111,688
CAPITAL OUTLAY													
CAPITAL PURCHASES	-	85,000	85,000	-	100,000	-	105,000	-	110,000	-	115,000	-	120,000
TOTAL CAPITAL OUTLAY	\$ -	\$ 85,000	\$ 85,000	\$ -	\$ 100,000	\$ -	\$ 105,000	\$ -	\$ 110,000	\$ -	\$ 115,000	\$ -	\$ 120,000
TOTAL MAINTENANCE EXPENDITURES	\$ -	\$ 1,296,000	\$ 1,257,744	\$ 1,208,336	\$ 1,345,010	\$ 1,282,799	\$ 1,426,283	\$ 1,360,921	\$ 1,511,749	\$ 1,443,801	\$ 1,602,115	\$ 1,531,729	\$ 1,697,681
TOTAL EXPENDITURES	\$ -	\$ 3,217,500	\$ 3,091,214	\$ 3,048,188	\$ 3,228,052	\$ 3,240,897	\$ 3,427,674	\$ 3,437,355	\$ 3,635,025	\$ 3,645,776	\$ 3,854,699	\$ 3,866,890	\$ 4,087,447
REVENUES OVER (UNDER) EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ (0)	\$ (0)	\$ (0)	\$ 0	\$ (0)	\$ 0	\$ (0)	\$ (0)	\$ 0

**November 19, 2024
FALL PLANNING**



Informational Topic:
Projects Currently Underway

OVERVIEW

The following summary of projects are included as informational only. This summary includes projects that were prioritized from prior planning sessions and included in the current budget or are still in the planning stage. This is included to show the Commission that these priorities continue to move forward. Projects on this list are assumed to have been directed by the Commission to pursue.

AIRPORT PROJECTS

So. Apron T-Hangars: See Attachment A for AIP Project Development Schedule. Project is on schedule to be completed Summer/Fall 2026. This \$1.9M project will be funded primarily through federal and state grants though a \$500k commitment by the Port will be required. This project upon completion meets the goals of cash reserves being committed to generating new revenue for the Port. Upon completion the new bank of T-Hangars will gross around \$60k annually.

AWOS Tree Survey: The Port has an open grant agreement to improve the operation of the Automated Weather Observing System (AWOS). The project though has encountered a number of challenges attempting to relocate the AWOS station. Port staff is pursuing an alternative approach with the assistance of the Port’s airport engineer, FAA and a key airport neighbor. FAA has agreed to simply allow the Port to remove most of the cottonwood trees on airport and neighboring properties. The removal of the trees by an arborist should cost around \$10,000 and aid in the station receiving more accurate wind readings. Work should be accomplished this calendar year. This will not generate revenue for the Port but is required for safety reasons.

AIRPORT NET INCOME FY25 BUDGET

REVENUE	
OPERATING	\$297,500
NON-OPERATING	\$167,400
SUBTOTAL	\$464,900
EXPENSE	
OPERATING	\$427,327
NON-OPERATING	\$286,800
SUBTOTAL	\$714,127
NET INCOME	
OPERATING	(\$129,827)
NON-OPERATING	(\$119,400)
TOTAL	(\$249,227)

Jeanette Rd. Apron Development: Over the last two months staff has received direction from the Commission regarding the development of the Jeanette Rd. building pads. The Commission directed staff to obtain quotes for “off-site” improvements necessary to allow for hangar construction. The off-site improvements would include asphalted access road/parking, vegetative sight barriers, fencing and other requirements by the county. Those costs would then be split proportionally among the five or six building sites and then passed along to the land tenants as part of their lease. A monthly 30-cent a sq. ft. rate for the land leases based upon market conditions would be raised annually with a CPI. This site does not include the “public” facing part of the north apron, but the Airport Manager will run this design concept by WAAAM leadership. Legal will be generating language to accommodate the cost sharing provisions in the land leases. This will generate approximately \$90k a year annually for the airport once fully leased.

Emergency Operations Center: There has been interest in conserving the northwest portion of the North Apron for public use. Though early in the conceptual process, there are grants available to help. Grants

include USDA – Rural Development Capital Facilities Grants, FEMA, FAA, and Oregon Dept. of Aviation (ODA). For the preliminary design, FAA will likely have funding to assist. Charles Young, the Hood River County Emergency Manager, has been an advocate for the Center. Commissioner Bieker and Port staff have been involved in a recent FEMA Pre-Hazard Mitigation Plan (PHMP) that has listed the EOC as a priority item. The recently created non-profit could also serve as a conduit for benefactor funding as well. Though there may be grants for construction, the building will likely not generate any significant revenue so will cost the Port money to operate.

CURRENT BRIDGE PROJECTS

June Bridge Accident Insurance Claim: the Port's local insurance broker reports that Progressive has received all materials requested of the Port and that the claim is likely to be paid in the next six months. Scott Reynier will be in attendance to discuss progress. Expenditures related to the claim total over \$1.4 million.

Capital Improvement Plan/Projects for Consideration: Attached is the updated CIP. The new CIP has a 10-year lifespan due to anticipating the bridge's removal by 2034. The Facilities Manager's memo covers those projects coming up in the next year. In addition, the bridge insurance carrier, CHUBB, will be submitting the new policy in early December. Staff will convene the Internal Bridge Committee to review the policy when released. Management will bring the proposal to the full Commission at their December meeting.

WATERFRONT PROJECTS

Transportation Improvements (Roundabout at Second & Riverside): Attached are three reports (see Attachment B): (1) public fact sheet, (2) progress report, and (3) schedule. A milestone was met with the completion of the Intersection Control Evaluation (ICE) this month which will be sent to ODOT before Thanksgiving; a follow up meeting has been scheduled with the project team and ODOT on December 18 to respond to comments. ODOT approval of the ICE is a key criterion in getting ODOT to approve the roundabout concept. The \$500k Coronavirus Grant is paying for design and Port cash reserves are paying for project management. \$250k has been spent on the project to date. This project will not result in land leases for a few years and will cost upwards of \$10 million to reconstruct the intersection and relocate First St. WSP has had to hold off on grant writing until ODOT approves the improvements.

Parking Lots: Both lots are under 120-day site plan review with the City of Hood River ending January 1, 2025. The Port did receive a draft Site Plan Review Decision last week. Aside from usual development concerns, there is a condition that the Port provide the City and ODOT annual summaries of its peak hour traffic counts, for a five-year period, to support the applicant's findings that there is no increase in trip generation. If peak trips are exceeded, the Port will be required to pay the city a proportionate share of the costs for the intersections at 2nd & Oak and 2nd & Riverside. Staff may have the Port's traffic engineer produce a report showing that there will be no additional trips generated to save on future annual costs to produce reports. The contract amendment was finalized with HRK Engineering & Design earlier this month.

BRIDGE REPLACEMENT PROJECTS

Operational Building Relocation Study: Kelley Wilson and Emily Bratt conducted staff interviews last week and will have both the programming report and criteria list ready to review with the Commission at the December regular meeting.

Right of Way Acquisition: Michael Shannon, Bridge Replacement Director, for the HR-WS Bridge Authority (HRWSBA or BA) shared that ODOT will be conducting the right of way (ROW) acquisition process on behalf of the HRWSBA in its negotiations with the Port. The presentation on the process will be given to the Commission in January or February of next year.

AIRPORT IMPROVEMENT PROGRAM (AIP) PROJECT DEVELOPMENT SCHEDULE

Airport:	Ken Jernstedt Airfield (4S2)
Location (City/State):	Hood River, Oregon
AIP Grant Number:	(BIL) 3-41-026- 018-2024 (T-hangar Design/Bidding) (NPEs) 3-41-026- 019-2024 (Taxilane Design/Bidding)
Grant Description:	New T-Hangar and New Turf Taxilane

ITEM	DATE		COMMENTS
	ESTIMATED	ACTUAL	
PHASE I: Design & Bidding (FY 2024)			
1. CIP Data Sheet Submitted	October 2023	8/25/23	
2. Predesign Conference	May 2024	5/16/24	
3. FAA Environmental Determination	June 2024	2/22/24 & 5/3/24	FAA-EPS determinations- 2/22/24 (T-Hangar) & 5/3/24 (Taxilane)
4. Design SOW and RON Submitted	June 2024	7/8/24	Emailed to FAA & Port on 7/8/24
5. Engineering Contract Approved by FAA	June/July 2024	7/19/24	FAA Approval letters dated 7/19/24
6. Grant Application submitted to FAA	June/July 2024	6/12/24	
7. Grant(s) Executed with Port & FAA	August 2024	8/22/24	
8. Design Tasks Started	Aug-Nov 2024	11/4/24	
9. Design Survey completed	Aug-Nov 2024	11/8/24	Site work completed 10/24/24, Survey deliverables anticipated 11/8/24
10. CSPP submitted for Airspace Review	January 2025		
11. Plans and Design Report Submitted	February 2025		
12. Final Plans accepted by FAA	Feb/March 2025		
13. Project Advertisement for Bids	March 2025		
14. Bid Opening	March/April 2025		
15. SDC SOW and RON Submitted	Feb/March 2025		
16. Construction Grant App. Submitted	April 2025		
17. BIL (T-hangar) Construction Grant Executed	June 2025		
18. AIP (Taxilane) Construction Grant Executed	June 2025		
Phase II: Construction (FY 2025)			
1. Site Improvement Construction	Sept/Oct 2025		Includes Hangar foundation & Taxilane
2. T-Hangar Construction	Jan-April 2026		Includes construction of Hangar
3. Construction Project/Grant Closeout	Summer/Fall 2026		

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Port of
HOOD RIVER

WATERFRONT

Transportation Improvements

FALL 2024

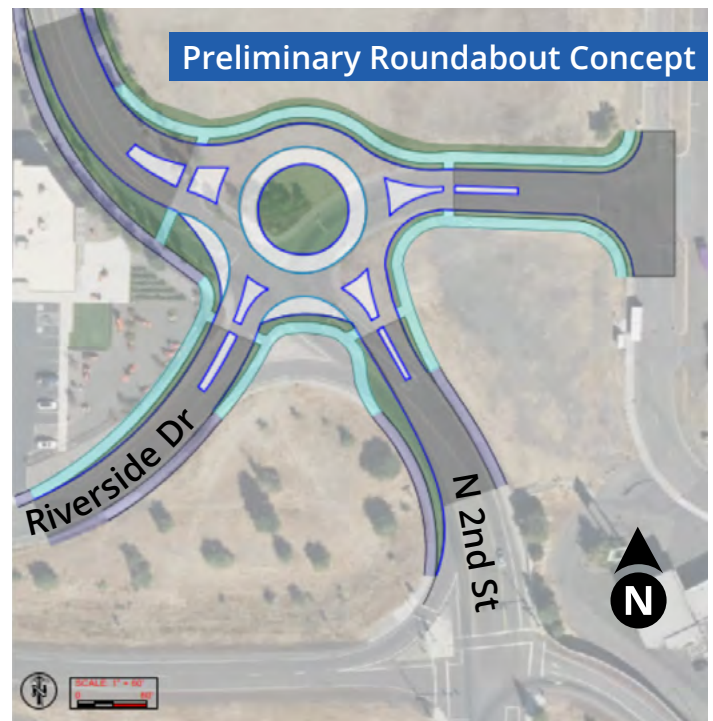


About the Project

The Port of Hood River is planning to improve transportation at the Hood River Waterfront. We are designing a roundabout at the corner of **Second St.** and **Riverside Dr.** to help traffic move more smoothly for businesses, industry, recreation and river users, and other visitors. These changes will also make it easier to develop vacant properties in the waterfront area.. This project will make the area safer for both business and recreation, improve traffic from I-84 to the waterfront, make it easier for people to get around, boost the economy, and support sustainable growth.

Why a Roundabout?

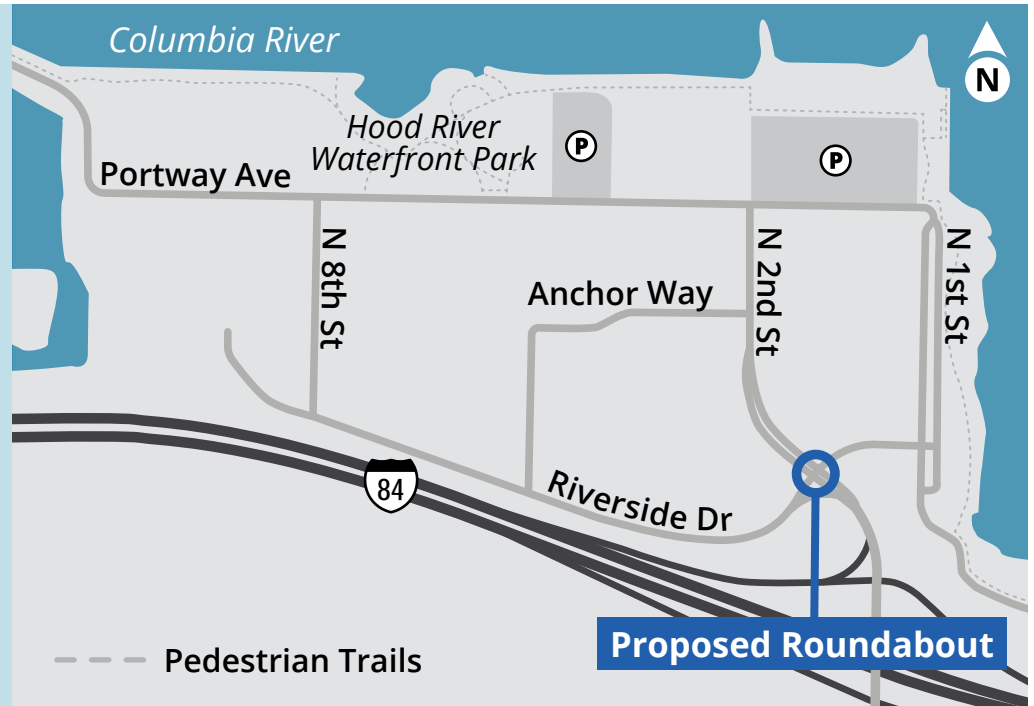
In early 2024, we looked at current traffic at the corner of Second St. and Riverside Dr. The study showed that a roundabout would help traffic move better and reduce delays



during busy times. A roundabout will have several benefits, like improved safety, better traffic flow, and being able to handle a range of traffic, especially on weekends.

Project Components and Location

- Design and construction of a roundabout
- Redevelopment of waterfront commercial and industrial space
- New transit facility to encourage multimodal access
- Improved stormwater collection system



Schedule



Funding

- Funding sources include: Economic Development Administration grant funds
- American Rescue Plan Act Economic Recovery funds
- Immediate Opportunity Funds through the Oregon Department of Transportation



Port of
HOOD RIVER

TO LEARN MORE contact the Port of Hood River at (541) 386-1645 or email info@portofhoodriver.com

Memorandum

Date: November 15, 2024
Subject: Lot 1 Progress Report
From: Scott Keillor; Jodi Mescher
To: Kevin Greenwood
Port of Hood River Commissioners

LOT 1 PROGRESS REPORT

Deliverables Completed

Key tasks and deliverables completed through November 2024 included:

- Quarterly grant reports for the DAS Coronavirus State Fiscal Recovery Fund Grant and the Economic Adjustment Assistance Program Grant were submitted and accepted by respective agencies.
- The project team completed a land use scenario analysis to model varying intensities of development to inform additional transportation modeling for the waterfront area.
- The design team continued work on a RAB concept design for ODOT review with ICE and identified parameters and preliminary alignments.
- The project team finalized an information flyer to inform the public about the project.

Upcoming Deliverables

- Final Land Use Scenarios and Transportation Analysis memo
- Advance Intersection Control Evaluation (ICE) and 2nd and Riverside Evaluation
- Submit ICE to ODOT based on land use scenarios and transportation analysis for RAB justification

Key Milestones

- End of November:
 - Design team to complete and submit ICE, land use scenarios, and concept RAB to ODOT
- December
 - Project team to meet with ODOT technical team to discuss their initial comments about the updated ICE, land use scenarios, and RAB concept

Budget Summaries

1. WSP Owner’s Representative (O/R) Contract spent is estimated at \$55,741 on non-contingent tasks (13%) through September 2024.

Task Number	Task Name	Contract Value	Current Invoice	Previous Billed	Total Billed to Date	Contract Balance	Percent Invoiced
1.0	Project Management	62,759.15	4,307.04	12,361.17	16,668.21	46,090.94	26.56%
2.0	Grant Writing	151,620.71	0.00	11,235.90	11,235.90	140,384.81	7.41%
3.0	Grant Management	9,999.19	0.00	4,884.80	4,884.80	5,114.39	48.85%
4.0	Due Diligence	8,948.06	0.00	0.00	0.00	8,948.06	0.00%
5.0	Port and Agency Coordination	163,342.64	7,732.38	14,721.55	22,453.93	140,888.71	13.75%
6.0	Communications Materials	10,461.89	306.02	193.00	499.02	9,962.87	4.77%
7.0	YE Documents	5,032.14	0.00	0.00	0.00	5,032.14	0.00%
Expenses	Expenses	2,998.20	0.00	0.00	0.00	2,998.20	0.00%
Sub_Sprout	Sprout	15,000.00	0.00	0.00	0.00	15,000.00	0.00%
Total		430,161.98	12,345.44	43,396.42	55,741.86	374,420.12	12.96%

2. KPFF/DKS/Walker Macy Design Contract: Est. \$171,850 spent of \$487,000 budget (30%) through October 2024.

Risks and Mitigations

1. ODOT may not approve the RAB even after the ICE is submitted. We plan to complete the level of design needed get the ICE approved.
 - a. Mitigation: Submit additional land use scenarios and transportation analysis memo to inform the ICE. Continue to work with ODOT to understand expectations, and work with developers toward letters of intent for Lot 1 and broader waterfront development potential. The project team is scheduled to meet with ODOT mid-December to discuss their initial comments.
2. STIP amendment approval is required, or grant funds may be at risk.
 - a. Mitigation: Long-term need to work with ODOT on project design and warrants.
 - b. Mitigation: Long-term need to work with funding partners on project scope and schedule.

NEXT STEPS

The design team will finalize and submit the ICE for ODOT review. The team will continue to coordinate with ODOT to further concept design review and approval. The team will also work towards a STIP amendment contingent on ODOT review of the ICE to indicate acceptance of the RAB design concept.

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November 19, 2024
FALL PLANNING



Discussion Topic:
Bridge CIP/Projects Coming Up

As a result of recent discussions regarding potential new bridge funding, we have decided to explore the development of a 12-year Capital Improvement Plan (CIP). In light of this, Port staff has reached out to both HDR and WJE for their expert input on potential projects that may be required should the new bridge project experience delays.

Attached is a detailed list of suggested items to investigate as potential future projects. Among the key items we are focusing on are:

- **Gusset Plate Paint Corrosion:** We have observed a noticeable increase in corrosion, which may require further investigation and remedial action.
- **Mechanical and Electrical Inspection Training:** We are considering a training program from WJE for our crew to enhance their inspection capabilities.

While the 12-year CIP may ultimately not be necessary, it is prudent to plan for the worst-case scenario and be prepared. After reviewing the past two inspection reports, there do not appear to be any significant projects that require immediate attention at this time.

Please review the attached list and let us know if you have any questions or suggestions.

RECOMMENDATION: Informational

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HOOD RIVER - WHITE SALMON BRIDGE				SHORT TERM																																																
Capital Improvements Plan				FY 23/24		FY 24/25				FY 25/26				FY 26/27				27	28	29	30	31	32	33	34	35																										
				CALENDAR		2024				2025				2026				2027				28	29	30	31	32	33	34	35	36																						
Bridge Component Group	Project (Scope of Work)	Expected Duration	Estimated Cost (Current Dollars)	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J													
Approach Spans																																																				
Foundations (Subsurface)	Scour Evaluation COMPLETED	2 mos.	\$ 20,000																																																	
	Pier 6 & 8 Concrete Repairs COMPLETED	3 mos.	\$ 500,000																																																	
	Rip-Rap scour protection (as needed)	6 mos.	\$ 300,000																																																	
Substructure (Piers)	Pier Cap Maintenance COMPLETED	1 mo.	\$ 10,000																																																	
Superstructure (Steel Trusses)	Misc. Steel Repairs (biannual) (as needed)	9 mos.	\$ 290,000																																																	
Paint Systems	Maintenance Painting	12 mos.	\$ 800,000																																																	
Deck Systems & Railing																																																				
Lift Span M&E	Replace Wire Ropes - Construction COMPLETED	2 mos.	\$ 1,600,000																																																	
Misc. Other	Embankment Sloughing at S. Abutment	3 mos.	\$ 40,000																																																	
Tolling Systems																																																				
Inspection & Maintenance Plan																																																				
Approach Structures	Deck and Joint Maintenance	bi-annual	\$ 20,000																																																	
Foundations (Subsurface)	ODOT Underwater Inspections (2-yr cycle)	3 mos.	\$ -																																																	
	Pier Underwater Inspection and Analysis (5-yr cycle) (as ne	3 mos.	\$ 50,000																																																	
	Channel Scan at Pier Foundations (3-yr check)	2 mos.	\$ 40,000																																																	
Substructure (Piers)																																																				
Superstructure (Steel Trusses)	ODOT Routine & Fracture Critical Insp (2-yr cycle)	2 mos.	\$ -																																																	
Paint Systems																																																				
Deck Systems & Railing	Grid Deck Crack Welding	Annually	\$ 100,000																																																	
	Replace Bolts & Guard Rail Segments (as needed)	Annually	\$ 60,000																																																	
	Paint Centerline	1 mos.	\$ 10,000																																																	
Lift Span M&E	M&E Maintenance Inspections (2-yr cycle)	1 mos.	\$ 100,000																																																	
	Lubricate Wire Ropes	Annually	\$ 10,000																																																	
	Shim Live Load Supports	1 mos.	\$ 25,000																																																	
	Survey and label the control console	1 mos.	TBD																																																	
	Modify the span seating limit switches	1 mos.	TBD																																																	
	Machinery Failure Risk Assessment	1 mos.	\$ 25,000																																																	
	Assess Current Operations and Maintenance Procedures	1 mos.	\$ 5,000																																																	
Operations and Maintenance Training	1 mos.	TBD																																																		
Misc. Other	Reaffirm Emergency Operations Plans	1 mos.	\$ 10,000																																																	
Tolling Systems																																																				
				\$ 1,895,000				\$ 610,000				\$ 1,090,000				\$ 460,000																																				

WORK IMPORTANCE KEY:		(E = Engineering)	(C = Construction)
Capital Impr	Insp & Maint		
Essential	Essential	High probability of occurrence required to continue safe and continuous bridge operation.	
Priority	Priority	Medium to high probability needed to prevent bridge service disruption.	
Recommend	Recommend	Low to medium probability needed to maintain operating efficiency and ensure safety.	

\$ 330,000	\$ 510,000	\$ 590,000	\$ 500,000	\$ 290,000	\$ 460,000	\$ 380,000	\$ 460,000	\$ 290,000
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Cumulative Totals \$ 7,865,000

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November 19, 2024
FALL PLANNING



Discussion Topic:

Waterfront Parking Review and Recommendations for 2025/2026

PURPOSE- Provide the Commission with a review of Waterfront parking data and staff feedback from the 2024 season and propose recommendations to implement for 2025/2026. Staff seek Commission direction for any changes.

BACKGROUND- As the popularity of parks along the waterfront grows, so does the demand for parking. In many cases, the existing parking lots are overutilized, and the costs of maintaining the parks and parking lots have increased. The pay-to-park system was implemented to ensure sustainable funding for the parks and to encourage turnover.

OBJECTIVES

- a. **Generate Revenue:** Provide a sustainable revenue stream for maintaining park facilities, improving infrastructure, and enhancing visitor services.
- b. **Improve Parking Availability:** Manage parking demand, particularly during peak periods, by encouraging turnover and making it easier for visitors to find parking.
- c. **Improve Parking Experience:** Work with Flowbird on App interface, request budget items to enhance parks, implement better signage to help eliminate confusion.
- d. **Improve Office Workflow:** Make changes to our procedures to streamline workloads and reduce labor expenses.

OVERVIEW

Current Parking Plan with Historical Data- These numbers are just estimates and not audited

WATERFRONT PARKING- Hourly Parking	Locations	2024 fees	2025 Fees adopted 7/1/2024		2024 Est. Revenue 10/1/24
Hourly Port Pay-to-Park Areas- Flowbird App & Text-to Pay	Port owned Streets and Lots with Pay-to-Park options	\$2.50	\$2.75 per hour Max \$15 per day		\$290,243
Hourly Port Pay-to-Park Areas- Fines	Port owned Streets and Lots with Pay-to-Park options		see chart below-		\$12,560
			TOTAL HOURLY REVENUE		\$302,803
WATERFRONT PARKING- Annual Passes	Locations	2024	2025 Fees adopted 7/1/2024	2024 # Sold 10/15/24	2024 Est. Revenue
Annual Pass Regular Length- Passenger Vehicles 20' and under.	Valid at Event Site, Lot #1, Jensen West, DMV gravel lot, Marina Boat Ramp	\$200	\$225	768	\$156,600
Annual Pass Overlength- Vehicles over 20', RVs, campers, buses, vehicles with trailers.	Valid at Event Site in designated overlength spaces, Lot #1, DMV gravel lot, Marina Boat Ramp	\$350	No Increase	21	\$7,350
Annual Pass Marina Boat Ramp Regular- All Vehicles	Valid at Marina boat Ramp and DMV gravel lot	\$100	\$125	66	\$6,600
Annual Pass Marina Boat Ramp Senior 60+	Valid at Marina boat Ramp and DMV gravel lot	\$75	\$100	61	\$4,575
TOTAL PASS REVENUE					\$175,125

2025 Parking Violation Fees- No price increases from 2024

2025	
Port Parking Violation Fees	Ticket fee
Hourly overtime	\$20
Non-payment	\$50
Parking in an unauthorized space	\$50
Overnight	\$90
Handicap or Fire lane	\$75

Port Waterfront Parking Map: Yellow areas are Port owned pay to park zones:



Port Staff involved with waterfront parking operations recently met to brainstorm, discuss and review site improvements and enhancements, office efficiencies, technologies, public requests and complaints, potential revenue opportunities, customer service and communication, and fees.

MEETING SUMMARY- Issues that were addressed and areas that we think we could do better include:

1. Review of types of common customer ticket disputes to develop a proactive plan for preventing them in the first place, and to put in place a means for swift resolution to decrease customer frustration and to reduce staff time.
2. Additional signage for; payment, use of App (tutorials), and designated parking areas. Put in budget requests for information kiosks at all parks for FY 2025/26.
3. Improvements to parking areas; repaint curbs and reserved parking spots, develop additional loading/unloading zones at the Hook, Jensen, and Event Site, landscaping, repairs, etc. Add Motorcycle parking spots.
4. Develop streamline parking payment options and dispute procedures/policy for office staff.
5. Weak internet signals- possible tower on Jensen or extender to place in the Maritime Building to reach out to the Hook.
6. Revised parking pages on the Port's website for ease of use for customers.
7. Pedestrian safety- adding crosswalks, more ADA parking spots and ramps from lot to sidewalks.



8. Traffic Flow- ease of entry and exit. Add directional arrows on pavement for wayfinding at ES, Jensen, and Marina boat ramp. Add speed signs to Hook. Review lots for adequate space for turning, backing up, and vehicle circulation.
9. Research parking management technology for other payment app/text/internet options besides Flowbird for 2026. Priority for ease of use and connectivity.
10. Consider adding “Passport” parking app that the City uses to the parking App selection in the future. This is a challenge for the Port on the back end because our current company we use for Flowbird and the Bridge Breezeby processing is Duncan Solutions, and Passport does not work with Duncan. It would also include additional signage.
11. Looking at future staffing/scheduling needs for budget consideration for 2025/2026 for parking. This includes Parking Enforcement, Event Site Booth, and office staff.



Parking requests from the public that Staff took under consideration

1. **“Locals Pass” Concept-** Hood River County Residents (or HR-Skamania-Klickitat) get a 20% discount for having an in-county driver’s license that must be presented when purchased. Limit 1 per customer.
 - a. Pros-
 - i. Address public demand for an additional parking discount for living here.
 - b. Cons-
 - i. Defining the area that qualifies for a discount.
 - ii. If Washington isn’t included there will be dissent from those residents
 - iii. Staff time involved with resident providing proof of residence would be significant
 - iv. Most orders are online so this would require an in-office purchase in an already busy office
 - v. People from out of area could have a resident purchase a pass for them unless the passes shift to non-transferrable
 - vi. Sets precedence for additional locals discount for T-Hangars, Moorage, and Breezeby
 - vii. Loss of revenue for the Port
2. **“Midweek or Restricted Dates Pass” concept-** Add a regular 20’ and under pass that is valid Monday-Thursday only June 15-Sept 15, for a price of \$100
 - a. Pros-
 - i. Address public demand for a less expensive pass
 - ii. Encourage users to use the parks during the less busy time
 - iii. Generate more revenue by having block out dates that would be pay to park only.
 - b. Cons-
 - i. Multiple passes get confusing and challenging for Parking Enforcement
 - ii. Doesn’t address discounted pass for locals because most who live here must work during the week.
 - iii. Week days in July are busy so prime parking would be taken by the pass holders
 - iv. Loss of revenue for the Port

3. Tiered Pass Option- Gold, Silver, Bronze concept

➤ Gold Pass- valid Event Site, West Jensen, Lot #1, Marina	\$225
➤ Silver Pass- Marina Boat Ramp, DMV Lot, Lot #1	\$150 NEW
➤ Bronze Pass- valid at Marina Boat Ramp, DMV Lot	\$125

- Senior Pass- Valid at Marina Boat Ramp and DMV Lot (60+) \$75
- Overlength Pass- Valid at Event Site, Lot #1, Marina Boat Ramp, DMV Gravel Lot \$350
- a. Pros-
 - i. Address public demand for a less expensive pass
 - ii. Encourages inclusivity
- b. Cons-
 - i. Multiple passes get confusing and challenging for Parking Enforcement
 - ii. Loss of revenue for the Port
 - iii. Utilizing Lot #1 for more than overflow

4. **Value Pass Concept-** Offer a pass for people who have a tight budget

- Regular 20' and under pass- valid Event Site, West Jensen, Lot #1, Marina, and DMV Gravel Lot \$225
- Overlength pass- valid Event Site, Lot #1, Marina, and DMV Gravel Lot \$350
- Value Pass- Marina, Lot #1, DMV Gravel Lot (all sizes) \$125 NEW
not transferable
- Senior Pass- valid at Marina Boat Ramp and DMV Lot \$75
not transferable
- a. Pros-
 - i. Address public demand for a less expensive pass in the central waterfront area
 - ii. Encourages inclusivity
 - iii. Same number of pass options that we had in 2024
 - iv. Test the non-transferrable option for possible implementation in 2026
- b. Cons-
 - i. Utilizing Lot #1 for more than overflow

Possible Waterfront Parking & Park expense reductions and revenue opportunities-

1. Ways to reduce expenses
 - i. Close the Event Site Booth- The staff at the ES Booth provides customer service information, but is a non-essential service. Closing the booth was discussed in Fall Planning 2023 to start in 2024, however due to the implementation of the new Pay-to-Park plan and removal of kiosks the Port continued keeping it open for reduced hours to help customers learn how to use the App and Text payments. 2024 wage estimate for the booth staff is around \$10,000. This does not include benefits.
2. Possible revenue opportunities
 - i. Turn free parking areas into paid parking
 - ii. Discontinue transferrable passes
 - iii. Raise the fees for event parking in Lot #1
 - iv. Require events at ES over 300 people to rent Lot #1
 - v. Reinstate accepting reservations for the Marina Park Picnic Shelter, start to charge for parking in 2026

Waterfront Events- Large events held on Waterfront Parks have had a direct impact on paid parking revenue and Port staff and facility expenses which comes out of the Waterfront Parks budget. The Commission approved event fee increases to address this in the master fee schedule shown below on 7/1/2024. At a previous Commission meeting, the Commissioners requested that staff add event parking to Fall planning to discuss further. **The redline inserts are staff recommendations to be added starting 1/1/2025.**

Section 2. Waterfront Event Permits. Effective January 1, 2025	FY 23-24	1/1/2025	% +/-
Picnic Shelter Up to 50 people exclusive use-per day	\$0.00	\$0.00 \$500	n/a
Marina Park (not including picnic shelter)/ Hook/ Spit/ Nichols Basin- not exclusive use up to 50 people per day	\$200.00	\$350.00	75%
Marina Park (not including picnic shelter)/ Hook/ Spit/ Nichols Basin- not exclusive use 50-100 people per day	\$325.00	\$570.00	75%
Marina Park (not including picnic shelter)/ Hook/ Spit/ Nichols Basin- not exclusive use Over 100-200 people per day	\$800.00	\$1,400.00	75%
Lot #1 - not exclusive up to 50 people/cars	\$200.00	\$500.00	150%
Lot #1- not exclusive over 50-100 people/cars	\$325.00	\$750.00	131%
Lot #1- not exclusive over 100 -200 people/cars	\$800.00	\$1,400.00	75%
Lot #1 exclusive use over 200 people/cars	\$800.00	\$1,800.00	125%
Lot #1 Community Partner Parking Use Agreements Nov 1st-April 1st		TBD	
Marina Green- not exclusive use up to 50 people per day (does not include parking)	\$200.00	\$350.00	75%
Marina Green- exclusive use 50-100 people per day (includes parking in gravel DMV lot)	\$350.00	\$615.00	76%
Marina Green- exclusive use over 100-200 people per day (includes parking in gravel DMV lot)	\$800.00	\$1,400.00	75%
Marina Green- exclusive use over 200-500 people per day (includes parking in gravel DMV lot)	\$1,300.00	\$2,000.00	54%
All locations Event Set-up and breakdown days non-exclusive use per day (does not include parking)	\$300.00	\$600.00	100%
Event Site July & August- exclusive use of grass area & parking lot; 100-999 people per day (includes parking in ES Lot) Events 300+ people required to rent Lot #1 for event parking	\$2,700.00	\$3,240.00	20%
Event Site July & August- exclusive use of grass area and parking lot; more than 1,000 people per day (includes parking in ES Lot) Events 300+ people required to rent Lot #1 for event parking	\$0.00	\$5,000.00	n/a
Event Site July & August- not exclusive use 50-100 people per day (does not include parking)	\$500.00	\$875.00	75%
Event Site July & August- not exclusive use up to 50 people per day (does not include parking)	\$300.00	\$600.00	100%
Event Site September - June- exclusive use of grass area & parking lot; 100-999 people per day (includes parking in ES Lot) Events 300+ people required to rent Lot #1 for event parking	\$1,800.00	\$2,160.00	20%
Event Site September - June- exclusive use of grass area & parking lot; more than 1,000 people per day (includes parking in ES Lot) Events 300+ people required to rent Lot #1 for event parking	\$1,800.00	\$3,600.00	100%
Event Site September - June- not exclusive use 50-100 people per day (does not include parking)	\$375.00	\$650.00	73%
Event Site September - June- not exclusive use up to 50 people per day (does not include parking)	\$200.00	\$400.00	100%
Event Site Community Partner Parking Use Agreements Nov 1st-April 1st		TBD	

COMMUNITY PARTNER PARKING AGREEMENTS- The Port works with a few large employers and other public agencies to help provide parking for shuttle and bus services and their users by entering into agreements for the use of the Event Site and Lot #1 during the off season. The Port Commission has viewed these agreements with a reflection on our Mission Statement about supporting businesses and community members and has always charged very low rates. In 2024 Fees were increased 10%.

Now the Port has entered a new phase of sustainability, so the Commission and Staff are tasked with looking for sources of revenue to sustain the Waterfront Parks. The Commission asked that this topic be addressed at Fall Planning. The issue at hand is that the Port wants to still be a good partner but needs to also address funding and upkeep of the Parks.

Questions about these permits and ideas to consider moving forward that have been previously mentioned include:

1. The Port charging higher rates for bus parking and use of the bus stops.
2. The Port charging the people using the shuttles for parking.
3. The Port enforcing the pay to park or pass requirements like it does in the summer.

The challenges for the Port to perform enforcement duties over the winter are lack of staff, weather, technology doesn't like the cold, many days with no activity.

STAFF RECCOMENDATIONS

1. **Technology-** Continue with the Flowbird App for another season to work out the kinks. Many of the issues with the parking app are likely to be problematic with another app, so before we move forward with any technology changes, we will diligently try to make using the Flowbird app better for customer by signage with tutorials, addressing connectivity, and working with the software company towards more intuitive interfacing.
2. **Parking zones changes starting January 1, 2025**
 - a. Add the new Maritime Parking Lot to the Pay-to-Park Jensen Zone upon completion of construction. Allow Port Annual Regular Length passes to be valid.
 - b. Add the new parking lot to the south of Ferment to the Waterfront Pay-to Park Zone upon completion. Allow Port Annual Regular Length passes to be valid.
 - c. Allow parking for fisherman starting at 3:00am during the fishing season at the Marina Boat Ramp. Many of the commercial guides arrive early but according to our Ordinance they aren't allowed to park (ORD 27 states no parking until 6am on Port Property).
3. **Changes to Parking Waterfront Parking Passes January 1, 2025**
 - a. Implementation of a "Value Pass"- Develop a Waterfront parking pass that is more inclusive providing parking opportunities for those on a tight budget.



- b. Implementation of a pilot program where the Marina Boat Ramp Passes are no longer transferrable and tied to a plate number like the Discover passes. We can learn from this for our recommendation of discontinuing transferability of annual passes in 2026 using the Discover Pass as a model. If you're not familiar with the Discover Passes, they are valid at Washington State Parks and allow for 2 plate numbers. For more information: <https://www.discoverpass.wa.gov/>. Another example of this type of pass is the Hood River County (Post Canyon) parking permits. This permit allows for 2 plate numbers as well. <https://www.hoodrivercounty.gov/2023-forest-parking-permits>



4. **Event Fees starting January 1, 2025-** Red text areas noted in above fee schedule reflect recommended changes/additions.
- Requires events of over 300 people held at the Event Site must rent Lot #1 for overflow parking.
 - Proposes re-opening the picnic shelter. It has been closed since Covid. It would require updating the Master Fee Schedule at the conclusion of this meeting or at our December meeting.
 - Addresses customer and employee parking for Community Partners (Such as CAT) and large businesses that employ many locals (such as Meadows and Mt. Hood Railroad) rental of parking space over the winter off season. Staff recommends case by case request approval by Executive Director.
5. **Potential Expense reductions starting January 1, 2025**
- Discontinue staffing the Event Site Booth.
6. **Community Partner Parking Agreements Nov, 1, 2025**
- Increase fees for businesses using the Event Site by X%
 - Increase fees for businesses using Lot #1 by 10%
 - Increase fees for public transit by 10%
7. **Changes to Parking Zones Starting January 1, 2026**
- Add The Spit to the Pay-to-Park Zones. All passes valid for regular length vehicles.
 - Add the Marina Beach and Jetty to the Pay-to-Park Zones. All passes valid for all length vehicles.
8. **Changes to Parking Waterfront Parking Passes January 1, 2026**
- Discontinue the transferability of all waterfront parking passes and offer a 2-plate pass like the Discover Pass.

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November 19, 2024
FALL PLANNING



Discussion Topic:
Waterfront Access/Amenities/Operations/Opportunities

PURPOSE

Provide the Commission with a review of current Waterfront amenities and staff feedback from the 2024 season, and propose recommendations to implement for 2025/2026. Staff seek Commission direction for any changes.

BACKGROUND

The Port owns the majority of the Waterfront in Hood River and manages all but the Waterfront Park. The uniqueness of the weather conditions drives watersport recreation which fuels tourism and helps to support the local economy. The Port's shift away from using bridge toll revenue to support park budget shortfalls, to managing the Parks as self-sustainable cost centers, has tasked staff and the Commission with enhancing existing revenue streams and to source new opportunities.

OBJECTIVES

- a. **Maintain Quality of Parks:** Provide a sustainable revenue stream for maintaining park facilities, improving infrastructure, upgrading amenities, and enhancing visitor experiences.
- b. **Look at different sources of revenue and Grant opportunities.**
- c. **Reduce expenses.**

ACCESS

Most of the areas that have high recreation demand, and make sense for developing for access, have already developed. When and if the Port decides to do something different with the Maritime building, serious consideration should be given to opportunities for recreation in that location. For now, staff is focusing on managing the sites that we have and upgrading as we can afford.

One area that could use some attention in the future is Marina Beach. The area out in front is becoming overgrown with bushes. For the Port to remove them we would need permits from the DSL. Cutting won't work so they need to be pulled. It has been a low priority due to the beach area having little demand when compared to other parks. The mouth of the Hood River makes it dangerous to develop into a swim beach, and the wind is weird for windsports so only experts use that area.

OVERVIEW OF AMENITIES

The Port provides parks and parking for public use along the Waterfront. Most all government parks struggle with funding, so it is a common theme with public entities to look at various ways to support them. The Port provides amenities such as restrooms (and Port-a-Potties), trash service, landscaping, and general maintenance of the property. It is expensive to provide these services. Most of this work is done

by the Facility Department summer help that is made up of 6-7 people that work from mid-May to Mid-September with the majority being high school students or recent graduates.

In previous years during Fall Planning the Commission asked staff to look at the possibility of hiring out the work to private contractors. Due to the nature of our recreation relying on the wind, or lack of on some days, it poses unique challenges for scheduling for when it might be busy. Most parks can gauge workflows for weekends and holidays.

Our Facility Manager flexes his crew from full-time restroom cleaning on busy days, to mowing and weed whipping on less busy days. When asked for financial comparisons it becomes tricky with the problem being restroom cleaning and trash. If it's busy, our crew needs to come clean every hour. Outside contractors need consistency and can't react to the daily wind schedule. They also are unable to at once respond to blowouts. The Port could hire out the landscaping and reduce the number of summer help, but then we wouldn't have enough people to cover the schedule for the restrooms and trash. It's not an easy solve.

Not opening restrooms and having Port-a-Potties only would involve adding around 8 more Port-a-Potties during the slow times, and 16 during the busy times. The cost would be less than having Port staff perform the cleaning duties, but the service level would be low, and the public would be very upset.

Another large expense to the Port is landscaping and watering. The Marina Green shows the greatest loss when looking at revenue and expenses. If the Port were to stop watering there would be a savings, but it would look awful, and the public would be upset. It would take a long time to recover if it were to get let go and then decided we wanted it green again. One solution for Marina Green would be to develop the property into something that generates revenue. It has zoning that is favorable to do this.

OPERATIONS

No significant changes are planned for our waterfront operations, most changes have to do with parking. Port staff continue to flex projects with priorities for use with a focus on safety. Each year we make little adjustments to accommodate ever-changing needs, but this usually happens right at the time.

OPPORTUNITIES

Generating revenue for parks is essential for their maintenance, improvement, and sustainability. By investing in our Parks and raising the bar, the Port will gain financially from parking, event, and concession fees.

Here are several strategies the Port has implemented that we could build upon:

1. User Fees

- Parking Fees: Charging for parking in specific high demand recreation areas. Price increases and potential additional pay-to-park locations are evaluated annually and adjusted to what the Commission deems appropriate.

2. Event Hosting

- Festivals: Encourage events, especially during the shoulder seasons, utilizing the parks without recreation user group conflict. If the Port developed more parking lots, it would enhance the properties for event use. Two parking lot proposals are currently underway.

3. Concessions

- Recreation Rental & lesson businesses must have permits to operate on Port Property and set up under the city's Transient Merchant program. Some Concession Permits are on a yearly basis while others will be at the end of 5-year term in October, 2025. The permits that expire in 2025 will be offered new leases for 2026 with 1 or 2-year terms with options to renew that will give the Port more flexibility, especially with the rates. The Port could add additional Concessions for businesses that don't compete with our existing tenants if we developed First Street offering retail opportunities. It is one of the few locations currently zoned for that.

4. Educational Programs

- Workshops and Classes: Wylde Wind and Water has partnered with the Head Start Migrant Program and the OSMB to encourage educational summer camps. This is a great example of inclusivity and exposing more members of our community to the wonders of the Waterfront. The OSMB is using WWW as a pilot program for the State and funds grants to support the program. The Port has been a strong proponent of water safety and would like to support more programs like this.

5. Grants

- Government Grants: The Port applies for federal, state, or local grants aimed at improving public spaces. Examples are the Waterfront Trail, Hook rigging areas, boat ramp floats, and the footbridge are just a few. When the Port is ready to develop Lot #1 and the Event Site, the restroom would be something the Port should try to find grant funding to help support. It may require hiring an owner's representative to undertake the grant sourcing and writing.

6. Nonprofit Collaborations:

- Work with nonprofit organizations to fund projects or programs. TheCGW2 and Riverkeepers have been great partners. If the Port were to want to develop additional area around Nichols Basin for non-motorized use we may be able to team up with a non-profit to make it happen. This may require an owner's representative to help with coordination and execution.

Here are some revenue strategies the Port could look at implementing in the future:

1. Facility Rentals

- Invest in updating the Marina Park Picnic Shelter and build more shelters or pavilions for private parties or weddings.
- Corporate Events: Market and rent out park spaces for corporate retreats, picnics, or team-building activities.
- Boardroom or Empty Office Space Rental: Market rental of space for business or community meetings.
- Sports Facilities: Develop Marina Green into a true sports field and charge for use for leagues or tournaments.

2. Funding

- Foundations: Seek funding from private foundations that support water access, conservation, and community initiatives. This was suggested by the Commission and is part of the reason for setting up the Non-Profit.

3. Sponsorship and Partnerships

- Corporate Sponsorships: Partner with local businesses for sponsorship opportunities such as signage, banners on fences, adopting sections of the Waterfront Trail. This was suggested by the Commission during Spring Planning.
- Business sponsorship of Dog poop bag dispenser stations along the Waterfront Trail- This summer Mikes Ice Cream purchased a dog poop bag dispenser, bags, signage, and an extra garbage can for the Spit. From July 12th YTD they went through 5,000 bags. Mike's staff picks up the blue bags people leave on the sandbar and completely manages the stations. The Port empties the trash cans. Partnerships like this are very helpful but require a large time commitment from the business. We get a lot of requests from the public for the stations.
- Encourage volunteer groups. The Port has several local business that perform beach clean ups as philanthropic events. We also have the Watershed group that does a puncture vine pull. The Port supplies trash bags and removal and sometimes coffee. It would be great to have a media campaign to encourage more of this.

4. Food and Beverage Sales

- Establish a food truck court near Lot #1 as previously discussed. If the Port developed Lot #1 into a partial parking lot this would be a great addition.
- Farmers Markets: If Lot #1 were to be partially paved and developed into a nice parking area it could be rented out of markets and craft fairs and would not affect parking for recreation.

5. Donation Programs

- Encourage donations through crowdfunding platforms, community drives, or "adopt-a-park" initiatives.

6. Local Partnerships

- Collaborate with hotels, travel agencies, and local attractions to promote parks as tourist destinations. Establish a collaboration with Visit Hood River. This could generate more revenue through parking.

7. Marketing and Promotion

- Social Media Campaigns: Utilize social media to promote events, activities, and programs on the Waterfront to help generate more parking revenue.

WATERFRONT COMMITTEE

The Port Waterfront Recreation Committee is a 10-member advisory group of waterfront stakeholders whose purpose is to investigate, discuss, and to collect information related to a variety of waterfront activities on behalf of the Port. The function of the committee is to collectively inform the Port Commission with recommendations for the waterfront about recreation, access, safety, development, and public relations. Committee members should understand and work to support the vision, goals and objectives of the Port Commission and its Strategic Business Plan.

The original formation was during a time when the Commission did not understand recreation needs. The Port and its Commissioners have significantly evolved since the creation of the group. The current Committee is large and has standing members which takes staff quite a bit of time to support. In the past when the waterfront was experiencing so much change with rapid development new recreation groups that didn't play well together, the Committee served to help guide the Port for the needs for recreation as Port staff were and the Commissioners were not familiar with the sports. Now that the waterfront is largely developed, the committee meetings have become more informational for the groups, but less helpful to staff and the Commission for development and management. Staff believe it's time for a new format to better serve the Port's current needs.

If the Port had one group that was focused on development and access and understood the constraints that the Port is under (zoning, finances, permitting, how government entities operate, etc.) that would help the Port work towards revenue generation for the future while serving the needs of our community.

The Port could have another group made up of the stakeholders that would focus on the nuts-and-bolts of recreation needs, water safety and property management.

PUBLIC COMMENT

Every year Port staff receive LOTS of input from the public about the management of the waterfront. Some of the most common themes (not including parking payment options, rules, & fees) we address are:

- Dogs off Leash
- Dog Poop pick up
- People parking vehicles in the wrong size spaces
- Concerns raised about the value of having Event Site Hosts

Staff evaluates the complaints and tries to come up with solutions. Unfortunately, the Dog issue is tough because we are in gridlock with the County for Animal Control services. Unless the Port is willing to pay a hefty sum to the County for that service, they don't want to patrol Port Property. The Port has no enforcement mechanism for animal control and no fines for dogs off leash, which is a violation of our ordinance. Until the Port hires staff to deal with dogs, there is not much we can do.

Bad parking people with poor etiquette that violate the size vehicles in the appropriate spaces are a problem. We will continue to train our parking enforcement staff to handle this.

The Event Site Hosts are helpful to Port staff to keep the park running smoothly. These are unpaid positions and in return they are allowed to park their RVs for the summer. We have 2 sets of hosts, one that parks on the West Side of the Event Site parking lot and is considered the "windsurfing-wing hosts who are onsite July 1 – Sept 1 and one who parks on the southeast side who is considered the "kite host" who is onsite May 1 – October 1. Park Hosts help with dogs on leash education, lost and found, and information issues regarding maintenance, safety, and security needs. The Port has received complaints that they take up valuable parking and they take their jobs too seriously. Port staff find them quite helpful. If the Commission would like to test the value of the hosts, they could cut the positions for a season or go with one host. This is not a staff recommendation, but a possibility that the Commission could consider.

SUMMARY

Implementing a combination of these strategies could enhance the revenue-generating potential of our parks while promoting community engagement. Each park's unique attributes and community's desired use, along with the Port's budgetary constraints, should guide the choices and development of revenue initiatives.

The challenge for Port to execute added revenue stream strategies is that staff are already busy managing what we have. Any kind of volunteer group or added program requires staff hours for oversight and expertise in those specific arenas. Implementation of many of these ideas would require hiring outside help.

STAFF RECCOMENDATIONS

Spring 2025

1. Continue with hiring summer help to landscape, clean restrooms, and trash removal. It is the most efficient, cost-effective way to provide the amenities the community expects.
2. Consider renting out empty office space for a meeting space. (i.e. Chamber Building).
3. Start renting the Marina Park Picnic Shelter again, making it available for private parties and group events.
4. Once the non-profit is set up, hire a consultant to set up a program to make donations easy, setting up a web page campaign to encourage donors.
5. Put information kiosks at all parks to clean up the signage and reduce visual clutter.
6. Dedicate staff or hire a "owners representative" to source potential grants to help fund projects.
7. Discontinue the current format for the Waterfront Committee and take a new approach:
 - a. Create an ad-hoc stakeholder group to focus on the development of the waterfront versus recreation management.
 - i. Focus on Lot #1 and complimentary businesses to add to the mix.
 - ii. Focus on Marina Green and development opportunities. The Marina Green is zoned for commercial and is an opportunity for the Port that has yet to be tapped into.
 - iii. Focus on the development of the area surrounding the Marina Basin.
 - b. Create a separate ad-hoc stakeholder group to focus on the management of the waterfront to help the Port better understand the way different user groups (both recreation and spectators) use the property, and to present the Port with ideas on how to make it better.
 - i. This group would focus on water safety, user group wants & needs, parking suggestions, park enhancements, various ideas to suit each group, etc.
 - ii. Include individuals who represent the various user groups instead of having standing committee members (let the group decide who they would like to have attend): CGW2, HROCC, Waterfront Concessions, Marine Sheriff, Kite/Foil Group, Jr. Sailing, HRYC, Fishing Community, etc.

Spring 2026

1. Consider developing Lot #1 into a NICE partial parking lot. This could help attract more events, even during the busy season. Adding a food court and transit stop will make a great package.
2. Fix up the Picnic Shelter with some upgrades and start marketing wedding groups and parties. This could lead to collaboration with Visit HR.
3. Start budget discussion for adding an additional picnic shelter & pavilion in the North end of the Marina Park.
4. Remodel, replace, or relocate the Event Site Restroom to make the park more hospitable.
5. Consider temporarily turning Marina Green into a sports field to rent until the Port moves forward with development plans.

November 19, 2024
FALL PLANNING



Discussion Topic:

Non-Profit Use/Revenue Generation Ideas

OVERVIEW:

The Port of Hood River Commission approved 501(c)(3) By-laws for the Port of Hood River Foundation. The Commission is interested in forming a non-profit organization to allow groups to donate funds for specific projects located at primarily the airport and along the Hood River waterfront.

Staff has officially registered the name (Port of Hood River Foundation) with the State of Oregon Secretary of State's Office and has received a business registry number. In addition, staff has also applied for a federal employer identification number (EIN) which is needed for various reporting purposes, though the non-profit would not have employees.

REMAINING TASKS

Tasks to be completed before the end of the year will be to file the appropriate IRS forms. Before those forms can be filled out, the Port will need to do the following:

1. Appoint the Board of Directors – who will be on the board? There is no legal or ethical conflict with the Port Commission serving as the Board of Directors for the Foundation. Staff is recommending for administrative efficiencies for the Commission to name itself as the Board of the Foundation. The Commission should discuss whether it should be the Foundation Board or who it would like to serve on the Board.
2. Board Adopts Conflict of Interest Policy – after the board members are appointed, the board's first action would be to adopt a Conflict-of-Interest policy per IRS guidance (see Attachment A).

FUNDRAISING IDEAS:

The Commission has discussed investing time and funds into a license plate fundraising effort. Similar to the Centennial Event, there is no one currently on staff that can commit to marketing and implementing the program.

With the amount of capital that will need to be invested and budgeted in next year's fiscal year budget, it will be critical for the Commission to sell and market the plates. The Centennial Event unfortunately underperformed in terms of the number of sponsorships that were sold. The success of the license plate program will be dependent on Commissioner participation. There has been some preliminary research done on level of effort (see Attachment B).

There is currently no budget authority to take this on, so this discussion will allow time to prepare for next year's Spring Planning and Budget process.

DISCUSSION POINTS

1. Who should be on the Foundation Board of Directors?
2. Is the Commission committed to selling and marketing license plate vouchers?
3. Is the Commission interested in budgeting for a contractor to manage and coordinate the marketing and implementation effort?
4. Should staff prepare a Scope, Budget and Schedule for Spring Planning to consider adding license plate fundraising effort in the FY2526 budget?
5. Are there other fundraising or revenue generating ideas for the Foundation?

-###-

CONFLICT OF INTEREST POLICY OF THE PORT OF HOOD RIVER FOUNDATION

Article I

Purpose

The purpose of the conflict of interest policy is to protect this tax-exempt organization's (Organization) interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Organization or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

Article II

Definitions

1. **Interested Person** Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.
2. **Financial Interest** A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:
 - a. An ownership or investment interest in any entity with which the Organization has a transaction or arrangement,
 - b. A compensation arrangement with the Organization or with any entity or individual with which the Organization has a transaction or arrangement, or
 - c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Organization is negotiating a transaction or arrangement.
 - d. Compensation includes direct and indirect remuneration as well as gifts or favors that aren't insubstantial. A financial interest isn't necessarily a conflict of interest. Under Article III, Section 2, a person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

Article III

Procedures

1. **Duty to Disclose** In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.
2. **Determining Whether a Conflict of Interest Exists**
After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

3. Procedures for Addressing the Conflict of Interest

- a. An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
- b. The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
- c. After exercising due diligence, the governing board or committee shall determine whether the Organization can obtain, with reasonable efforts, a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- d. If a more advantageous transaction or arrangement isn't reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Organization best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination, it shall make its decision as to whether to enter into the transaction or arrangement.

4. Violations of the Conflict of Interest Policy

- a. If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- b. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

Article IV

Records of Proceedings

The minutes of the governing board and all committees with board delegated powers shall contain:

- a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.
- b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Article V

Compensation

- a. A voting member of the governing board who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.

- b. A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization for services is precluded from voting on matters pertaining to that member's compensation.
- c. No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Organization, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

Article VI

Annual Statements

Each director, principal officer, and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

- a. Has received a copy of the conflict of interest policy,
- b. Has read and understands the policy,
- c. Has agreed to comply with the policy, and
- d. Understands the Organization is charitable and in order to maintain its federal tax exemption it must engage primarily in activities that accomplish one or more of its tax-exempt purposes.

Periodic Reviews To ensure the Organization operates in a manner consistent with charitable purposes, and doesn't engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a. Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.
- b. Whether partnerships, joint ventures, and arrangements with management organizations conform to the Organization's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and don't result in inurement, impermissible private benefit, or in an excess benefit transaction.

Article VIII

Use of Outside Experts

When conducting the periodic reviews, as provided for in Article VII, the Organization may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.

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Non-Profit Use/Revenue Generation Ideas - Specialty License Plate- Update

November 12, 2024

The success of the license plate project ties in with the launch of the 501(c)3 that is in process of being developed. Once there is an EIN for the non-profit, it will be used on the application for a specialty license plate. The allocation of the funds raised from these plates must be very clear to the public, so there is no questions about how funds are used by the non-profit. There are currently a handful of other license plates in the voucher stage across the state, but none of them focused on the gorge or the Hood River area. Examples of great landing pages for these plates are:

The Oregon Gray Whale License Plate: <https://mmi.oregonstate.edu/thank-you>

Oregon Zoo License Plate (voucher stage): <https://www.oregonzoo.org/license-plate>

OR Aquarium Puffin Plate (voucher stage, 1,500 sold): <https://aquarium.org/puffin-plate/>

OR State Pollinator plate (production phase): https://secure.touchnet.net/C20159_ustores/web/store_main.jsp?STOREID=149

There have been some nonprofits that tried for plates and it didn't work out, for example the Willamette Animal Guild, which never reached the 3,000 vouchers needed. You can read more about it here: <https://wagwag.org/license-plate/>

The Process:

DMV estimates that the process from application to production takes at minimum a year.

- The cost is dependent upon the style and format of the plates chosen
 - \$5,000 initial cost, with the additional cost for the plates dependent upon the type of plate chose (either \$45,000 or \$55,000).
 - Gretchen has been in contact Basko Creative discuss plate design
 - Design would cost approx. \$450 with Port receiving full copyright and ownership of the image IF the artist works with one or two people.
 - If the artist works with a large group, the process will be at minimum \$2,000 as the process takes longer and there are more revisions.
 - Basko created the Centennial Bridge Celebration logo
 - Once application is approved, the organization must sell 3,000 plate vouchers before the plates go into production.
 - Each voucher is \$40 (tends to be the standard)
 - No limit on the amount of plates, but 3,000 must be preordered to begin production.
 - Once production begins, voucher holders turn them in at the DMV for their plates
 - Every registration period , the owner pays the \$40: \$35 goes towards organization, \$5 goes to the DMV



Costs:

- \$450 for artwork
- Process Management: Estimated 10 hours a month for the first 24 months during the initial application phase (\$12,000). This includes press releases, marketing, networking, social media pushes, copywriting and application and voucher oversight for the license plate project. Needed hours to be reevaluated after the vouchers have been sold as systems within the Port may be able to handle the renewal process (it becomes a DMV process, with Port only needing to handle the incoming funds. The oversight is lessened once the vouchers are sold.
- Each organization must pay a \$5,000 pre-approval fee to cover DMV's costs to review the application and requested plate design. Once DMV approves the plate, the organization will have to pre-sell 3,000 sets of plates in the form of vouchers prior to production. Once successful, the organization will submit the vouchers and surcharge fees of at least \$120,000 (minimum of 3,000 vouchers x \$40 plate surcharge fee). At this point you will also pay the balance of the plate start-up costs – it is \$45,000 in addition to the \$5,000 pre-approval fee for a total of \$50,000 (for a flat or embossed plate) or \$66,500 in addition to the \$5,000 for a total of \$71,500 (for a Print to Emboss plate). DMV will only keep their administrative costs for start-up and issuance of the plates, and then the balance of these fees will be returned to the organization.
 - Total production start up cost approx. **\$70,450** (depending on plate style) estimated revenue from first round of vouchers, approx. **\$105,000**
 - Estimated 2 year income after 2 years:
 - 3,000 sold: \$105,000
 - 4,000 sold: \$140,000
 - 5,000 sold: \$175,000
 - The Smokey Bear plate generated 1.4 million between its launch in 2019 and 2021.
 - The Salmon plate (launched in 1998), has brought in over 12.7 million (over 100,000 plates sold)
 - Total estimated project cost (artwork, project management, production fees): \$82,450

Considerations

- This project will require administrative support, as keeping track of vouchers is a requirement of the process.
- Tracking of financials will need to be closely monitored, as payment for the vouchers must be passed onto the DMV before plates can begin.
- A website must be built and updated as plates are sold – this could be an added cost if the non-profit creates its own site, verses an added page to the Port site.
- This needs to be tied into a CLEAR vision for the nonprofit.
- The Marketing/PR of this will be fast and furious as we push to get vouchers sold quickly to generate the revenue.

Submitted by Gretchen Goss

Total Plate Issuance & Revenue					
Plate	Inception	Total Issue (as of July 2021)	Receiving Organization	Total Revenue	Active/Inactive
Specialty Plates					
Salmon	January 1998	107,807	Oregon Watershed Enhancement Board/ Oregon Parks & Recreation	\$12,719,761.57	Active
Cultural Trust	February 2003	72,175	Oregon Cultural Trust	\$6,281,251.88	Active
Crater Lake	August 2002	392,705	Crater Lake National Park	\$7,472,117.63	Active
Wine Country	May 2012	54,827	Oregon Tourism Commission	\$3,317,102	Active
Portland Trail Blazers	September 2016	32,665	Portland Trail Blazers	\$1,801,330.60	Active
Pacific Wonderland	March 2010	112,289	Oregon State Capitol Foundation	\$10,548,188.97	Active
Group Plates					
Non-Commissioned Officers Association	July 1997	336	NCOA Oregon State Advisor Council	\$6,425	Active
Oregon Masonic Family	April 2003	443	Oregon Masonic Charitable Foundation	\$20,938.09	Inactive
Oregon Professional Firefighters	April 1998	3,776	Hillsboro Firefighters Random Acts	\$147,815	Active
Paralyzed Veterans of America	August 1994	156	Oregon Paralyzed Veterans of America	\$1,340.00	Active
Share the Road	January 2008	39,458	Cycle Oregon / The Street Trust	\$447,825.02	Active
Veterans for Human Rights	February 1995	255	Veterans for Human Rights Group	\$6,731.00	Active
Vietnam Veterans of America	January 1994	4,843	Vietnam Veterans of America, Oregon State Council	\$196,371.36	Active
Veteran's Recognition	February 1998	53,187	Oregon Dept of Veterans Affairs	\$1,498,588.17	Active
Fallen Public Safety Officer	September 2010	7,246	Law Enforcement Memorial Trust Fund	\$608,240.22	Active
Linfield College	October 2001	318	Linfield College	\$41,533	Inactive
Oregon State University	July 1998	13,727	Oregon State University	\$1,710,492.40	Active
Willamette University	March 2003	342	Willamette University	\$44,212.00	Active
Merchant Marines	June 1994	46		\$4,491.50	Inactive
Group Veteran Plates					
First Marine Division FMF	August 1994	756	Oregon Chapter of the First Marine Division	\$28,890	Active
Gold Star Family	Late 2007	189	Vietnam Veterans of America, Oregon State Council	(included with Vietnam Vets of America total agove)	Active
Purple Heart	February 1998	3,008	Military Order of the Purple Heart	\$111,816.37	Active
Special Registration Plate Program					
Gray Whale	February 2019	17,976	Marine Mammal Institute at Oregon State University	\$832,749.05	Active
Smokey Bear	August 2019	34,222	Keep Oregon Green Association	\$1,393,613.36	Active
University of Oregon	April 2019	11,582	University of Oregon	\$531,412.89	Active

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November 19, 2024
FALL PLANNING



Discussion Topic:
General Discussion for Airport Goal Setting

OVERVIEW:

Jeff Renard prepared a memo see Attachment A to discuss potential projects at the airport.

DISCUSSION ITEMS:

1. Prioritize ideas for Spring Planning

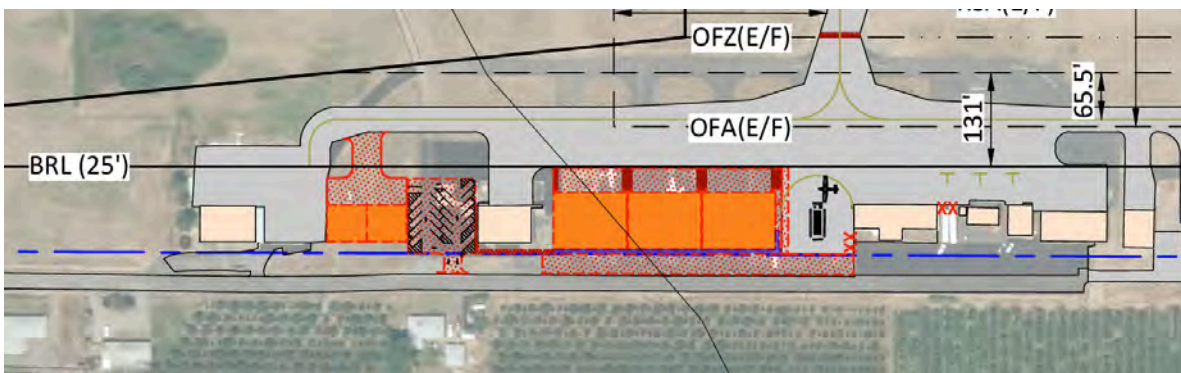
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**AVIATION MANAGEMENT
SERVICES**

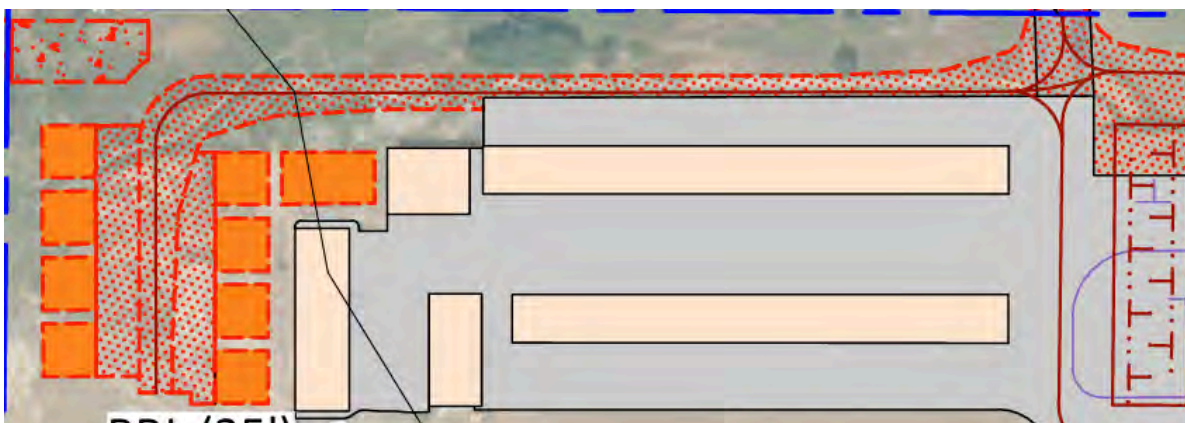
Ken Jernstedt Airfield Vision Priorities 2024-2025

- Create as many “leasable” spaces and get land leases in place.



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○

- Develop the north apron perimeter and access and plan on assessing an access/sdc fee on a percentage of development square footage.
- Maximize the size of development to be built, subsequent revenue.



○

The Port to develop the gated access , parking and the vegetation barrier along Jennette rd.

Redesign the Tie Down area on the North Ramp to gain a row of Tie Downs



- Remove the trees affecting the AWOS. Port to pay for it.



-
- Terminal Building / Emergency Operation Center



-
- More DREAMS available as needed. 😊

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November 19, 2024
FALL PLANNING



Discussion Topic:
Lower Mill Storage Unit Development

OVERVIEW:

The Port Commission has looked at options for the use of the ten acres located at the Lower Mill site in Odell (see Attachment A). Those include developing light industrial flex buildings, temporary recreational vehicle park for contractor housing during the construction of the replacement bridge and storage units. Positive net income from development of the Lower Mill property would be used to replace tolls for covering expenses for the waterfront recreation asset centers.

A Market Analysis for Lower Mill Redevelopment Site produced by EcoNorthwest in September 2023 indicated that it was a low probability for the Port to obtain land leases for private development of the land. The same report noted that it was risky for the Port to invest significant capital on speculation.

Last year, the Port Commission directed staff to research the possibility of developing temporary bridge worker transient housing at the site. The county indicated that it would allow for a temporary trailer park but that it would need to be removed upon completion of the bridge project.

Earlier this year, the Commission directed staff into researching storage units as a possible low capital, high cash flow opportunity. Twelve storage facilities were identified within 50 miles of Hood River. Among those twelve facilities, there were approximately 400 small units (20-96sf), 400 medium units (100-160 sf), 240 large units (200-300 sf), and less than a 100 boat trailer/RV parking (150-480 sf) (see Attachment B). Obtaining occupancy for these spaces was difficult as more detail was only obtained from one of the twelve facilities, so true market analysis is unknown at this time.

Jeff Renard owns and manages two storage unit complexes and will be available at the Planning Session. In addition, SUM Design is now under contract and can produce site plans for development if the Commission decides to proceed.

DISCUSSION ITEMS:

1. Does the Port want staff to conduct more research on vacancy rates?
2. What approach would the Commission like to take regarding use of property at Lower Mill?
3. Should SUM Design develop a preliminary site plan and cost estimate for construction?

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TERRA SURVEYING

LOCATION:

A RE-PLAT OF LOT 16 OF THE LOWER MILL INDUSTRIAL PARK SUBDIVISION, LOCATED IN A PORTION OF THE NORTHWEST QUARTER AND SOUTHWEST QUARTER OF SECTION 25 IN TOWNSHIP 2 NORTH, RANGE 10 EAST OF THE WILLAMETTE MERIDIAN, HOOD RIVER COUNTY, STATE OF OREGON

BASE MAP
for
PORT OF HOOD RIVER

LOCATION OF SURVEY:

TRACTS OF LAND LOCATED IN THE SOUTHWEST QUARTER OF THE NORTHWEST QUARTER AND THE NORTHWEST QUARTER OF THE SOUTHWEST QUARTER OF SECTION 25, TOWNSHIP 2 NORTH, RANGE 10 EAST, WILLAMETTE MERIDIAN, HOOD RIVER COUNTY, OREGON.

LEGEND:

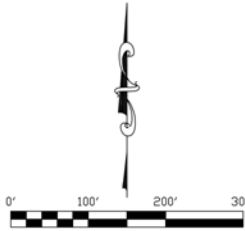
- SET 5/8" IRON ROD WITH CAP, L.S. 72306
- FOUND MONUMENT AS NOTED.
- ⊗ FOUND 3/4" IRON PIPE, SET ON C.S. 1433
- ⊗ FOUND 5/8" IRON ROD WITH PLASTIC CAP, L.S. 1815, SET ON C.S. 2005-027
- ⊗ FOUND 5/8" IRON ROD WITH PLASTIC CAP, L.S. 1815, SET ON C.S. 2005-007
- ⊗ FOUND 5/8" IRON ROD WITH PLASTIC CAP, L.S. 1815, SET ON C.S. 2005-087
- ⊗ FOUND 4" DIAMETER SURVEY NAIL IN PAVEMENT SET ON C.S. 2005-007
- ⊗ FOUND 5/8" IRON ROD WITH PLASTIC CAP, L.S. 72306, SET ON C.S. 2016-013
- CALCULATED BOUNDARY CORNER
- () PLAT/RECORD CALL

HOOD RIVER COUNTY
SURVEYOR'S OFFICE

CS# _____

DATE FILED: _____

BY: _____



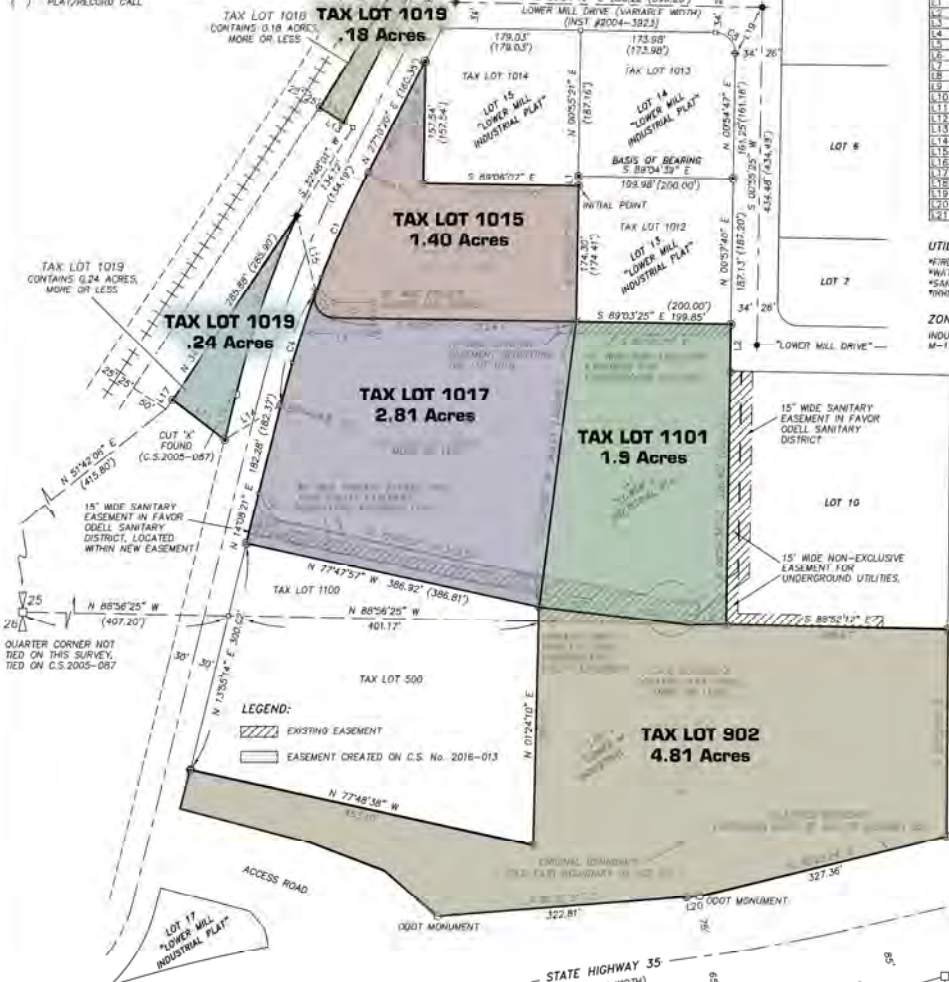
BASIS OF BEARING:
THE SUBDIVISION PLAT OF "LOWER MILL INDUSTRIAL PARK", C.S. 2005-087-1

COURSE	BEARING	LENGTH	ADJACENT COURSE	ADJACENT BEARING	ADJACENT LENGTH
C1	N 168° 23'	1247.10	C2	N 24° 23' 24"	E 108.17'
C2	N 24° 23' 24"	108.17	C3	N 89° 21' 50"	E 142.46'
C3	N 89° 21' 50"	142.46	C4	N 2° 11' 03"	E 187.59'
C4	N 2° 11' 03"	187.59	C5	N 89° 04' 59"	W 250.00'
C5	N 89° 04' 59"	250.00	C6	N 0° 04' 21"	E 140.04'
C6	N 0° 04' 21"	140.04	C7	N 89° 04' 59"	W 250.00'
C7	N 89° 04' 59"	250.00	C8	N 51° 51' 44"	W 141.89'
C8	N 51° 51' 44"	141.89	C9	S 14° 08' 21"	W 205.98'
C9	S 14° 08' 21"	205.98	C10	N 4° 03' 23"	W 250.00'
C10	N 4° 03' 23"	250.00	C11	S 5° 52' 51"	E 164.03'
C11	S 5° 52' 51"	164.03	C12	S 89° 03' 25"	E 199.85'
C12	S 89° 03' 25"	199.85	C13	S 89° 03' 25"	E 199.85'
C13	S 89° 03' 25"	199.85	C14	S 89° 03' 25"	E 199.85'
C14	S 89° 03' 25"	199.85	C15	N 84° 17' 28"	W 101.05'
C15	N 84° 17' 28"	101.05	C16	N 0° 07' 24"	E 136.35'
C16	N 0° 07' 24"	136.35	C17	N 84° 17' 28"	E 101.05'
C17	N 84° 17' 28"	101.05	C18	N 77° 17' 00"	E 137.30'
C18	N 77° 17' 00"	137.30	C19	N 59° 29' 21"	E 168.84'
C19	N 59° 29' 21"	168.84	C20	S 85° 37' 19"	W 116.48'
C20	S 85° 37' 19"	116.48	C21	N 75° 53' 51"	E 186.42'

COURSE	BEARING	LENGTH	ADJACENT COURSE	ADJACENT BEARING	ADJACENT LENGTH
L1	N 0° 07' 24"	E 136.35'	L2	N 0° 07' 24"	E 136.35'
L2	N 0° 07' 24"	136.35	L3	N 84° 17' 28"	E 101.05'
L3	N 84° 17' 28"	101.05	L4	N 2° 11' 03"	E 187.59'
L4	N 2° 11' 03"	187.59	L5	N 89° 04' 59"	W 250.00'
L5	N 89° 04' 59"	250.00	L6	N 0° 04' 21"	E 140.04'
L6	N 0° 04' 21"	140.04	L7	N 89° 04' 59"	W 250.00'
L7	N 89° 04' 59"	250.00	L8	N 51° 51' 44"	W 141.89'
L8	N 51° 51' 44"	141.89	L9	S 14° 08' 21"	W 205.98'
L9	S 14° 08' 21"	205.98	L10	N 4° 03' 23"	W 250.00'
L10	N 4° 03' 23"	250.00	L11	S 5° 52' 51"	E 164.03'
L11	S 5° 52' 51"	164.03	L12	S 89° 03' 25"	E 199.85'
L12	S 89° 03' 25"	199.85	L13	S 89° 03' 25"	E 199.85'
L13	S 89° 03' 25"	199.85	L14	S 89° 03' 25"	E 199.85'
L14	S 89° 03' 25"	199.85	L15	N 84° 17' 28"	W 101.05'
L15	N 84° 17' 28"	101.05	L16	N 0° 07' 24"	E 136.35'
L16	N 0° 07' 24"	136.35	L17	N 84° 17' 28"	E 101.05'
L17	N 84° 17' 28"	101.05	L18	N 77° 17' 00"	E 137.30'
L18	N 77° 17' 00"	137.30	L19	N 59° 29' 21"	E 168.84'
L19	N 59° 29' 21"	168.84	L20	S 85° 37' 19"	W 116.48'
L20	S 85° 37' 19"	116.48	L21	N 75° 53' 51"	E 186.42'

UTILITY DISTRICTS:
 *FIRE PROTECTION: WEAKEST RURAL FIRE DEPARTMENT
 *WATER DISTRICT: CRYSTAL SPRINGS
 *SANITATION DISTRICT: ODELL SANITATION
 *IRRIGATION DISTRICT: EAST FORK

ZONING:
 INDUSTRIAL
 M-1



LEGEND:
 [Hatched Box] EXISTING EASEMENT
 [Solid Box] EASEMENT CREATED ON C.S. No. 2016-013

REGISTERED
PROFESSIONAL
LAND SURVEYOR
for review
OREGON
December 30, 2005
ERIK M. CARLSON
72306
Expires: December, 2021

REFERENCES:

- FILED AT THE HOOD RIVER COUNTY SURVEYOR'S OFFICE.
- C.S. 1433, SURVEY BY FREY, NOVEMBER 1966.
- C.S. 1987-021, SURVEY FOR HINMAN ORCHARDS BY TERRA (L.S. 1815), FILED ON MAY 2, 1987.
- C.S. 1993-032, SURVEY FOR G.S. LONG CO., BY KLEIN (L.S. 932), FILED ON JUNE 14, 1993.
- C.S. 2003-027, PLA SURVEY FOR HANEL DEVELOPMENT GROUP BY TERRA (L.S. 1815), FILED ON APRIL 17, 2003.
- C.S. 2005-007, PARTITION PLAT (2005029) FOR HANEL DEVELOPMENT GROUP BY TERRA (L.S. 1815), FILED ON JANUARY 24, 2005.
- C.S. 2005-078, "LOWER MILL INDUSTRIAL PARK" SUBDIVISION PLAT OF FOR HANEL BY TERRA (L.S. 1815), FILED ON OCTOBER 21, 2005.
- C.S. 2015-056, PLA SURVEY FOR THE PORT OF HOOD RIVER BY TERRA (L.S. 72306), FILED ON DECEMBER 23, 2015.
- C.S. 2016-013, PARTITION RE-PLAT FOR THE PORT OF HOOD RIVER BY TERRA (L.S. 72306), FILED ON FEBRUARY 18, 2016.

TERRA SURVEYING

DATE: JUNE, 2020
 P.O. BOX 617
 HOOD RIVER, OREGON 97031
 PHONE: (541) 386-4531
 E-Mail: terra@gorge.net
 www.terrasurveying.com

SCALE: 1" = 100'
 PROJECT: 15068BASE
 ASSESSORS MAP: 2N-10E-25C

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COMPILED ALL

Unit Size	Unit Type	SF	Price (Monthly)	\$\$/SF	Climate Controlled (% of Yes)	Climate Controlled (% of No)	Inside	Outside	RV/Boat Storage (% of Yes)	RV/Boat Storage (% of No)	Covered	Uncovered	Total Units Available
4x5	Small	20	\$80	\$4.00	7%	0%	7%	0%	0%	7%	0%	0%	0
5x5	Small	25	\$59	\$2.35	13%	7%	13%	7%	0%	20%	7%	0%	72
9x4	Small	36	\$0	\$0.00	0%	0%	0%	0%	0%	0%	0%	0%	0
5x8	Small	40	\$80	\$2.00	0%	0%	7%	0%	0%	7%	0%	0%	40
6x8	Small	48	\$68	\$1.41	7%	0%	13%	0%	0%	13%	0%	0%	43
5x10	Small	50	\$77	\$1.54	20%	13%	33%	27%	0%	67%	27%	0%	117
6x12	Small	72	\$75	\$1.04	0%	0%	7%	0%	0%	7%	0%	0%	0
5x15	Small	75	\$109	\$1.45	7%	0%	7%	0%	0%	7%	0%	0%	17
8x8	Small	64	\$0	\$0.00	0%	0%	0%	0%	0%	0%	0%	0%	0
7x10	Small	70	\$0	\$0.00	0%	0%	0%	0%	0%	0%	0%	0%	0
8x9	Small	72	\$140	\$1.94	7%	0%	7%	0%	0%	7%	0%	0%	98
8x12	Small	96	\$90	\$0.94	0%	0%	7%	0%	0%	7%	0%	0%	0
5x20	Medium	100	\$0	\$0.00	0%	0%	0%	0%	0%	0%	0%	0%	0
10x10	Medium	100	\$138	\$1.38	33%	13%	40%	20%	0%	60%	27%	0%	192
9x12	Medium	108	\$140	\$1.30	0%	0%	7%	0%	0%	7%	0%	0%	76
8x16	Medium	128	\$135	\$1.05	0%	0%	7%	0%	0%	7%	0%	0%	0
10x15	Medium	150	\$183	\$1.22	20%	27%	27%	20%	0%	47%	20%	0%	121
10x16	Medium	160	\$165	\$1.03	0%	0%	7%	0%	0%	7%	0%	0%	0
8x20	Medium	160	\$224	\$1.40	0%	13%	7%	7%	7%	7%	7%	0%	10
10x20	Large	200	\$224	\$1.12	20%	27%	33%	20%	7%	47%	20%	0%	209
12x20	Large	240	\$222	\$0.92	0%	13%	7%	0%	7%	7%	0%	0%	14
10x25	Large	250	\$258	\$1.03	7%	13%	7%	13%	0%	20%	13%	0%	1
10x30	Large	300	\$315	\$1.05	7%	7%	7%	7%	0%	13%	7%	0%	16
10x15	Parking	150	\$0	\$0.00	0%	0%	0%	0%	0%	0%	0%	0%	0
8x20	Parking	160	\$150	\$0.94	0%	7%	0%	7%	7%	0%	0%	7%	0
10x20	Parking	200	\$73	\$0.36	0%	20%	0%	20%	20%	0%	7%	13%	1
10x20	Garage	200	\$153	\$0.77	0%	7%	0%	7%	7%	0%	7%	0%	1
10x24	Parking	240	\$0	\$0.00	0%	7%	0%	7%	7%	0%	0%	7%	4
12x20	Parking	240	\$403	\$1.68	0%	7%	7%	0%	7%	0%	0%	0%	16
10x25	Parking	250	\$61	\$0.24	0%	13%	0%	13%	13%	0%	0%	13%	0
10x30	Parking	300	\$73	\$0.24	0%	13%	0%	13%	13%	0%	0%	13%	12
10x30	Garage	300	\$0	\$0.00	0%	0%	0%	0%	0%	0%	0%	0%	0
15x20	Parking	300	\$0	\$0.00	0%	0%	0%	0%	0%	0%	0%	0%	0
11x30	Parking	330	\$0	\$0.00	0%	0%	0%	0%	0%	0%	0%	0%	0
10x35	Parking	350	\$82	\$0.23	0%	7%	0%	7%	7%	0%	0%	7%	0
12x30	Parking	360	\$80	\$0.22	0%	13%	0%	13%	13%	0%	0%	13%	0
10x40	Parking	400	\$0	\$0.00	0%	0%	0%	0%	0%	0%	0%	0%	0
20x20	Parking	400	\$0	\$0.00	0%	0%	0%	0%	0%	0%	0%	0%	0
12x40	Parking	480	\$92	\$0.19	0%	20%	0%	20%	20%	0%	0%	20%	0
20x8x8	Container	160	\$150	\$0.94	0%	7%	7%	0%	0%	7%	7%	0%	0
40x8x9	Container	320	\$300	\$0.94	0%	7%	7%	0%	0%	7%	7%	0%	0

387

399

240

34

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November 19, 2024
FALL PLANNING



Discussion Topic:
Sell or Lease Big 7

OVERVIEW:

Last year, the Commission directed staff and its contract real estate broker to fully lease the Big 7 and then proceed to list and sale the building.

As of today, there are three tenants in the building. The Commission has approved the purchase and installation of windows on the main floor of the building based upon recommendation of the Port's past real estate agent. We are currently in the permitting process with the city as any modifications to the façade of the building is required to go through a historic architecture review process. The new windows will likely be installed by February 2025.

The Port's new Project Coordinator (Molly Harpel) has prepared a summary (see Attachment A) of the Big 7 profit and loss. The bid dip in revenue in 2023-24 was due to a large tenant leaving the building. With the addition of Harpel and the Port's new Real Estate Broker (Tom Bacci), a number of new leases are being finalized for approval. The bottom matrix shows the annual gross revenue at full tenancy. It appears with the current management trajectory; the Commission may want to re-consider selling the building as it will be generating enough positive net income for capital reserves in addition to providing incubator space for artisan collectives.

When the building is full and includes a 10% vacancy rate, the annual revenue with similar sq. ft. rates will be approximately \$480,000. Net Operating Income (i.e. not including capital) is approximately \$180,000 (=\$480k-300k). An estimate of the Current Market Value of the building is approximately \$2.5M, making the capitalization rate 7.2%. (NOI/CMV or \$180k/\$2.5M)

DISCUSSION ITEMS:

1. Does the Port still want to sell the Big 7?
2. If the Port wants to sell the Big 7, what should the proceeds be used for?

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Area: 42,103 sqft
 Common Area: 5,123 sqft
 Occupancy: 42%
 Average Rent: \$0.64/sqft
 Zone: M1 Industrial

Last updated: 10/25/24

	FY Audited 2021-2022	FY Audited 2022-2023	FY Actual 2023-2024	Budgeted 2024-2025
Resources				
Lease Income	\$ 316,843	\$ 287,311	\$ 40,560	\$ 300,000
Reimbursable Utilities	\$ 43,034	\$ 35,382	\$ 1,712	\$ 45,000
Property Tax	\$ 18,245	\$ 17,908		\$ 10,000
Other	\$ 2,500	\$ 22,400	\$ 2,400	
Total Resources	\$ 380,622	\$ 363,001	\$ 44,672	\$ 355,000
Expenditures				
Wages and Salaries	\$ 33,082	\$ 49,486	\$ 54,319	\$ 9,280
Taxes and Benefits	\$ 16,425	\$ 22,824	\$ 22,729	\$ 3,712
Utilities	\$ 67,513	\$ 69,086	\$ 63,651	\$ 70,000
Fixed Maintenance	\$ 21,086	\$ 16,662	\$ 25,417	\$ 20,000
Insurance	\$ 14,987	\$ 15,761	\$ 17,115	\$ -
Property Tax	\$ 27,192	\$ 26,401	\$ 8,446	\$ 10,000
Design/Engineering	\$ 625	\$ 9,546	\$ 13,643	\$ 5,000
Legal		\$ 10,000		\$ 20,000
Misc Repairs/Purchases	\$ 36,495	\$ 36,172	\$ 53,547	\$ 38,000
Overhead				\$ 115,238
Capital Improvements			\$ 14,733	\$ 20,000
Total Expenditures	\$ 217,405	\$ 255,938	\$ 273,600	\$ 311,230
NNN Expenditures	\$ 130,778	\$ 127,910	\$ 114,629	\$ 100,000
NNN/Sqft/month	\$ 0.26	\$ 0.25	\$ 0.23	\$ 0.20
Port Expenditures	\$ 86,627	\$ 128,028	\$ 158,971	\$ 211,230
Port Expenditures/Sqft/month	\$ 0.17	\$ 0.25	\$ 0.31	\$ 0.42
Overhead %	0%	0%	0%	37%
Net	\$ 163,217	\$ 107,063	\$ (228,928)	\$ 43,770
Profit Margin	43%	29%	-512%	12%

Current Tenants

Unit	Company	\$/SqFt	Base Rent	Add'l Rent	Monthly Rent	Annual Rent	Lease End	SqFt Unit	Rentable Area SqFt
								3,800	4,262
								500	561
		\$ 0.37	\$ 3,025.00	\$ 2,452.80	\$ 5,477.80	\$ 65,733.60	2/28/2026	7,309	8,198
								2,880	3,230
								2,495	2,799
								1,700	1,907
								2,288	2,566
								634	711
		os*						5,000	5,606
		\$ 0.85	\$ 3,792.60	\$ 1,305.71	\$ 5,098.31	\$ 61,179.72	4/30/2025	3,981	4,465
								917	1,029
								560	628
								700	785
		\$ 0.72	\$ 3,284.18	\$ 1,318.75	\$ 4,602.93	\$ 55,235.16	4/30/2025	4,091	4,589
Average		\$ 0.64	\$ 3,367.26	\$ 1,692.42	\$ 5,059.68	\$ 60,716.16		2,633	2,953
Total			\$ 10,101.78	\$ 5,077.26	\$ 15,179.04	\$ 182,148.48		36,855	41,339

*Onboarding

Projected Income at Full Occupancy

Unit	Company	\$/SqFt	Base Rent	Add'l Rent	Monthly Rent	Annual Rent		SqFt Unit	Rentable Area SqFt
		\$0.65	\$2,771	\$2,451	\$5,222	\$62,660		3,800	4,262
		\$0.65	\$365	\$323	\$687	\$8,245		500	561
		\$ 0.37	\$ 3,025.00	\$ 2,452.80	\$ 5,478	\$ 65,734		7,309	8,198
		\$0.65	\$ 2,099.78	\$ 1,858	\$3,957	\$47,490		2,880	3,230
		\$0.65	\$ 1,819.08	\$ 1,609	\$3,428	\$41,141		2,495	2,799
		\$0.65	\$ 1,239.45	\$ 1,097	\$2,336	\$28,032		1,700	1,907
		\$0.65	\$ 1,668.16	\$ 1,476	\$3,144	\$37,728		2,288	2,566
		\$0.65	\$ 462.24	\$409	\$871	\$10,454		634	711
		\$0.65	\$ 3,645.45	\$3,225	\$6,871	\$82,448		5,000	5,606
		\$ 0.85	\$ 3,792.60	\$ 1,305.71	\$5,098	\$61,180		3,981	4,465
		\$0.65	\$ 668.58	\$592	\$1,260	\$15,121		917	1,029
		\$0.65	\$ 408.29	\$361	\$770	\$9,234		560	628
		\$0.65	\$ 510.36	\$452	\$962	\$11,543		700	785
		\$ 0.72	\$ 3,284.18	\$ 1,318.75	\$4,603	\$55,235		4,091	4,589
404	Wolf Ceramics								
Average		\$ 0.65	\$ 1,839.88	\$ 1,352.06	\$ 3,191.94	\$ 38,303.23		2,633	2,953
Total			\$ 25,758.27	\$ 18,928.83	\$ 44,687.10	\$ 536,245.19		36,855	41,339

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November 19, 2024
FALL PLANNING



Discussion Topic:
USCG Rule Change for Mariner Lift Request

OVERVIEW:

For the last twelve months, the US Coast Guard has been reviewing the Port's request for a proposed rule change requiring mariners to give the Port 30-days notice before requesting a bridge list. Attached is the letter (see Attachment A) from the Waterways Management Branch Chief, USCG District 13 denying the Port's request. The main concern focused on the fact that the request did not address potential impacts on navigation and instead focused on the Port's operational concerns. In conversations with the USCG there was a complaint about the notice from a vessel owner at the Portland Yacht Club. This action was intended to reduce operational expenses and minimize damage to the lift span.

DISCUSSION ITEMS:

Options at this point include (1) appeal the decision, (2) re-submit a request for a shorter notice period, or (3) conclude the effort. A decision to appeal or re-submit will need to include a more pro-active explanation on the effect of the rule change on mariners.

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16593
13 November 2024

Port of Hood River
Attn: Mr. Kevin Greenwood, Executive Director
1000 E. Port Marina Dr.
Hood River, OR 97031.

Dear Mr. Greenwood:

This letter is in response to your 21 February 2024, request for a permanent change to the operation of the Port of Hood River (POHR) drawbridge. POHR requested a permanent change to drawbridge operation regulations in [33 CFR 117.869\(b\)](#) that govern the operation of POHR drawbridge, river mile 169.8 at Hood River, OR. Your request proposed to change the current 12-hour advance notice for an opening of the draw to 30-day advance notice.

I have reviewed the POHR request and am denying the request for the following reasons:

The POHR's request does not address potential impacts on navigation but is solely based on issues the POHR is having with manning, maintenance, and operations of the drawbridge. Per 33 CFR 114.10 the decision as to whether a drawbridge operation regulation will be issued or promulgated must rest primarily upon the effect of the proposed action on navigation to assure that the action provides for the reasonable needs of navigation. Your email request dated 5 April 2024, indicates the main reason for the thirty-day notice is to ensure a certified bridge lift operator is available, conduct testing and maintenance, and schedule electrical and engineering consults to be available. 33 CFR 117.7 requires drawbridge owners to provide the necessary drawtender(s) for the safe and prompt opening of the drawbridge, maintain the working machinery of the drawbridge in good operating condition, and cycle the drawspans(s) periodically to ensure operation of the drawbridge.

Per [33 CFR § 114.50](#), a District Commander's decision to deny an application for drawbridge operation regulations may be appealed to the Commandant, U.S. Coast Guard. The appeal must be submitted in writing to the Commandant (CG-BRG), Attn: Office of Bridge Programs, U.S. Coast Guard Stop 7418, 2703 Martin Luther King Jr. Avenue SE., Washington, DC 20593-7418, within 60 days of the District Commander's decision. The Commandant will take action on the appeal within 90 days of its receipt.

Sincerely,

A handwritten signature in blue ink that reads "Brenden J. Harris".

B. J. HARRIS

Chief, Waterways Management Branch
U. S. Coast Guard District Thirteen
By direction of the District Commander

E-Copy: CG Sector Portland – Waterways Management

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November 19, 2024
FALL PLANNING



Discussion Topic:
Invoicing Frequency/Charges

OVERVIEW:

Currently the Port invoices approximately 150 accounts annually for t-hangar and moorage rent. This is an efficient practice that minimizes administrative time managing accounts. For years there have been requests for more frequent billing either quarterly or monthly, but due to increased costs for more frequent billing the Port has kept its annual billing policy.

The finance department has analyzed the expenses on the cost for increased billing. This includes a pro-rata share on the potential for increased account tracking for delinquent accounts. Regardless of the invoice amount, the amount of actual staff time equates to approximately \$25 per new invoicing cycle.

The existing rate structure considers this annual billing cycle and has proven to be efficient and makes the need for collections rare. If non-payment occurs early in the calendar year, there is time to reach out to the next name on the waiting list.

If the Commission wants to provide an option for tenants to pay more frequently, the new rate structure should either add the invoicing fee (\$25) into the base rate and a reduced rate would be offered if paid in full at the beginning of the year -or- the invoicing fee would be added on to each additional billing cycle.

Staff is in the process of setting up online payments through the new website and financial software. T-hangar and moorage customers can pay in full by e-check or by credit card. Funds come directly from the customer bank account with the Port absorbing the merchant fee (\$1.95 per transaction). Customers will be required to pay the merchant fee if they pay by credit card.

This policy change would require a new fee to be added to the annual rate schedule resolution which could be done during the budget process.

Increasing costs without an additional fee would erode the Port's goal of self-sufficiency by having rates and fees cover the Port's actual costs of operations.

DISCUSSION ITEMS:

1. Does the Commission want to allow more frequent billing?
2. Does the Commission want to recover the increased costs that accompany more frequent billing?
3. Does the Commission need more analysis to make a decision?