



PORT OF HOOD RIVER
2026 SPRING PLANNING WORK SESSION

Tuesday, April 21, 2026

3:00PM – 5:00PM

Port Conference Room

1000 E. Port Marina Drive

View the live stream at: <https://www.youtube.com/@portofhoodriver2178/streams>

AGENDA

- I. Welcome & Introductions** (*Heather Gehring, Commission President*) (5 min.)
- II. Meeting Overview** (*Kevin Greenwood, Executive Director*) (5 min.)
- a. *Reviewing Commission Goals from Fall Planning (p. 3)*
 - b. *Preparing for FY 27 Budget (p. 7)*
- III. Current Financial Overview** (*Debbie Smith-Wagar, Finance Director*) (10 min.)
- Current/projected financial conditions.*
- a. *10-Yr. Financial Model (p. 9)*
 - b. *Fees, Charges, Rates (p. 41)*
- IV. Key Issues/Projects for FY 2026-27** (10 min.)
- A. Projects Currently Underway/Complete** (informational only) (*p. 51*)
- These issues are ongoing and are provided as informational. Time has been set aside for Commission to ask questions*
- a. *Central Services/Administration*
 - o *Succession Planning – ongoing / KMG*
 - o *Increase Presence on Statewide Boards/Forums – ongoing / ALL*
 - o *Admin/Ops Building Relocation – underway / AR/KMG*
 - o *Indian Creek Property Transfer – underway / KMG*
 - b. *Marina/Waterfront Recreation*
 - o *Jensen Roof Replacement / Cell Tower Improvements – underway / AR*
 - o *License Plate Program via Foundation – underway / MC*
 - o *Marina Survey – complete / MC, DS*
 - o *Commercial Dock Proposals – complete / MC/DS*
 - o *RFDI for Marina East/West – ongoing / MC/AR*
 - c. *Existing Bridge and Transportation*
 - o *CIP Projects – ongoing / AR/MC*
 - o *Toll Plaza Improvements – complete / DSW/MC/DS*
 - o *Bridge Strike Insurance Claim – ongoing / KMG*
 - o *Complete CAT IGA – complete / MC*
 - o *Bridge Replacement ROW Negotiations – ongoing / AR*
 - d. *Airport*
 - o *Identify New Airport Property to Lease – complete / JR*
 - o *South T-Hangars – ongoing / JR*
 - o *AWOS Tree Survey – ongoing / JR*
 - o *Jeanette Rd. Land Leases – ongoing / JR*
 - o *Airport Terminal/Hangar – ongoing / KG*
 - e. *Real Estate Development*
 - o *Pursue Maritime Site Redevelopment – ongoing / MC/AR*

- *Update Real Estate Policies – ongoing / AR*
- *Pursue Capital Inspection of Buildings – ongoing / AR*

B. Projects for Consideration/Discussion Items

(90 min.)

- *Introduction of Capital Projects Fund / DSW (p. 65)*
- *Big 7 Capital Repairs / AR (p. 69)*
- *Waterfront Transportation Improvements / MC (p. 71)*
- *Marina Planning / MC (p. 73)*
- *Airport Development Sites / JR (p. 75)*
- *Strategic Business Plan Kickoff / KMG (p. 85)*

V. Other

VI. Adjourn the Work Session

The Port Commission will convene Regular Session immediately following the conclusion of the Spring Planning Work Session, with a 5-minute transition break.

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

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

2021-2026 STRATEGIC BUSINESS PLAN / FALL 2025 PLANNING SESSION RECAP

The Port Commissioners hosted several planning workshops, conducted public meetings, and solicited public input via paper and online surveys while the Plan was developed in 2021. The discussions held throughout this process led to several overarching agreements, including:

- (1) The replacement of the Hood River–White Salmon Interstate Bridge is a central concern to all areas of Port service delivery.
- (2) Establishing financial self-sustainability in all non-bridge areas of Port operations is an overarching goal.
- (3) The Port must strive to provide the facilities and services it now provides at equal or higher levels of service in the future.

These areas of agreement provide guidance to the Commission during the annual planning process used to prepare the Port's fiscal year budget.

FALL 2025 PLANNING OUTCOMES

GOALS

- (1) Safety is top priority
- (2) Improve transparency
- (3) Pursue projects that will generate positive net income
- (4) Pursue practices that will decrease operational costs
- (5) Review/create Port policies
- (6) Prepare for bridge replacement
- (7) Invest in employee training and education

THEMES

- (1) The Commission continues to see a role for the Port in the community after bridge replacement focusing on economic and recreational development.
- (2) The Waterfront Recreation, Commercial Properties, Marina Basin and Airport Departments continue to run a deficit.
- (3) Approach each department/cost center with the premise that there will no longer be toll revenue to support it.
- (4) Port initiatives should focus on projects that generate positive net income.
- (5) Keep and lease port-owned property. If a port-owned property is sold, proceeds should be identified for other asset generating projects.
- (6) Financial transparency is critical for building trust with our users.
- (7) Continue to review and update Port policies as part of educating and informing the public about Port operations.
- (8) Incorporate solar or other green energy concepts into design when it can reduce long-term operating costs.

2021-2026 STRATEGIC BUSINESS PLAN / FALL 2025 WORK PLAN

The Port conducts two planning sessions annually. Fall Planning is an opportunity for new projects and initiatives to be discussed and considered. Spring Planning is the opportunity to consider project feasibility, receive status report on approved projects, and move projects forward for budget inclusion. Planning Sessions use the Strategic Business Plan as the guiding document understanding that themes and goals change during the course of the Plan's lifespan.

CENTRAL SERVICES / ADMINISTRATION			
<i>Develop and adopt a Succession Plan policy</i>			
G5/G7	4/10/26. Re-organization adopted. Draft Plan under management review. End of June adoption. Ongoing.	★★★★★	Kevin Greenwood
<i>Increase presence on statewide boards/forums</i>			
G2/G5	4/10/26. SDAO session panelist; directors are on a number of state boards. Exec. Director currently serves on the Oregon Public Ports Association (OPPA). Completed.	★★★	Kevin Greenwood
<i>Prepare for Strategic Business Plan update in 2026.</i>			
ALL	4/10/26. Points Consulting under contract. Complete SBP by end of 2026. Ongoing.	★★★★★	Kevin Greenwood
<i>Port Admin/Ops Relocation</i>			
G6	4/10/26. Closed on 200 Wasco; facilities shop currently under negotiations. Contract method for remodel currently underway. Ongoing.	★★★★★	Amanda Rose
<i>Proceed with transfer of Indian Creek Trail land</i>			
G1/G4	12/12/2025. City has agreed to assume; Port assisting with due diligence. Ongoing.	★★★	Kevin Greenwood

WATERFRONT RECREATION			
<i>Pursue cell "tower" leases on the waterfront to increase service.</i>			
G3	4/10/2026. Lease continues to be negotiated while Jensen roof is being replaced. Ongoing.	★★★★★	Amanda Rose
<i>Prepare Budget, Scope and Schedule for License Plate program. FOUNDATION PROJECT.</i>			
G3	11/18/2025. Foundation board appointed new members; new board to identify uses. Ongoing.	★★★	Megan Channell

MARINA			
<i>Conduct Marina Survey</i>			
G2	12/12/2025. Staff conducted survey; over 350 responses. Completed	★★★	Daryl Stafford/Megan Channell
<i>Pursue Commercial Dock Proposals</i>			
G3/G5	4/10/2026. Commission declined singular lease for commercial dock. To be included as part of future Marina study. Completed.	★★★★★	Channell/ Rose
<i>Evaluate true costs of Marina West and East for development opportunities.</i>			
G3/G4	4/10/2026. RFDI proposals due by end of April. Ongoing.	★★★★★	Channell/ Rose

BRIDGE AND OTHER TRANSPORTATION			
<i>Improve toll user experience across bridge</i>			
G1/G2/G4	4/10/2026. Plaza reconfiguration complete; signs currently being installed above gantry. Ongoing.	★★★★★	Debbie Smith-Wagar/Channell/Rose

<i>Provide planning level scope and budget for existing bridge repairs in FY26.</i>			
G1	4/10/2026. 12-year CIP updated. Spot Painting and Miscellaneous Steel Repairs Scheduled for FY26. Ongoing.	★★★★★	Rose/Greenwood
<i>Tracking June 2024 Bridge Insurance Claim</i>			
G1/G3	4/10/2026. Progressive decision currently awaiting release from Bankruptcy Court. End of April 2026. Ongoing.	★★★★★	Kevin Greenwood
<i>Roundabout at Second and Riverside Dr. removing future traffic limitations on waterfront</i>			
G1/G3	4/10/2026. Grant application submitted; RAB design complete end of 2026. Ongoing.	★★★★	Megan Channell
<i>Complete CAT IGA for bus facility on waterfront</i>			
G3	12/16/2025. Commission approved 12/16/2025; CAT Board approved 12/17/2025. Completed.	★★★★	Megan Channell
<i>Bridge Replacement Right of Way Acquisition</i>			
G6	4/10/2026. Comm. Bieker and A. Rose named to negotiating committee. Awaiting HRWSBA start. Ongoing.	★★★★	Amanda Rose

KEN JERNSTEDT AIRFIELD			
<i>Identify new airport property for land leases.</i>			
G3	4/10/2026. Further exploration of water/sanitary utility capacity will be required. Staff pursuing various county permits. Ongoing.	★★★★★	Jeff Renard
<i>Pursue So. Apron T-Hangars</i>			
G3	4/10/2026. Granite Construction has started construction; open for use Summer 2026. Ongoing.	★★★★★	Jeff Renard
<i>AWOS Tree Survey</i>			
G1	4/10/2026. Contract awarded; work to be completed by end of May 2026. Ongoing.	★★★★	Jeff Renard
<i>Jeanette Rd. No. Apron Land Lease Development</i>			
G3	4/10/2026. Obtaining quotes for asphalt, fencing for off-site improvements; staff accessing additional grants. Ongoing.	★★★★	Jeff Renard
<i>Airport Operations Center/Terminal Building</i>			
G3	4/10/2026. EDA/CO applications submitted; additional grant forthcoming. Ongoing.	★★★★	Greenwood/Renard

REAL ESTATE DEVELOPMENT			
<i>Pursue Maritime Redevelopment Opportunities</i>			
G3	11/18/2025. Include as focus of SBP and overall planning effort. Ongoing.	★★★★	Channell/ Rose
<i>Update Real Estate Policy</i>			
G5	11/18/2025. Staff is preparing an update to the Real Estate Policy. Ongoing.	★★★★	Amanda Rose
<i>Pursue Capital Reviews of all Commercial Buildings</i>			
G4/G5	11/18/2025. Pursue capital inspections for all building in order to develop CIP. Ongoing.	★★★★	Amanda Rose

KEY:

SERVICE AREA			
<i>Planning Session Project Description</i>			
Goal	Most current update.	Priority	Responsible Manager

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Budget 2026-2027 Timeline & Process

<u>Date</u>	<u>Action</u>
January	Personnel Budget - preliminary Start CIP Start reviewing Rates and Fees Schedule Advertise 2 Budget Committee Positions
February	Firm up personnel budget Start Financial Forecast-complete revenue forecast and give direction to management team Firm up Rates and Fees Schedule Complete baseline financial forecast
Feb 16 th	Begin discussions with departments for department budgets (Foundation too)
March	Complete baseline CIP Personnel Committee approves personnel schedule
April 10 th	Draft Budget done
April 13 th	Preliminary 10-year forecast done
April 14 th	Send notice of Budget Committee Meeting to newspaper (lead time)
April 21 st	Spring Planning – Include Rates and Fees Schedule
April 22nd	“Notice of Budget Committee Meeting” published in Columbia Gorge News. Notice contains date, time, and location of meeting. Committee will receive budget, hear budget message, and take questions and comments from the public (5-30 days; Columbia Gorge News is published on Wednesdays). Add notice to Port website.
April 24 th	Budget Officer finalizes proposed Budget Document, CIP, and Rates and Fees schedule and forwards to Budget Committee members for review
May 5th	Budget Committee meeting – 1:30 p.m. <ul style="list-style-type: none"> ▪ Elect Budget Committee Chair ▪ Discussion of Budget & Budget Message ▪ Public Hearing ▪ Discussion of Budget Proposal ▪ Approve Budget, Tax Rate & Proposed Tax Levy ▪ Budget Committee Certifies Final Budget Document to Commission

- May 19th See BOLI filing requirements in ORS 279C.305 and file if necessary
- May 19th Second Budget Committee Meeting – 6:00 p.m.-only if necessary
- May 26th Send LB-1 for to newspaper for publication

June 3rd Meeting Notice for June 16th Commission meeting published in Columbia Gorge News (5-30 days; Columbia Gorge News is published on Wednesdays). Notice contains Date, Time, and Location of meeting, a budget summary, and how to receive a copy of the Budget. Commission will receive budget document recommendation from Budget Committee and take questions and comments from the public.

June 17th Budget Public Hearing at the regularly scheduled Commission Meeting

- Resolutions to Enact:
 1. Adopt Budget & Tax Rate

July 15th Deadline for Filing Budget with County

Budget Committee Members:

Position 1:	Larry Brown	Expires 6/30/2026
Position 2:	John Benton	Expires 6/30/2026
Position 3:	Bonifacio Romero	Expires 6/30/2027
Position 4:	Jonathan Tillman	Expires 6/30/2028
Position 5:	Judy Newman	Expires 6/30/2028

Commission Memo

Prepared by: Debbie Smith-Wagar, Finance Director
Date: April 21, 2026
Re: Financial Forecast



The Port uses a 10-year financial model to estimate future revenues and expenses and aid in long-term planning. It is updated semi-annually and serves as an important tool for the planning work sessions held in the fall and the spring, with the spring session information used for next year's fiscal budget.

A General Fund overview page has been added to the report packet this year. I think it helps show that the current fiscal plan is sustainable, although there are some important points that have to be kept in mind; these are discussed below.

Industrial buildings continue to be the strong departments in the General Fund. Although the 2026-27 column does show a negative number for "Total Income", that is related to capital outlay. Moving beyond fiscal year 2026-27 most capital outlay is moving to its own fund (Capital Projects Fund), and that should smooth the year-over-year comparisons. The Capital Projects Fund is discussed in more detail later in the packet. The big bump in net income in the 2029-2030 timeline assumes that the Maritime Building will be decommissioned at that time and revenue from the property will be derived from a land lease. There is a summary report following this memo and Maritime redevelopment is also item IV.A.e. on the agenda for this meeting.

In preparing the General Fund summary I put Lot 1 and Waterfront Transportation on their own line. Lot 1 has minimal activity over the ten years in this forecast. As the Waterfront Transportation projects are completed more discussion will likely occur regarding the future of Lot 1. The Waterfront Transportation projects consist of the Roundabout and the 1st Street Realignment. These projects are also included in the report following this memo and will be discussed in more detail when we get to item IV.B. Both projects assume extensive funding from grants, some of which have been applied for, but not yet awarded. The timeline shown in these reports is based on current assumptions and may need to shift if adequate outside funding does not come through as projected in these reports.

Lower Mill is on a single line because this will be the last year that it shows up with expenses associated with it. We are hoping the sale will close this fiscal year, but if it doesn't it will close early next fiscal year.

Commercial buildings continue to be a drain on the General Fund. However that does change in fiscal year 2028-29 assuming the two old buildings are removed and the revenue from the property becomes a land lease. The redevelopment of the Marina Basin Commercial Property is on the agenda at IV.A.b.

The fiscal performance of the Airport will improve as the new T-hangars come on line early next fiscal year. Most of the negative net income going forward is from capital improvements, and we will continue to research grants to help offset those costs.

Marina Basin has some bigger negative numbers in future years related primarily to capital improvements. We will continue to look for grants and determine ways to offset the related expenses.

Waterfront Recreation continues to be an area requiring revenue from other Port operations.

Parking shows a negative net income for the current fiscal year (2025-26) due to the new parking lots that were completed this year. It goes back to a positive source of revenue in the next fiscal year.

Non-departmental covers items that are not specific to any of the other departments listed above. The historical numbers for 2024-25 and this fiscal year reflect transfers in from the Bridge Fund of \$2,000,000. This is the last year of that transfer, so the Non-departmental net income drops off after this year. This year also reflects the proceeds from the sale of the Lower Mill property.

Note that the “Ending Fund Balance” is the final line on the General Fund Summary. It remains at a healthy level throughout the ten years, dipping when the Port needs to contribute to capital projects and then recovering as those projects are completed and revenue is recognized from the improvements.

The General Fund Summary is followed by detail sheets down to the property level.

RECOMMENDATION: Discussion

PROJECT ASSUMPTIONS SUMMARY

OVERARCHING FINANCIAL ASSUMPTIONS

- All projects are priorities in bi-annual planning documents
- Projects either increase revenue or reduce costs
- All values expressed in 2026 dollars
- Capital costs = Capital Outlay (CO)
- Operating costs = Materials & Service (M&S) only
- The following are excluded from project-level assumptions and will be added by Finance:
 - Personal Services (PS)
 - Administrative Overhead (OH)
 - Debt Service (if any)
 - Inflation Indices (CPI)

1. ADMIN & FACILITIES RELOCATION PROJECT

Project Purpose & Scope

- Acquisition and renovation of two buildings on Wasco Court to serve as an Administration Building and Facilities Shop
- Ensures continuity of operations during bridge replacement
- Becomes the long-term headquarters of the Port

Capital Expense & Funding

- Acquisition: **\$2,400,000** (FY2026)
- Renovation + soft costs: **\$885,000**
- Total Capital Cost: **\$3,285,000**
- Bridge proceeds:
 - 6(f): \$3,000,000 (pass-through; restricted)
 - Non-6(f): **\$1,500,000** (available)
- Net Port investment: ~\$1,785,000
- No debt assumed

Schedule

- Acquisition complete: **FY2026**
- CM/GC procurement: **FY2026 3Q**
- Bridge funding decision: **FY2026 4Q**

- Remodel start: **Fall 2026**
- Construction duration: **6–8 months**
- Move-in: **June 2027**
- Vacate deadline (bridge mobilization): **July 2027**

Delivery Method

- CM/GC delivery:
 - Phase 1: Design & Guaranteed Maximum Price (GMP) development
 - Phase 2: Construction
- If Bridge replacement funding delayed:
 - Complete Phase 1
 - Defer Phase 2
- Limited early work allowed prior to GMP
- Proforma assumes no delays

Operational Expense

- No change to PS, M&S, or OH
- Relocation only (no expansion)
- Vacancy costs: **\$1,500/year** (nominal)

Operational Revenue

- Admin: no lease revenue
- Facilities: **\$50,000/year** (through **June 2027** only)
- No revenue post-occupancy

Key Footnotes

- Non-6(f) ROW proceeds usable for any lawful purpose
- 6(f) restricted to mitigation
- Relocation costs paid by HRWSBA (excluded)

2. KEN JERNSTEDT TERMINAL BUILDING

Project Purpose & Scope

- Support for aviation activities
- Flexible meeting and community space
- Modest revenue opportunities
- Energy resilience creates cost-neutral ops

Capital & Funding

- Total cost: **\$8,891,996**
- Grants: **\$8,391,996**
- Port share: **\$500,000** from Hanel Mill
- ~94% grant funded

Schedule

- Grant development: **FY2026**
- Design: **FY2027**
- Construction: **FY2028**
- Completion: **FY2029**
- Opening: **FY2029 Q4**

Operations (FY30 Q1)

- Revenue: ~\$23,000/year
 - M&S: ~\$21,780/year
 - Net: ~\$1,220/year
-

3. 4S2 T-HANGARS & TURF TAXILANE

Project Purpose & Scope

- Revenue generator for airfield
- Meets wait list and master plan needs

Capital & Funding

- Total cost: **\$2,378,811**
- Grants: **\$1,529,519**
- Port: **\$849,292**

Schedule

- Construction: **FY2026 4Q–FY2027 1Q**
- Operational: **FY2027 2Q**

Operations

- 10 hangars @ \$550/month
 - Revenue: **\$66,000/year**
 - M&S: **\$2,400/year**
-

4. MARITIME REDEVELOPMENT

Project Purpose & Scope

- Revenue generator for waterfront
- Improved waterfront use

Development Model

- Ground lease (private developer)
- No Port capital investment

Existing Condition

- Revenue: ~\$364,000/year
- Waterfront deficit: ~(\$530,000)/year
- Bridge toll subsidy ends **July 1, 2026**

Schedule

- Demolition: **FY2030**
- Redevelopment: **FY2030–FY2032**
- Online: **FY2032**

Stabilized Operations

- Revenue: ~\$1,045,000/year
- M&S: ~\$35,000/year

Key Footnotes

- Developer responsible for demolition
 - Zone swap could improve opportunities
-

5. MARINA EAST & WEST REDEVELOPMENT

Project Purpose & Scope

- Transition from aging, low-efficiency facilities to modern waterfront redevelopment
- Establish long-term ground lease revenue stream for marina costs
- Support waterfront economic development and private investment
- Eliminate ongoing Port exposure to building maintenance and capital needs

Capital & Funding

- Port capital contribution: **\$0**
- Private developer responsible for:
 - Demolition of existing structures
 - All site and vertical improvements
- Port retains land ownership under ground lease structure

Schedule

- Existing leases expire: **December 2026**
- Redevelopment / no revenue period: **FY2027–FY2028**
- Opening: **FY2029 Q2**

Operations

Existing condition:

- Revenue: **\$30,130/year** (partial **FY2026**; leases expire **Dec 2026**)
- M&S: **\$53,870/year**

Transition period (**FY2030–FY2031**):

- No revenue
- No revenue
- M&S: **~\$168,000/year**

Stabilized condition (**FY 2032**)

- Revenue: **\$680,000/year**
- M&S: **\$35,000/year**

Footnotes

- Marina Basin operations is currently budgeted at (\$505k) loss.
- Demolition to be performed by the private developer under the ground lease
- Proforma assumes no delays

6. WATERFRONT ROADS – PHASE I (ROUNDAABOUT)

Project Purpose & Scope

- Removes development restrictions on waterfront
- Improves safety and operations

Capital & Funding

- Total cost: \$9,415,000
- Grants: \$7,790,000
- Port: \$1,625,000
 - 77% Federal / 23% Non-Fed
 - \$1M Port Reserves for FY27 Final Design
 - Lower Hanel Funds reserved for construction

Schedule

- Design + ROW: **FY2027**
- Construction: **FY2028–29**
- Opening: **Q4 FY2029**

Operations

- M&S: **~\$5,000/year**
- No revenue
- Operations begin in **FY2029**
- First full year of stabilization **FY2030**

Footnotes

- Assumes award of FY26 BUILD Capital Construction Grant (\$3.8M) and FY27 Congressionally-Directed Spending (\$1M)

7. WATERFRONT ROADS – PHASE II (1ST STREET REALIGNMENT)

Project Purpose & Scope

- Develops opportunity for more recreation along Nichols Basin
- Leverages CAT transit funding
- Opportunity for future commercial development (7k sf)

Capital & Funding

- Total cost: **\$11.2M**
- ~80% grants / 20% Port
- Assumes FY26 BUILD Planning Grant under contract January 2027
- Grant Funding: **\$8M**

Schedule

- Project Initiation: **FY2027**
- Design, Engineering, ROW: **FY2027**
- Shovel Ready: **FY2028**
- Construction Start: **FY2028**
- Completion: **FY2029 Q4**

Operations (FY2029)

- M&S: **~\$5,000/year**
- First full year of stabilization **FY2030**
- No revenue

Footnotes

- Assumes award of FY26 BUILD Planning Grant (\$950k) and future grants to fund 80% of construction costs
-

8. CAT TRANSIT FACILITY (LEASE PROJECT)

Project Purpose & Scope

- 2025 IGA between Port and CAT allows for transit facility on waterfront
- Leverages Phase II: First St. Realignment

Development Model

- CAT-funded facility on Port land
- No Port capital investment
- Transit facility aligned with Phase II

Operations (FY29 Q4)

- Lease revenue (estimate): **\$27,000**/year
- M&S: **~\$5,000**/year
- Operated by CAT
- 25-cents/sf lease (below market rate)

Schedule

- Construction Initiation: **FY2028**
- Construction Completion: **FY2029**
- Opening: **FY2029 Q4**
- Stabilized: **FY2030**
- Schedule assumed to align with Phase II implementation

Spring 2026 Planning Assumptions

	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35	35-36
Lease Inflation Estimate	3.00%	3.00%	3.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
General Inflation Estimate	3.50%	4.50%	4.50%	3.50%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%
Construction Inflation Estimate	6.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Wages	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Benefits (PERS is big driver)	5.00%	7.00%	3.00%	7.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Property Tax	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%

Airport –

1. T-Hangars: Assumed new T-Hangars leased for additional \$50,000 beginning October 1, 2026
2. Terminal Building is currently budgeted as “break-even”. Planning is still underway on the final design. If built under the current plan the office space could be rented out at a rate that would cover the cost of operating the building. If the design is reconfigured to accommodate a hangar the new property could potentially be revenue-producing.
3. Other Sites
 - a. Jeanette Rd. – the Port is looking into a possible land lease.
 - b. Airport Rd. – the Port is looking into a possible land lease.

Commercial Properties

1. Marina East/West – Assumed Marina East and West losses continued through June 20, 2027 with new land lease beginning July 1, 2027.
2. Port operations will move out of its current location around July 1, 2027. The new location on Wasco Court noted in the financial forecast is presumed to be the new Port administrative location.

Industrial Properties

1. Maritime Building - Assumed Hood River Distillers would end their lease on June 30, 2029 and a land lease would begin July 1, 2029.
2. Barman Property – available after Waterfront Transportation
3. Lot 1– available after Waterfront Transportation
4. Big 7 – Fully Leased by Fall 2026
5. Hanel Lower Mill would be sold this fiscal year
6. Jensen Building
 - a. Roof/Capital
 - b. Verizon Cell Repeater

7. Waterfront Transportation – date completed affects other developable lots
 - a. Roundabout – date completed
 - b. First St. Re-alignment – date completed

Parking – Assumed additional \$50k in new parking revenue from the two new lots in the current fiscal year (came online after the August/September high season) with an additional \$50k in new revenue next year (\$100k annually from new parking lots). New operating expenses are nominal at this time.

Bridge – Assumed it would continue through June 30, 2033. If nothing in the forecast changed between now and then there would be layoffs and some impact on overhead for the other cost centers due to overhead that would need to be reallocated. However, even the “best case” scenario is still 7 years from now. One scenario involves the Bridge Authority contracting with the Port for tolling services.

General Fund Summary
Spring Planning 2026

General Fund	Fiscal Year												
	24-25	25-26	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35	35-36
	ACTUAL	ADOPTED	EST. ACTUAL	FORECAST									
Beginning Fund Balance	\$ 11,708,899	\$ 14,500,000	\$ 14,279,391	\$ 16,513,087	\$ 14,193,257	\$ 13,184,560	\$ 12,009,226	\$ 13,025,939	\$ 13,776,144	\$ 15,112,799	\$ 15,814,943	\$ 17,225,883	\$ 18,650,035
Net Income (Loss):													
Industrial Properties - Operating Rentals	557,877	(393,375)	259,019	(298,565)	381,994	406,689	827,133	862,545	899,014	936,571	975,247	1,015,078	1,056,097
Industrial Properties - Lot 1 & Waterfront Transportation	(96,587)	(598,251)	(334,138)	(1,396,741)	(970,253)	(1,989,111)	(29,966)	(30,864)	(31,789)	(32,742)	(33,724)	(34,736)	(35,778)
Industrial Properties - Lower Mill	(42,047)	(213,300)	(193,269)										
Commercial Properties	(241,452)	(165,894)	(109,113)	(39,930)	(33,983)	617,299	633,475	650,022	666,946	684,250	701,944	720,030	738,513
Airport	(181,357)	(1,058,836)	(1,158,428)	(371,080)	(164,166)	(168,765)	(329,058)	(189,492)	(194,518)	(371,917)	(205,027)	(210,519)	(216,176)
Marina Basin	(99,825)	(487,486)	(98,939)	(218,304)	(321,814)	(213,207)	(220,653)	(688,323)	(196,223)	(754,359)	(212,740)	(271,372)	(230,263)
Waterfront Recreation	(382,175)	(717,639)	(476,748)	(646,116)	(578,672)	(537,299)	(577,133)	(612,647)	(588,624)	(565,082)	(622,036)	(649,497)	(657,267)
Parking	231,067	(1,252,118)	(347,009)	349,356	364,926	382,885	374,668	410,457	422,771	435,454	426,084	462,416	476,289
Non-departmental	2,824,991	9,539,860	4,692,319	301,550	313,270	326,176	338,247	348,507	359,078	369,970	381,191	392,754	404,665
TOTAL INCOME	2,570,492	4,652,961	2,233,696	(2,319,830)	(1,008,698)	(1,175,333)	1,016,713	750,205	1,336,655	702,144	1,410,940	1,424,152	1,536,080
Ending Fund Balance	\$ 14,279,391	\$ 19,152,961	\$ 16,513,087	\$ 14,193,257	\$ 13,184,560	\$ 12,009,226	\$ 13,025,939	\$ 13,776,144	\$ 15,112,799	\$ 15,814,943	\$ 17,225,883	\$ 18,650,035	\$ 20,186,115

Summary

	Fiscal Year												
	24-25	25-26	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35	35-36
	Actual	ADOPTED	EST. ACTUAL					FORECAST					
ALL INDUSTRIAL PROPERTY													
LEASE INCOME	\$ 2,242,203	\$ 2,478,600	\$ 2,439,230	\$ 2,703,461	\$ 2,925,667	\$ 3,013,439	\$ 3,317,149	\$ 3,416,664	\$ 3,519,165	\$ 3,624,740	\$ 3,733,482	\$ 3,845,487	\$ 3,960,851
OTHER	3,525	350,000	55,000	-	-	-	-	-	-	-	-	-	-
CELL ANTENNA	-	-	-	-	18,000	18,540	19,096	19,669	20,259	20,867	21,493	22,138	22,802
OCCUPANCY ADJUSTMENT	-	-	-	(135,173)	(147,183)	(151,599)	(26,812)	(31,817)	(36,971)	(42,280)	(47,749)	(53,381)	(59,183)
TOTAL INCOME	\$ 2,245,728	\$ 2,828,600	\$ 2,494,230	\$ 2,568,288	\$ 2,796,484	\$ 2,880,380	\$ 3,309,433	\$ 3,404,516	\$ 3,502,453	\$ 3,603,327	\$ 3,707,226	\$ 3,814,244	\$ 3,924,470
PERSONNEL SERVICES													
WAGES & SALARIES	7,660	28,504	27,948	-	-	-	-	-	-	-	-	-	-
TAXES & BENEFITS	1,578	6,520	6,534	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 9,238	\$ 35,024	\$ 34,482	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES													
ALL UTILITIES	668,714	657,500	649,694	690,000	710,700	732,021	707,541	728,767	750,630	773,150	796,344	820,235	844,841
PROPERTY TAX	163,297	196,800	185,464	213,750	215,854	222,546	229,446	236,559	243,893	251,453	259,248	267,285	275,571
PROFESSIONAL SERVICES-Design & Engineering	40,406	57,000	1,526	32,000	32,960	33,951	34,969	36,019	37,101	38,215	39,361	40,544	41,760
MISCELLANEOUS REPAIRS & PURCHASES	212,107	183,500	191,477	207,500	213,725	220,136	220,730	227,352	234,172	241,197	248,434	255,886	263,562
CAPITAL REPLACEMENT RESERVE	-	-	-	107,043	137,093	142,755	148,664	153,095	157,658	162,357	167,196	172,178	177,310
INTERNAL SERVICE CHARGES	522,517	707,151	399,653	586,560	604,157	622,282	640,950	660,179	679,985	700,384	721,396	743,038	765,329
TOTAL MATERIAL & SERVICES	\$ 1,607,041	\$ 1,801,951	\$ 1,427,812	\$ 1,836,853	\$ 1,914,489	\$ 1,973,691	\$ 1,982,300	\$ 2,041,971	\$ 2,103,439	\$ 2,166,756	\$ 2,231,979	\$ 2,299,166	\$ 2,368,373
CAPITAL OUTLAY													
CAPITAL PURCHASES	71,572	1,385,000	772,917	530,000	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY	\$ 71,572	\$ 1,385,000	\$ 772,917	\$ 530,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency				\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
TOTAL EXPENDITURES	\$ 1,687,851	\$ 3,221,975	\$ 2,235,211	\$ 2,866,853	\$ 2,414,489	\$ 2,473,691	\$ 2,482,300	\$ 2,541,971	\$ 2,603,439	\$ 2,666,756	\$ 2,731,979	\$ 2,799,166	\$ 2,868,373
REVENUES OVER (UNDER) EXPENDITURES	\$ 557,877	\$ (393,375)	\$ 259,019	\$ (298,565)	\$ 381,994	\$ 406,689	\$ 827,133	\$ 862,545	\$ 899,014	\$ 936,571	\$ 975,247	\$ 1,015,078	\$ 1,056,097

	Fiscal Year												
	24-25	25-26	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35	35-36
	Actual	ADOPTED	EST. ACTUAL						FORECAST				
Big 7 Building													
LEASE INCOME	\$ 190,828	\$ 304,000	\$ 292,209	\$ 357,625	\$ 393,718	\$ 405,530	\$ 417,696	\$ 430,227	\$ 443,134	\$ 456,428	\$ 470,121	\$ 484,225	\$ 498,752
OTHER	-	350,000	55,000	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME	\$ 190,828	\$ 654,000	\$ 347,209	\$ 357,625	\$ 393,718	\$ 405,530	\$ 417,696	\$ 430,227	\$ 443,134	\$ 456,428	\$ 470,121	\$ 484,225	\$ 498,752
PERSONNEL SERVICES													
WAGES & SALARIES	1,577	5,842	5,754	-	-	-	-	-	-	-	-	-	-
TAXES & BENEFITS	325	1,360	1,345	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 1,902	\$ 7,202	\$ 7,099	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES													
ALL UTILITIES	66,418	70,000	60,945	70,000	72,100	74,263	76,491	78,786	81,150	83,585	86,093	88,676	91,336
PROPERTY TAX	6,261	9,000	25,125	26,000	26,806	27,637	28,494	29,377	30,288	31,227	32,195	33,193	34,222
PROFESSIONAL SERVICES	31,962	15,000	1,526	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048
MISCELLANEOUS REPAIRS & PURCHASES	100,431	58,000	85,521	75,000	77,250	79,568	81,955	84,414	86,946	89,554	92,241	95,008	97,858
CAPITAL REPLACEMENT RESERVE	-	-	-	32,044	58,344	60,067	61,841	63,667	65,547	67,483	69,476	71,528	73,641
INTERNAL SERVICE CHARGES	134,188	138,410	140,885	144,581	148,918	153,386	157,988	162,728	167,610	172,638	177,817	183,152	188,647
TOTAL MATERIALS & SERVICES	\$ 339,260	\$ 290,410	\$ 314,001	\$ 357,625	\$ 393,718	\$ 405,530	\$ 417,696	\$ 430,227	\$ 443,134	\$ 456,428	\$ 470,121	\$ 484,225	\$ 498,752
CAPITAL OUTLAY													
CAPITAL PURCHASES	66,374	520,000	-	530,000	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY	\$ 66,374	\$ 520,000	\$ -	\$ 530,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 407,536	\$ 817,612	\$ 321,100	\$ 887,625	\$ 393,718	\$ 405,530	\$ 417,696	\$ 430,227	\$ 443,134	\$ 456,428	\$ 470,121	\$ 484,225	\$ 498,752
REVENUES OVER (UNDER) EXPENDITURES	\$ (216,708)	\$ (163,612)	\$ 26,109	\$ (530,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	Fiscal Year												
	24-25	25-26	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35	35-36
	Actual	ADOPTED	EST. ACTUAL					FORECAST					
Halyard Building													
LEASE INCOME	\$ 894,843	\$ 935,000	\$ 880,362	\$ 890,000	\$ 930,050	\$ 957,952	\$ 986,691	\$ 1,016,292	\$ 1,046,781	\$ 1,078,184	\$ 1,110,530	\$ 1,143,846	\$ 1,178,161
OCCUPANCY ADJUSTMENT				-	-	-	-	-	-	-	-	-	-
TOTAL INCOME	\$ 894,843	\$ 935,000	\$ 880,362	\$ 890,000	\$ 930,050	\$ 957,952	\$ 986,691	\$ 1,016,292	\$ 1,046,781	\$ 1,078,184	\$ 1,110,530	\$ 1,143,846	\$ 1,178,161
PERSONNEL SERVICES													
WAGES & SALARIES	1,577	5,842	5,754	-	-	-	-	-	-	-	-	-	-
TAXES & BENEFITS	325	1,360	1,345	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 1,902	\$ 7,202	\$ 7,099	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES													
ALL UTILITIES	407,164	390,000	403,683	420,000	432,600	445,578	458,945	472,713	486,894	501,501	516,546	532,042	548,003
PROPERTY TAX	76,404	80,000	77,999	80,500	82,996	85,569	88,222	90,957	93,777	96,684	99,681	102,771	105,957
PROFESSIONAL SERVICES	1,940	10,000	-	5,000	5,150	5,305	5,464	5,628	5,797	5,971	6,150	6,335	6,525
MISCELLANEOUS REPAIRS & PURCHASES	35,066	40,500	43,164	47,000	48,410	49,862	51,358	52,899	54,486	56,121	57,805	59,539	61,325
CAPITAL REPLACEMENT RESERVE	-	-	-	25,362	26,630	27,962	29,360	30,241	31,148	32,082	33,044	34,035	35,056
INTERNAL SERVICE CHARGES	94,576	200,352	73,781	144,227	148,554	153,011	157,601	162,329	167,199	172,215	177,381	182,702	188,183
TOTAL MATERIALS & SERVICES	\$ 615,150	\$ 720,852	\$ 598,627	\$ 722,089	\$ 744,340	\$ 767,287	\$ 790,950	\$ 814,767	\$ 839,301	\$ 864,574	\$ 890,607	\$ 917,424	\$ 945,049
CAPITAL OUTLAY													
CAPITAL PURCHASES	-	80,000	12,917	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY	\$ -	\$ 80,000	\$ 12,917	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 617,052	\$ 808,054	\$ 618,643	\$ 722,089	\$ 744,340	\$ 767,287	\$ 790,950	\$ 814,767	\$ 839,301	\$ 864,574	\$ 890,607	\$ 917,424	\$ 945,049
REVENUES OVER (UNDER) EXPENDITURES	\$ 277,791	\$ 126,946	\$ 261,720	\$ 167,911	\$ 185,710	\$ 190,665	\$ 195,741	\$ 201,525	\$ 207,480	\$ 213,610	\$ 219,923	\$ 226,422	\$ 233,112

	Fiscal Year												
	24-25	25-26	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35	35-36
	Actual	ADOPTED	EST. ACTUAL										
Jensen Property													
LEASE INCOME	\$ 583,837	\$ 578,000	\$ 685,697	\$ 700,436	\$ 731,956	\$ 753,915	\$ 776,532	\$ 799,828	\$ 823,823	\$ 848,538	\$ 873,994	\$ 900,214	\$ 927,220
CELL ANTENNA	-	-	-	-	18,000	18,540	19,096	19,669	20,259	20,867	21,493	22,138	22,802
TOTAL INCOME	\$ 583,837	\$ 578,000	\$ 685,697	\$ 700,436	\$ 749,956	\$ 772,455	\$ 795,628	\$ 819,497	\$ 844,082	\$ 869,405	\$ 895,487	\$ 922,352	\$ 950,022
PERSONNEL SERVICES													
WAGES & SALARIES	1,239	4,633	4,521	-	-	-	-	-	-	-	-	-	-
TAXES & BENEFITS	255	1,040	1,057	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 1,494	\$ 5,673	\$ 5,578	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES													
ALL UTILITIES	112,951	110,000	104,517	110,000	113,300	116,699	120,200	123,806	127,520	131,346	135,286	139,345	143,525
PROPERTY TAX	45,373	46,000	46,596	48,000	49,488	51,022	52,604	54,235	55,916	57,649	59,436	61,279	63,179
PROFESSIONAL SERVICES	397	10,000	-	5,000	5,150	5,305	5,464	5,628	5,797	5,971	6,150	6,335	6,525
MISCELLANEOUS REPAIRS & PURCHASES	31,418	45,000	48,338	46,000	47,380	48,801	50,265	51,773	53,326	54,926	56,574	58,271	60,019
CAPITAL REPLACEMENT RESERVE	-	-	-	38,433	40,355	42,373	44,492	45,827	47,202	48,618	50,077	51,579	53,126
INTERNAL SERVICE CHARGES	107,881	138,248	95,355	125,501	129,266	133,144	137,138	141,252	145,490	149,855	154,351	158,982	163,751
TOTAL MATERIAL & SERVICES	\$ 298,020	\$ 349,248	\$ 294,806	\$ 372,934	\$ 384,939	\$ 397,344	\$ 410,163	\$ 422,521	\$ 435,251	\$ 448,365	\$ 461,874	\$ 475,791	\$ 490,125
CAPITAL OUTLAY													
CAPITAL PURCHASES	-	760,000	760,000	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY	\$ -	\$ 760,000	\$ 760,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 299,514	\$ 1,114,921	\$ 1,060,384	\$ 372,934	\$ 384,939	\$ 397,344	\$ 410,163	\$ 422,521	\$ 435,251	\$ 448,365	\$ 461,874	\$ 475,791	\$ 490,125
REVENUES OVER (UNDER) EXPENDITURES	\$ 284,323	\$ (536,921)	\$ (374,687)	\$ 327,502	\$ 365,017	\$ 375,111	\$ 385,465	\$ 396,976	\$ 408,831	\$ 421,040	\$ 433,613	\$ 446,561	\$ 459,897

	Fiscal Year												
	24-25	25-26	25-26	26-27	27-28	28-29	29-30*	30-31	31-32	32-33	33-34	34-35	35-36
	Actual	ADOPTED	EST. ACTUAL					FORECAST					
Maritime Building													
LEASE INCOME	\$ 419,643	\$ 420,000	\$ 429,062	\$ 439,000	\$ 458,755	\$ 472,518	\$ 700,000	\$ 721,000	\$ 742,630	\$ 764,909	\$ 787,856	\$ 811,492	\$ 835,837
MISC	3,525	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME	\$ 423,168	\$ 420,000	\$ 429,062	\$ 439,000	\$ 458,755	\$ 472,518	\$ 700,000	\$ 721,000	\$ 742,630	\$ 764,909	\$ 787,856	\$ 811,492	\$ 835,837
PERSONNEL SERVICES													
WAGES & SALARIES	1,014	3,827	3,699	-	-	-	-	-	-	-	-	-	-
TAXES & BENEFITS	209	860	865	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 1,223	\$ 4,687	\$ 4,564	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES													
ALL UTILITIES	42,653	40,000	41,283	42,500	43,775	45,088	-	-	-	-	-	-	-
PROPERTY TAX	19,274	20,000	19,794	20,500	21,136	21,791	22,467	23,163	23,881	24,621	25,384	26,171	26,982
PROFESSIONAL SERVICES		10,000	-	5,000	5,150	5,305	5,464	5,628	5,797	5,971	6,150	6,335	6,525
MISCELLANEOUS REPAIRS & PURCHASES	4,968	6,000	686	5,500	5,665	5,835	-	-	-	-	-	-	-
INTERNAL SERVICE CHARGES	46,974	61,730	20,237	37,245	38,362	39,513	40,698	41,919	43,177	44,472	45,806	47,180	48,595
TOTAL MATERIALS & SERVICES	\$ 113,869	\$ 137,730	\$ 81,999	\$ 110,745	\$ 114,088	\$ 117,532	\$ 68,629	\$ 70,710	\$ 72,855	\$ 75,064	\$ 77,340	\$ 79,686	\$ 82,102
CAPITAL OUTLAY													
CAPITAL PURCHASES	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 115,092	\$ 142,417	\$ 86,563	\$ 110,745	\$ 114,088	\$ 117,532	\$ 68,629	\$ 70,710	\$ 72,855	\$ 75,064	\$ 77,340	\$ 79,686	\$ 82,102
REVENUES OVER (UNDER) EXPENDITURES	\$ 308,076	\$ 277,583	\$ 342,499	\$ 328,255	\$ 344,667	\$ 354,986	\$ 631,371	\$ 650,290	\$ 669,775	\$ 689,845	\$ 710,516	\$ 731,806	\$ 753,735

* After current lease expires, the assumption is this will turn into a land lease

	Fiscal Year												
	24-25	25-26	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35	35-36
	Actual	ADOPTED	EST. ACTUAL						FORECAST				
Timber Incubator Property													
LEASE INCOME	\$ 105,192	\$ 101,600	\$ 94,482	\$ 106,400	\$ 111,188	\$ 114,524	\$ 117,960	\$ 121,499	\$ 125,144	\$ 128,898	\$ 132,765	\$ 136,748	\$ 140,850
TOTAL INCOME	\$ 105,192	\$ 101,600	\$ 94,482	\$ 106,400	\$ 111,188	\$ 114,524	\$ 117,960	\$ 121,499	\$ 125,144	\$ 128,898	\$ 132,765	\$ 136,748	\$ 140,850
PERSONNEL SERVICES													
WAGES & SALARIES	676	2,518	2,466	-	-	-	-	-	-	-	-	-	-
TAXES & BENEFITS	139	540	577	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 815	\$ 3,058	\$ 3,043	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES													
ALL UTILITIES	9,348	10,000	8,826	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048
PROPERTY TAX	9,010	9,300	9,182	9,500	9,795	10,099	10,412	10,735	11,068	11,411	11,765	12,130	12,506
PROFESSIONAL SERVICES	-	7,000	-	2,000	2,060	2,122	2,186	2,252	2,320	2,390	2,462	2,536	2,612
MISCELLANEOUS REPAIRS & PURCHASES	6,810	7,000	1,301	7,000	7,210	7,426	7,649	7,878	8,114	8,357	8,608	8,866	9,132
CAPITAL REPLACEMENT RESERVE	-	-	-	6,204	6,514	6,840	7,182	7,397	7,619	7,848	8,083	8,325	8,575
INTERNAL SERVICE CHARGES	22,761	31,048	12,890	25,418	26,181	26,966	27,775	28,608	29,466	30,350	31,261	32,199	33,165
TOTAL MATERIALS & SERVICES	\$ 47,929	\$ 64,348	\$ 32,198	\$ 60,122	\$ 62,060	\$ 64,062	\$ 66,131	\$ 68,125	\$ 70,180	\$ 72,297	\$ 74,478	\$ 76,724	\$ 79,038
CAPITAL OUTLAY													
CAPITAL PURCHASES	5,198	10,000	-	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY	\$ 5,198	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 53,942	\$ 77,406	\$ 35,241	\$ 60,122	\$ 62,060	\$ 64,062	\$ 66,131	\$ 68,125	\$ 70,180	\$ 72,297	\$ 74,478	\$ 76,724	\$ 79,038
REVENUES OVER (UNDER) EXPENDITURES	\$ 51,250	\$ 24,194	\$ 59,241	\$ 46,278	\$ 49,128	\$ 50,462	\$ 51,829	\$ 53,374	\$ 54,964	\$ 56,601	\$ 58,287	\$ 60,024	\$ 61,812

	Fiscal Year												
	24-25	25-26	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35	35-36
	Actual	ADOPTED	EST. ACTUAL						FORECAST				
Wasco Street Business Park													
LEASE INCOME	\$ 47,860	\$ 140,000	\$ 57,419	\$ 210,000	\$ 300,000	\$ 309,000	\$ 318,270	\$ 327,818	\$ 337,653	\$ 347,783	\$ 358,216	\$ 368,962	\$ 380,031
TOTAL INCOME	\$ 47,860	\$ 140,000	\$ 57,419	\$ 210,000	\$ 300,000	\$ 309,000	\$ 318,270	\$ 327,818	\$ 337,653	\$ 347,783	\$ 358,216	\$ 368,962	\$ 380,031
PERSONNEL SERVICES													
WAGES & SALARIES	1,577	5,842	5,754	-	-	-	-	-	-	-	-	-	-
TAXES & BENEFITS	325	1,360	1,345	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 1,902	\$ 7,202	\$ 7,099	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES													
ALL UTILITIES	30,180	37,500	30,440	37,500	38,625	39,784	40,978	42,207	43,473	44,777	46,120	47,504	48,929
PROPERTY TAX	6,975	32,500	6,768	29,250	25,633	26,428	27,247	28,092	28,963	29,861	30,787	31,741	32,725
PROFESSIONAL SERVICES	6,107	5,000	-	5,000	5,150	5,305	5,464	5,628	5,797	5,971	6,150	6,335	6,525
MISCELLANEOUS REPAIRS & PURCHASES	33,414	27,000	12,468	27,000	27,810	28,644	29,503	30,388	31,300	32,239	33,206	34,202	35,228
CAPITAL REPLACEMENT RESERVE	-	-	-	5,000	5,250	5,513	5,789	5,963	6,142	6,326	6,516	6,711	6,912
INTERNAL SERVICE CHARGES	116,137	137,363	56,507	109,588	112,876	116,262	119,750	123,343	127,043	130,854	134,780	138,823	142,988
TOTAL MATERIALS & SERVICES	\$ 192,813	\$ 239,363	\$ 106,182	\$ 213,338	\$ 215,344	\$ 221,936	\$ 228,731	\$ 235,621	\$ 242,718	\$ 250,028	\$ 257,559	\$ 265,316	\$ 273,307
CAPITAL OUTLAY													
CAPITAL PURCHASES	-	15,000	-	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 194,715	\$ 261,565	\$ 113,281	\$ 213,338	\$ 215,344	\$ 221,936	\$ 228,731	\$ 235,621	\$ 242,718	\$ 250,028	\$ 257,559	\$ 265,316	\$ 273,307
REVENUES OVER (UNDER) EXPENDITURES	\$ (146,855)	\$ (121,565)	\$ (55,863)	\$ (3,338)	\$ 84,656	\$ 87,064	\$ 89,539	\$ 92,197	\$ 94,935	\$ 97,755	\$ 100,657	\$ 103,646	\$ 106,724

	Fiscal Year												
	24-25	25-26	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35	35-36
	Actual	ADOPTED	EST. ACTUAL										
New Administrative Building													
LEASE INCOME	-	-	-	\$ 63,250	\$ 66,096	\$ 68,079	\$ 70,121	\$ 72,225	\$ 74,392	\$ 76,624	\$ 78,923	\$ 81,291	\$ 83,730
OTHER	-	-	-	1,500,000	-	-	-	-	-	-	-	-	-
TOTAL INCOME	\$ -	\$ -	\$ -	\$ 1,563,250	\$ 66,096	\$ 68,079	\$ 70,121	\$ 72,225	\$ 74,392	\$ 76,624	\$ 78,923	\$ 81,291	\$ 83,730
MATERIALS & SERVICES													
ALL UTILITIES	-	-	-	35,000	36,050	37,132	38,246	39,393	40,575	41,792	43,046	44,337	45,667
PROPERTY TAX	-	-	-	2,000	2,062	2,126	2,192	2,260	2,330	2,402	2,476	2,553	2,632
PROFESSIONAL SERVICES	-	-	-	9,000	9,270	9,548	9,834	10,129	10,433	10,746	11,068	11,400	11,742
MISCELLANEOUS REPAIRS & PURCHASES	-	-	-	34,350	35,381	36,442	37,535	38,661	39,821	41,016	42,246	43,513	44,818
CAPITAL REPLACEMENT RESERVE	-	-	-	25,000	26,250	27,563	28,941	29,809	30,703	31,624	32,573	33,550	34,557
INTERNAL SERVICE CHARGES	-	-	-	114,000	117,420	120,943	124,571	128,308	132,157	136,122	140,206	144,412	148,744
TOTAL MATERIALS & SERVICES	\$ -	\$ -	\$ -	\$ 219,350	\$ 226,433	\$ 233,754	\$ 241,319	\$ 248,560	\$ 256,019	\$ 263,702	\$ 271,615	\$ 279,765	\$ 288,160
CAPITAL OUTLAY													
CAPITAL PURCHASES	-	-	2,550,000	885,000	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY	\$ -	\$ -	\$ 2,550,000	\$ 885,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ -	\$ -	\$ 2,550,000	\$ 1,104,350	\$ 226,433	\$ 233,754	\$ 241,319	\$ 248,560	\$ 256,019	\$ 263,702	\$ 271,615	\$ 279,765	\$ 288,160
REVENUES OVER (UNDER) EXPENDITURES	-	-	\$ (2,550,000)	\$ 458,900	\$ (160,337)	\$ (165,675)	\$ (171,198)	\$ (176,335)	\$ (181,627)	\$ (187,078)	\$ (192,692)	\$ (198,474)	\$ (204,430)

Summary

	Fiscal Year												
	Unaudited	25-26	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35	35-36
	24-25	ADOPTED	EST. ACTUAL										
LOT 1 & WATERFRONT TRANSPORTATION	Actual									FORECAST			
SPECIAL EVENTS	\$ 12,277	\$ 6,700	\$ 6,000	\$ 6,000	\$ 6,270	\$ 6,458	\$ 6,652	\$ 6,852	\$ 7,058	\$ 7,270	\$ 7,488	\$ 7,713	\$ 7,944
GRANTS	200,292	169,000	300,000	440,000	5,695,000	10,105,000	-	-	-	-	-	-	-
TOTAL INCOME	212,569	175,700	306,000	446,000	5,701,270	10,111,458	6,652	6,852	7,058	7,270	7,488	7,713	7,944
PERSONNEL SERVICES													
WAGES & SALARIES	-	1,752	1,752	-	-	-	-	-	-	-	-	-	-
TAXES & BENEFITS	-	380	380	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ -	\$ 2,132	\$ 2,132	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES													
PROFESSIONAL SERVICES-Design & Engineering	946	15,000	-	3,000	3,090	3,183	3,278	3,376	3,477	3,581	3,688	3,799	3,913
MISCELLANEOUS REPAIRS & PURCHASES	9,073	3,000	1,366	3,000	3,090	3,183	3,278	3,376	3,477	3,581	3,688	3,799	3,913
INTERNAL SERVICE CHARGES	91,745	100,819	136,640	285,741	294,313	303,142	28,969	29,838	30,733	31,655	32,605	33,583	34,590
TOTAL MATERIAL & SERVICES	\$ 101,764	\$ 121,819	\$ 138,006	\$ 292,741	\$ 301,523	\$ 310,569	\$ 36,618	\$ 37,716	\$ 38,847	\$ 40,012	\$ 41,212	\$ 42,449	\$ 43,722
CAPITAL OUTLAY													
CAPITAL PURCHASES	206,849	650,000	500,000	1,550,000	6,370,000	11,790,000	-	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY	\$ 206,849	\$ 650,000	\$ 500,000	\$ 1,550,000	\$ 6,370,000	\$ 11,790,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 308,613	\$ 773,951	\$ 640,138	\$ 1,842,741	\$ 6,671,523	\$ 12,100,569	\$ 36,618	\$ 37,716	\$ 38,847	\$ 40,012	\$ 41,212	\$ 42,449	\$ 43,722
REVENUES OVER (UNDER) EXPENDITURES	\$ (96,044)	\$ (598,251)	\$ (334,138)	\$ (1,396,741)	\$ (970,253)	\$ (1,989,111)	\$ (29,966)	\$ (30,864)	\$ (31,789)	\$ (32,742)	\$ (33,724)	\$ (34,736)	\$ (35,778)

	Fiscal Year												
	Unaudited	25-26	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35	35-36
	24-25	ADOPTED	EST. ACTUAL										
Lot 1	Actual								FORECAST				
SPECIAL EVENTS	\$ 12,277	\$ 6,700	\$ 6,000	\$ 6,000	\$ 6,270	\$ 6,458	\$ 6,652	\$ 6,852	\$ 7,058	\$ 7,270	\$ 7,488	\$ 7,713	\$ 7,944
TOTAL INCOME	\$ 12,277	\$ 6,700	\$ 6,000	\$ 6,000	\$ 6,270	\$ 6,458	\$ 6,652	\$ 6,852	\$ 7,058	\$ 7,270	\$ 7,488	\$ 7,713	\$ 7,944
MATERIALS & SERVICES													
FIXED MAINTENANCE	-	3,000	-	1,000	1,030	1,061	1,093	1,126	1,160	1,195	1,231	1,268	1,306
PROFESSIONAL SERVICES	-	15,000	-	3,000	3,090	3,183	3,278	3,376	3,477	3,581	3,688	3,799	3,913
MISCELLANEOUS REPAIRS & PURCHASES	9,073	3,000	1,366	3,000	3,090	3,183	3,278	3,376	3,477	3,581	3,688	3,799	3,913
INTERNAL SERVICE CHARGES	91,745	14,961	31,436	26,511	27,306	28,125	28,969	29,838	30,733	31,655	32,605	33,583	34,590
TOTAL MATERIALS & SERVICES	\$ 100,818	\$ 35,961	\$ 32,802	\$ 33,511	\$ 34,516	\$ 35,552	\$ 36,618	\$ 37,716	\$ 38,847	\$ 40,012	\$ 41,212	\$ 42,449	\$ 43,722
TOTAL EXPENDITURES	\$ 100,818	\$ 35,961	\$ 32,802	\$ 33,511	\$ 34,516	\$ 35,552	\$ 36,618	\$ 37,716	\$ 38,847	\$ 40,012	\$ 41,212	\$ 42,449	\$ 43,722
REVENUES OVER (UNDER) EXPENDITURES	\$ (88,541)	\$ (29,261)	\$ (26,802)	\$ (27,511)	\$ (28,246)	\$ (29,094)	\$ (29,966)	\$ (30,864)	\$ (31,789)	\$ (32,742)	\$ (33,724)	\$ (34,736)	\$ (35,778)

	Fiscal Year												
	Unaudited	25-26	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35	35-36
	24-25	ADOPTED	EST. ACTUAL						FORECAST				
Waterfront Transportation	Actual												
GRANTS	\$ 200,292	\$ 169,000	\$ 300,000	\$ 440,000	\$ 5,695,000	\$ 10,105,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL INCOME	\$ 200,292	\$ 169,000	\$ 300,000	\$ 440,000	\$ 5,695,000	\$ 10,105,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PERSONNEL SERVICES													
WAGES & SALARIES	-	1,752	1,752	-	-	-	-	-	-	-	-	-	-
TAXES & BENEFITS	-	380	380	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ -	\$ 2,132	\$ 2,132	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES													
PROFESSIONAL SERVICES	946	-	-	-	-	-	-	-	-	-	-	-	-
INTERNAL SERVICE CHARGES	-	85,858	105,204	259,230	267,007	275,017	-	-	-	-	-	-	-
TOTAL MATERIALS & SERVICES	\$ 946	\$ 85,858	\$ 105,204	\$ 259,230	\$ 267,007	\$ 275,017	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL OUTLAY													
CAPITAL PURCHASES	206,849	650,000	500,000	1,550,000	6,370,000	11,790,000	-	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY	\$ 206,849	\$ 650,000	\$ 500,000	\$ 1,550,000	\$ 6,370,000	\$ 11,790,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 207,795	\$ 737,990	\$ 607,336	\$ 1,809,230	\$ 6,637,007	\$ 12,065,017	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUES OVER (UNDER) EXPENDITURES	\$ (7,503)	\$ (568,990)	\$ (307,336)	\$ (1,369,230)	\$ (942,007)	\$ (1,960,017)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	Fiscal Year												
	24-25	25-26	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35	35-36
Lower Mill	Actual	ADOPTED	EST. ACTUAL	FORECAST									
LAND SALES	\$ 22,770	\$ -	\$ -										
TOTAL INCOME	\$ 22,770	\$ -	\$ -										
PERSONNEL SERVICES													
WAGES & SALARIES	1,239	4,633	4,468										
TAXES & BENEFITS	255	2,640	1,038										
TOTAL PERSONNEL SERVICES	\$ 1,494	\$ 7,273	\$ 5,506										
MATERIALS & SERVICES													
ALL UTILITIES	3,880	4,000	4,036										
FIXED MAINTENANCE	2,028	3,000	11,680										
INSURANCE	-	-	-										
PROPERTY TAX	-	-	-										
PROFESSIONAL SERVICES-Misc	3,506	55,000	2,526										
PROFESSIONAL SERVICES-Legal	1,360	7,000	36,668										
MISCELLANEOUS REPAIRS & PURCHASES	655	3,000	1,254										
INTERNAL SERVICE CHARGES	51,894	134,027	131,599										
TOTAL MATERIALS & SERVICES	\$ 63,323	\$ 206,027	\$ 187,763										
CAPITAL OUTLAY													
CAPITAL PURCHASES	-	-	-										
TOTAL CAPITAL OUTLAY	\$ -	\$ -	\$ -										
TOTAL EXPENDITURES	\$ 64,817	\$ 213,300	\$ 193,269										
REVENUES OVER (UNDER) EXPENDITURES	\$ (42,047)	\$ (213,300)	\$ (193,269)	-	-	-	-	-	-	-	-	-	-

Summary

	24-25	25-26	25-26	25-26	26-27	27-28	28-29	Fiscal Year 29-30	30-31	31-32	32-33	33-34	34-35	35-36
All Commercial	ACTUAL	ADOPTED	As of 2/28/2025	EST. ACTUAL					FORECAST					
LEASE INCOME	145,259	269,700	144,459	216,688	228,789	177,721	863,426	890,197	917,802	946,268	975,620	1,005,888	1,037,100	1,069,285
REIMBURSABLE EXPENSES	-	500,000	-	-	157,000	343,000	-	-	-	-	-	-	-	-
TOTAL INCOME	145,259	769,700	144,459	216,688	385,789	520,721	863,426	890,197	917,802	946,268	975,620	1,005,888	1,037,100	1,069,285
PERSONNEL SERVICES														
WAGES	1,689	13,545	6,165	6,165	4,326	4,456	4,590	4,728	4,870	5,016	5,166	5,321	5,481	5,645
BENEFITS	348	9,600	1,440	1,440	824	824	824	824	824	824	824	824	824	824
TOTAL PERSONNEL SERVICES	\$ 2,037	\$ 23,145	\$ 7,605	\$ 7,605	\$ 5,150	\$ 5,280	\$ 5,414	\$ 5,552	\$ 5,694	\$ 5,840	\$ 5,990	\$ 6,145	\$ 6,305	\$ 6,469
MATERIALS & SERVICES														
ALL UTILITIES	45,729	37,900	27,415	41,123	31,513	21,648	22,622	23,640	24,704	25,816	26,978	28,192	29,461	30,787
PROPERTY TAX	11,864	13,200	8,813	8,813	4,457	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES-Design & Engineering	23,262	13,000	-	-	-	-	-	-	-	-	-	-	-	-
MISCELLANEOUS REPAIRS & PURCHASES	57,442	71,800	29,998	44,997	29,047	11,866	12,400	12,958	13,541	14,150	14,787	15,452	16,147	16,874
INTERNAL SERVICE	246,377	246,549	148,842	223,263	198,552	172,910	205,691	214,572	223,842	233,516	243,615	254,155	265,157	276,642
TOTAL MATERIALS & SERVICES	\$ 384,674	\$ 382,449	\$ 215,068	\$ 318,196	\$ 263,569	\$ 206,424	\$ 240,713	\$ 251,170	\$ 262,087	\$ 273,482	\$ 285,380	\$ 297,799	\$ 310,765	\$ 324,303
CAPITAL OUTLAY														
CAPITAL PURCHASES	-	530,000	-	-	157,000	343,000	-	-	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY	\$ -	\$ 530,000	\$ -	\$ -	\$ 157,000	\$ 343,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 386,711	\$ 935,594	\$ 222,673	\$ 325,801	\$ 425,719	\$ 554,704	\$ 246,127	\$ 256,722	\$ 267,781	\$ 279,322	\$ 291,370	\$ 303,944	\$ 317,070	\$ 330,772
REVENUES OVER (UNDER) EXPENDITURES	(241,452)	(165,894)	(78,214)	(109,113)	(39,930)	(33,983)	617,299	633,475	650,022	666,946	684,250	701,944	720,030	738,513

	24-25	25-26	25-26	25-26	26-27*	27-28	28-29	Fiscal Year		30-31	31-32	32-33	33-34	34-35	35-36
Marina East	ACTUAL	ADOPTED	As of 2/28/2025	EST. ACTUAL				29-30		FORECAST					
LEASE INCOME	25,148	52,700	11,349	17,024	8,767	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME	25,148	52,700	11,349	17,024	8,767	-	-	-	-	-	-	-	-	-	-
PERSONNEL SERVICES															
WAGES	563	4,515	2,055	2,055	-	-	-	-	-	-	-	-	-	-	-
BENEFITS	116	3,200	480	480	-	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 679	\$ 7,715	\$ 2,535	\$ 2,535	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES															
ALL UTILITIES	17,486	15,400	4,366	6,549	3,422	-	-	-	-	-	-	-	-	-	-
PROPERTY TAX	8,457	8,800	2,531	2,531	1,316	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES-Design & Engineering	-	6,000	-	-	-	-	-	-	-	-	-	-	-	-	-
MISCELLANEOUS REPAIRS & PURCHASES	8,045	21,000	18,559	27,839	14,546	-	-	-	-	-	-	-	-	-	-
INTERNAL SERVICE	44,618	44,329	18,547	27,821	14,536	-	-	-	-	-	-	-	-	-	-
TOTAL MATERIALS & SERVICES	\$ 78,606	\$ 95,529	\$ 44,003	\$ 64,739	\$ 33,820	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL OUTLAY															
CAPITAL PURCHASES	-	10,000	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 79,285	\$ 113,244	\$ 46,538	\$ 67,274	\$ 33,820	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUES OVER (UNDER) EXPENDITURES	(54,137)	(60,544)	(35,189)	(50,251)	(25,053)	-	-	-	-	-	-	-	-	-	-

* Leases expire 12/31/2026 and the Port will move forward with some kind of redevelopment for this property

	24-25	25-26	25-26	25-26	26-27*	27-28	28-29	Fiscal Year						
	ACTUAL	ADOPTED	As of 2/28/2025	EST. ACTUAL				29-30	30-31	31-32	32-33	33-34	34-35	35-36
								FORECAST						
Marina West														
LEASE INCOME	35,111	51,000	22,443	33,665	17,337	-	-	-	-	-	-	-	-	-
TOTAL INCOME	35,111	51,000	22,443	33,665	17,337	-	-	-	-	-	-	-	-	-
PERSONNEL SERVICES														
WAGES	563	4,515	2,055	2,055	-	-	-	-	-	-	-	-	-	-
BENEFITS	116	3,200	480	480	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 679	\$ 7,715	\$ 2,535	\$ 2,535	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES														
ALL UTILITIES	6,554	7,500	9,833	14,750	7,375	-	-	-	-	-	-	-	-	-
PROPERTY TAX	3,407	4,400	6,282	6,282	3,141	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES		4,000	-	-	-	-	-	-	-	-	-	-	-	-
MISCELLANEOUS REPAIRS & PURCHASES	31,298	35,000	4,195	6,293	3,146	-	-	-	-	-	-	-	-	-
INTERNAL SERVICE	50,048	60,553	24,736	37,104	18,552	-	-	-	-	-	-	-	-	-
TOTAL MATERIALS & SERVICES	\$ 91,307	\$ 111,453	\$ 45,046	\$ 64,428	\$ 32,214	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL OUTLAY														
CAPITAL PURCHASES	-	20,000	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 91,986	\$ 139,168	\$ 47,581	\$ 66,963	\$ 32,214	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUES OVER (UNDER) EXPENDITURES	(56,875)	(88,168)	(25,138)	(33,299)	(14,877)	-	-	-	-	-	-	-	-	-

Note that by the beginning of fiscal year 2028 the Port expects to have a land lease arrangement for the property on which this building resides

	24-25	25-26	25-26	25-26	26-27*	27-28	28-29	Fiscal Year		30-31	31-32	32-33	33-34	34-35	35-36
	ACTUAL	ADOPTED	As of 2/28/2025	EST. ACTUAL				29-30	FORECAST						
Port Office															
LEASE INCOME	85,000	166,000	110,667	166,000	202,685	177,721	183,890	190,275	196,882	203,720	210,796	218,119	225,698	233,541	
REIMBURSABLE EXPENSES (BRIDGE PROJECT)	-	500,000	-	-	157,000	343,000	-	-	-	-	-	-	-	-	
TOTAL INCOME	85,000	666,000	110,667	166,000	359,685	520,721	183,890	190,275	196,882	203,720	210,796	218,119	225,698	233,541	
PERSONNEL SERVICES															
WAGES	563	4,515	2,055	2,055	4,326	4,456	4,590	4,728	4,870	5,016	5,166	5,321	5,481	5,645	
BENEFITS	116	3,200	480	480	824	824	824	824	824	824	824	824	824	824	
TOTAL PERSONNEL SERVICES	\$ 679	\$ 7,715	\$ 2,535	\$ 2,535	\$ 5,150	\$ 5,280	\$ 5,414	\$ 5,552	\$ 5,694	\$ 5,840	\$ 5,990	\$ 6,145	\$ 6,305	\$ 6,469	
MATERIALS & SERVICE															
ALL UTILITIES	21,689	15,000	13,216	19,824	20,716	21,648	22,622	23,640	24,704	25,816	26,978	28,192	29,461	30,787	
PROFESSIONAL SERVICES	23,262	3,000	-	-	-	-	-	-	-	-	-	-	-	-	
MISCELLANEOUS REPAIRS & PURCHASES	18,099	15,800	7,244	10,866	11,355	11,866	12,400	12,958	13,541	14,150	14,787	15,452	16,147	16,874	
INTERNAL SERVICE	151,711	141,667	105,559	158,339	165,464	172,910	180,691	188,822	197,319	206,198	215,477	225,173	235,306	245,895	
TOTAL MATERIALS & SERVICES	\$ 214,761	\$ 175,467	\$ 126,019	\$ 189,029	\$ 197,535	\$ 206,424	\$ 215,713	\$ 225,420	\$ 235,564	\$ 246,164	\$ 257,242	\$ 268,817	\$ 280,914	\$ 293,556	
CAPITAL OUTLAY															
CAPITAL PURCHASES	-	500,000	-	-	157,000	343,000	-	-	-	-	-	-	-	-	
TOTAL CAPITAL OUTLAY	\$ -	\$ 500,000	\$ -	\$ -	\$ 157,000	\$ 343,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ 215,440	\$ 683,182	\$ 128,554	\$ 191,564	\$ 359,685	\$ 554,704	\$ 221,127	\$ 230,972	\$ 241,258	\$ 252,004	\$ 263,232	\$ 274,962	\$ 287,219	\$ 300,025	
REVENUES OVER (UNDER) EXPENDITURES	(130,440)	(17,182)	(17,887)	(25,564)	-	(33,983)	(37,237)	(40,697)	(44,376)	(48,284)	(52,436)	(56,843)	(61,521)	(66,484)	

	Unaudited			Fiscal Year									
	24-25	25-26	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35	35-36
	Actual	ADOPTED	EST. ACTUAL	FORECAST									
AIRPORT													
T-HANGARS LEASES INCOME	\$ 181,354	\$ 182,000	\$ 94,314	\$ 268,000	\$ 296,060	\$ 304,942	\$ 314,090	\$ 323,513	\$ 333,218	\$ 343,215	\$ 353,511	\$ 364,116	\$ 375,039
OTHER HANGAR LEASE INCOME	91,284	90,000	66,461	64,000	66,880	68,886	70,953	73,082	75,274	77,532	79,858	82,254	84,722
LAND LEASES	23,033	25,000	28,005	22,000	22,990	23,680	24,390	25,122	25,876	26,652	27,452	28,276	29,124
REIMBURSED EXPENSES	5,141	15,200	16,658	15,400	15,862	16,338	16,828	17,333	17,853	18,389	18,941	19,509	20,094
GRANT	130,557	1,325,000	1,325,000	735,400	100,000	100,000	1,500,000	200,000	200,000	1,750,000	200,000	200,000	200,000
MISCELLANEOUS	5,856	5,000	6,083	5,000	5,150	5,305	5,464	5,628	5,797	5,971	6,150	6,335	6,525
TOTAL REVENUES	\$ 437,225	\$ 1,642,200	\$ 1,536,520	\$ 1,109,800	\$ 506,942	\$ 519,151	\$ 1,931,725	\$ 644,678	\$ 658,018	\$ 2,221,759	\$ 685,912	\$ 700,490	\$ 715,504
PERSONNEL SERVICES													
WAGES & SALARIES	4,224	9,840	6,935	-	-	-	-	-	-	-	-	-	-
TAXES & BENEFITS	1,742	5,220	3,147	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 5,966	\$ 15,060	\$ 10,082	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES													
ALL UTILITIES	56,116	68,000	57,081	68,000	70,040	72,141	74,305	76,534	78,830	81,195	83,631	86,140	88,724
FIXED MAINTENANCE	21,787	25,000	33,888	27,500	28,325	29,175	30,050	30,952	31,881	32,837	33,822	34,837	35,882
INSURANCE	4,636	500	4,636	5,000	5,150	5,305	5,464	5,628	5,797	5,971	6,150	6,335	6,525
PROPERTY TAX	6,431	6,650	6,833	6,650	6,856	7,069	7,288	7,514	7,747	7,987	8,235	8,490	8,753
PROFESSIONAL SERVICES-Other than legal	70,677	70,000	70,538	92,000	94,760	97,603	100,531	103,547	106,653	109,853	113,149	116,543	120,039
PROFESSIONAL SERVICES-Legal	11,934	20,000	11,720	20,000	20,600	21,218	21,855	22,511	23,186	23,882	24,598	25,336	26,096
MISCELLANEOUS REPAIRS & PURCHASES	15,605	10,000	14,865	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048
INTERNAL SERVICES	201,035	380,826	380,306	314,530	323,966	333,685	343,696	354,007	364,627	375,566	386,833	398,438	410,391
TOTAL MATERIALS & SERVICES	\$ 388,221	\$ 580,976	\$ 579,866	\$ 543,680	\$ 559,997	\$ 576,805	\$ 594,116	\$ 611,948	\$ 630,314	\$ 649,232	\$ 668,717	\$ 688,787	\$ 709,458
CAPITAL OUTLAY													
CAPITAL PURCHASES	224,395	2,105,000	2,105,000	937,200	111,111	111,111	1,666,667	222,222	222,222	1,944,444	222,222	222,222	222,222
TOTAL CAPITAL OUTLAY	\$ 224,395	\$ 2,105,000	\$ 2,105,000	\$ 937,200	\$ 111,111	\$ 111,111	\$ 1,666,667	\$ 222,222	\$ 222,222	\$ 1,944,444	\$ 222,222	\$ 222,222	\$ 222,222
TOTAL EXPENDITURES	\$ 618,582	\$ 2,701,036	\$ 2,694,948	\$ 1,480,880	\$ 671,108	\$ 687,916	\$ 2,260,783	\$ 834,170	\$ 852,536	\$ 2,593,676	\$ 890,939	\$ 911,009	\$ 931,680
CHANGE IN FUND BALANCE	\$ (181,357)	\$ (1,058,836)	\$ (1,158,428)	\$ (371,080)	\$ (164,166)	\$ (168,765)	\$ (329,058)	\$ (189,492)	\$ (194,518)	\$ (371,917)	\$ (205,027)	\$ (210,519)	\$ (216,176)

MARINA BASIN **MARINA & OTHER**	Fiscal Year												
	24-25	25-26	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35	35-36
	ACTUAL	ADOPTED	EST. ACTUAL	FORECAST									
MOORAGE SLIP LEASE INCOME	\$ 338,534	\$ 329,000	\$ 363,618	\$ 375,000	\$ 388,125	\$ 401,709	\$ 413,761	\$ 426,173	\$ 438,959	\$ 452,127	\$ 465,691	\$ 479,662	\$ 494,052
MOORAGE ASSESSMENT	68,227	68,000	69,142	68,000	68,000	68,000	68,000	68,000	68,000	68,000	68,000	68,000	68,000
STATE MARINE BOARD	-	7,000	-	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
REIMBURSABLE EXPENSES	11,000	11,000	10,943	12,900	13,352	13,819	14,233	14,660	15,100	15,553	16,020	16,500	16,995
MISCELLANEOUS-Transient dock	6,184	20,500	8,880	10,000	10,350	10,712	11,034	11,365	11,706	12,057	12,418	12,791	13,175
CRUISE SHIPS	21,050	19,700	24,101	24,000	24,840	25,709	26,481	27,275	28,093	28,936	29,804	30,698	31,619
GRANTS/OTHER SOURCES	40,767	42,200	12,218	38,400				500,000					
TOTAL INCOME	\$ 485,762	\$ 497,400	\$ 488,901	\$ 535,300	\$ 511,667	\$ 526,950	\$ 540,508	\$ 1,054,474	\$ 568,858	\$ 583,674	\$ 598,934	\$ 614,652	\$ 630,841
PERSONNEL SERVICES													
WAGES & SALARIES	68,867	99,846	90,646	-	-	-	-	-	-	-	-	-	-
TAXES & BENEFITS	28,421	64,550	54,550	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 97,288	\$ 164,396	\$ 145,196	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES													
ALL UTILITIES	40,409	53,000	34,047	53,000	54,855	56,775	58,478	60,233	62,039	63,901	65,818	67,792	69,826
CREDIT CARD FEES	5,872	10,000	4,938	10,000	10,350	10,712	11,034	11,365	11,706	12,057	12,418	12,791	13,175
FIXED MAINTENANCE	42,255	43,000	17,241	43,000	44,505	46,063	47,445	48,868	50,334	51,844	53,399	55,001	56,651
PROFESSIONAL SERVICES- Other/Sheriff	10,255	14,000	12,846	13,000	13,455	13,926	14,344	14,774	15,217	15,674	16,144	16,628	17,127
MISCELLANEOUS REPAIRS & PURCHASES	26,507	51,250	36,413	51,250	53,044	54,900	56,547	58,244	59,991	61,791	63,644	65,554	67,520
INTERNAL SERVICE CHARGES	272,663	524,240	263,183	483,354	500,271	517,781	533,314	549,314	565,793	582,767	600,250	618,257	636,805
TOTAL MATERIALS & SERVICE	\$ 397,961	\$ 695,490	\$ 368,667	\$ 653,604	\$ 676,480	\$ 700,157	\$ 721,162	\$ 742,797	\$ 765,080	\$ 788,033	\$ 811,674	\$ 836,024	\$ 861,105
CAPITAL OUTLAY													
CAPITAL PURCHASES	-	30,000	5,976	30,000	90,000	40,000	40,000	1,000,000	-	550,000	-	50,000	-
TOTAL CAPITAL OUTLAY	\$ -	\$ 30,000	\$ 5,976	\$ 30,000	\$ 90,000	\$ 40,000	\$ 40,000	\$ 1,000,000	\$ -	\$ 550,000	\$ -	\$ 50,000	\$ -
DEBT													
PRINCIPAL & INTEREST	90,338	95,000	68,000	70,000	67,000	-	-	-	-	-	-	-	-
TOTAL DEBT	\$ 90,338	\$ 95,000	\$ 68,000	\$ 70,000	\$ 67,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 585,587	\$ 984,886	\$ 587,839	\$ 753,604	\$ 833,480	\$ 740,157	\$ 761,162	\$ 1,742,797	\$ 765,080	\$ 1,338,033	\$ 811,674	\$ 886,024	\$ 861,105
CHANGE IN FUND BALANCE	\$ (99,825)	\$ (487,486)	\$ (98,939)	\$ (218,304)	\$ (321,814)	\$ (213,207)	\$ (220,653)	\$ (688,323)	\$ (196,223)	\$ (754,359)	\$ (212,740)	\$ (271,372)	\$ (230,263)

	Fiscal Year												
	24-25	25-26	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35	35-36
	ACTUAL	ADOPTED	EST. ACTUAL					FORECAST					
WATERFRONT RECREATION													
Event Site													
CONCESSIONS	\$ 21,277	\$ 20,000	\$ 20,100	\$ 20,000	\$ 21,000	\$ 22,050	\$ 22,932	\$ 23,620	\$ 24,329	\$ 25,059	\$ 25,811	\$ 26,585	\$ 27,383
SPECIAL EVENTS	32,700	21,000	15,420	21,000	22,050	23,153	24,079	24,801	25,545	26,311	27,100	27,913	28,750
GRANT/OTHER	5,450	70,000	3,000	50,000	52,500	55,125	57,330	59,050	60,822	62,647	64,526	66,462	68,456
TOTAL INCOME	\$ 59,427	\$ 111,000	\$ 38,520	\$ 91,000	\$ 95,550	\$ 100,328	\$ 104,341	\$ 107,471	\$ 110,696	\$ 114,017	\$ 117,437	\$ 120,960	\$ 124,589
PERSONNEL SERVICES													
WAGES	19,008	25,800	25,800	-	-	-	-	-	-	-	-	-	-
BENEFITS	7,844	16,660	16,660	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 26,852	\$ 42,460	\$ 42,460	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES													
ALL UTILITIES	34,274	44,000	28,340	40,000	42,000	44,100	45,864	47,240	48,657	50,117	51,621	53,170	54,765
FIXED MAINTENANCE	5,495	25,000	11,969	15,000	15,750	16,538	17,200	17,716	18,247	18,794	19,358	19,939	20,537
PROFESSIONAL SERVICES	-	20,000	-	7,000	7,350	7,718	8,027	8,268	8,516	8,771	9,034	9,305	9,584
MISCELLANEOUS REPAIRS & PURCHASES	12,208	25,000	14,225	25,000	26,250	27,563	28,666	29,526	30,412	31,324	32,264	33,232	34,229
INTERNAL SERVICE CHARGES	194,112	164,984	201,288	174,441	183,163	192,321	200,014	206,014	212,194	218,560	225,117	231,871	238,827
TOTAL MATERIALS & SERVICES	\$ 246,089	\$ 278,984	\$ 255,821	\$ 261,441	\$ 274,513	\$ 288,240	\$ 299,771	\$ 308,764	\$ 318,026	\$ 327,566	\$ 337,394	\$ 347,517	\$ 357,942
CAPITAL OUTLAY													
CAPITAL PURCHASES	-	115,000	-	95,000	65,000	40,000	20,000	30,000	-	-	-	-	-
TOTAL CAPITAL OUTLAY	-	115,000	-	95,000	65,000	40,000	20,000	30,000	-	-	-	-	-
TOTAL WATERFRONT EVENT SITE EXPENDITURES	\$ 272,941	\$ 436,444	\$ 298,281	\$ 356,441	\$ 339,513	\$ 328,240	\$ 319,771	\$ 338,764	\$ 318,026	\$ 327,566	\$ 337,394	\$ 347,517	\$ 357,942
CHANGE IN FUND BALANCE	\$ (213,514)	\$ (325,444)	\$ (259,761)	\$ (265,441)	\$ (243,963)	\$ (227,912)	\$ (215,430)	\$ (231,293)	\$ (207,330)	\$ (213,549)	\$ (219,957)	\$ (226,557)	\$ (233,353)
***Hook/Spit/Nichols**													
CONCESSIONS	\$ 18,074	\$ 16,500	\$ 3,278	\$ 16,500	\$ 17,325	\$ 18,191	\$ 18,919	\$ 19,487	\$ 20,072	\$ 20,674	\$ 21,294	\$ 21,933	\$ 22,591
SPECIAL EVENTS	1,450	-	413	-	-	-	-	-	-	-	-	-	-
GRANT	-	20,000	-	20,000	-	-	-	-	-	-	-	-	-
TOTAL INCOME	\$ 19,524	\$ 36,500	\$ 3,690	\$ 36,500	\$ 17,325	\$ 18,191	\$ 18,919	\$ 19,487	\$ 20,072	\$ 20,674	\$ 21,294	\$ 21,933	\$ 22,591
PERSONNEL SERVICES													
WAGES & SALARIES	6,336	15,480	10,403	-	-	-	-	-	-	-	-	-	-
TAXES & BENEFITS	2,614	9,600	4,721	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 8,950	\$ 25,080	\$ 15,123	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES													
ALL UTILITIES	12,466	16,500	17,859	16,000	16,800	17,640	18,346	18,896	19,463	20,047	20,648	21,267	21,905
NICHOLS MAINTENANCE	3,753	6,000	6,444	6,000	6,300	6,615	6,880	7,086	7,299	7,518	7,744	7,976	8,215
HOOK/SPIT MAINTENANCE	9,109	11,500	10,190	11,500	12,075	12,679	13,186	13,582	13,989	14,409	14,841	15,286	15,745
PROFESSIONAL SERVICES-Design & Other	5,130	9,000	-	4,000	4,200	4,410	4,586	4,724	4,866	5,012	5,162	5,317	5,477
NICHOLS MISCELLANEOUS PURCHASES	1,933	8,000	2,735	5,000	5,250	5,513	5,734	5,906	6,083	6,265	6,453	6,647	6,846
HOOK/SPIT MISCELLANEOUS PURCHASES	4,863	14,000	5,826	10,500	11,025	11,576	12,039	12,400	12,772	13,155	13,550	13,957	14,376
INTERNAL SERVICE CHARGES	139,491	148,115	160,922	238,675	250,609	263,139	273,665	281,875	290,331	299,041	308,012	317,252	326,770
TOTAL MATERIAL & SERVICES	\$ 176,745	\$ 213,115	\$ 203,975	\$ 291,675	\$ 306,259	\$ 321,572	\$ 334,436	\$ 344,469	\$ 354,803	\$ 365,447	\$ 376,410	\$ 387,702	\$ 399,334
CAPITAL OUTLAY													
CAPITAL PURCHASES	-	120,000	-	120,000	20,000	-	20,000	-	20,000	-	20,000	-	20,000
TOTAL CAPITAL OUTLAY	\$ -	\$ 120,000	\$ -	\$ 120,000	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000
TOTAL HOOK/SPIT/NICHOLS EXPENDITURES	\$ 185,695	\$ 358,195	\$ 219,098	\$ 411,675	\$ 326,259	\$ 321,572	\$ 354,436	\$ 344,469	\$ 374,803	\$ 365,447	\$ 396,410	\$ 387,702	\$ 419,334
CHANGE IN FUND BALANCE	\$ (166,171)	\$ (321,695)	\$ (215,408)	\$ (375,175)	\$ (308,934)	\$ (303,381)	\$ (335,517)	\$ (324,982)	\$ (354,731)	\$ (344,773)	\$ (375,116)	\$ (365,769)	\$ (396,743)
Trails and Footbridge													
MATERIALS & SERVICES													
MISCELLANEOUS REPAIRS & PURCHASES	\$ 2,490	\$ 5,500	\$ 1,579	\$ 5,500	\$ 5,775	\$ 6,006	\$ 6,186	\$ 6,372	\$ 6,563	\$ 6,760	\$ 6,963	\$ 7,171	\$ 7,171
TOTAL MATERIALS & SERVICE	2,490	5,500	1,579	5,500	5,775	6,006	6,186	6,372	6,563	6,760	6,963	7,171	7,171
CAPITAL OUTLAY													
CAPITAL IMPROVEMENTS	-	65,000	-	-	-	-	-	50,000	-	-	-	50,000	-
TOTAL CAPITAL OUTLAY	-	65,000	-	-	-	-	-	50,000	-	-	-	50,000	-
TOTAL TRAILS AND FOOTBRIDGE	\$ 2,490	\$ 70,500	\$ 1,579	\$ 5,500	\$ 25,775	\$ 6,006	\$ 26,186	\$ 56,372	\$ 26,563	\$ 6,760	\$ 26,963	\$ 57,171	\$ 27,171
TOTAL CHANGE IN FUND BALANCE	\$ (382,175)	\$ (717,639)	\$ (476,748)	\$ (646,116)	\$ (578,672)	\$ (537,299)	\$ (577,133)	\$ (612,647)	\$ (588,624)	\$ (565,082)	\$ (622,036)	\$ (649,497)	\$ (657,267)

	Fiscal Year												
	24-25	25-26	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35	35-36
	ACTUAL	ADOPTED	EST. ACTUAL	FORECAST									
PARKING													
All Parking													
ANNUAL PASSES	\$ 178,350	\$ 200,000	\$ 228,350	\$ 225,000	\$ 236,250	\$ 248,063	\$ 257,986	\$ 265,726	\$ 273,698	\$ 281,909	\$ 290,366	\$ 299,077	\$ 308,049
DAY PASSES	320,551	325,000	325,000	400,000	420,000	441,000	458,640	472,399	486,571	501,168	516,203	531,689	547,640
OTHER	-	-	60,741	25,000	26,250	27,563	28,666	29,526	30,412	31,324	32,264	33,232	34,229
TOTAL INCOME	\$ 498,901	\$ 525,000	\$ 614,091	\$ 650,000	\$ 682,500	\$ 716,626	\$ 745,292	\$ 767,651	\$ 790,681	\$ 814,401	\$ 838,833	\$ 863,998	\$ 889,918
PERSONNEL SERVICES													
WAGES	17,795	125,800	80,283	136,053	144,216	151,427	157,484	162,209	167,075	172,087	177,250	182,568	188,045
BENEFITS	4,024	24,650	10,324	26,869	28,750	30,475	31,694	32,645	33,624	34,633	35,672	36,742	37,844
TOTAL PERSONNEL SERVICES	\$ 21,819	\$ 150,450	\$ 90,608	\$ 162,922	\$ 172,966	\$ 181,902	\$ 189,178	\$ 194,854	\$ 200,699	\$ 206,720	\$ 212,922	\$ 219,310	\$ 225,889
MATERIALS & SERVICES													
CREDIT CARD FEES	28,486	40,000	30,000	31,800	33,390	35,060	36,462	37,556	38,683	39,843	41,038	42,269	43,537
FIXED MAINTENANCE	-	5,000	-	10,000	10,500	11,025	35,000	11,500	11,845	12,200	35,000	12,500	12,875
PROFESSIONAL SERVICES-Design & Engineering	69,595	87,000	82,000	86,920	91,266	95,829	99,662	102,652	105,732	108,904	112,171	115,536	119,002
MISCELLANEOUS REPAIRS & PURCHASES	19,908	7,000	8,492	9,002	9,452	9,925	10,322	10,632	10,951	11,280	11,618	11,967	12,326
INTERNAL SERVICE CHARGES	37,549	287,668	219,988	233,187	244,846	257,088	267,372	275,393	283,655	292,165	300,930	309,958	319,257
TOTAL MATERIALS & SERVICES	\$ 155,538	\$ 426,668	\$ 120,492	\$ 137,722	\$ 144,608	\$ 151,839	\$ 181,446	\$ 162,340	\$ 167,211	\$ 172,227	\$ 199,827	\$ 182,272	\$ 187,740
CAPITAL OUTLAY													
CAPITAL PURCHASES	90,477	1,200,000	750,000	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY	\$ 90,477	\$ 1,200,000	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL WATERFRONT EVENT SITE EXPENDITURES	\$ 267,834	\$ 1,777,118	\$ 961,100	\$ 300,644	\$ 317,574	\$ 333,741	\$ 370,624	\$ 357,194	\$ 367,910	\$ 378,947	\$ 412,749	\$ 401,582	\$ 413,629
CHANGE IN FUND BALANCE	\$ 231,067	\$ (1,252,118)	\$ (347,009)	\$ 349,356	\$ 364,926	\$ 382,885	\$ 374,668	\$ 410,457	\$ 422,771	\$ 435,454	\$ 426,084	\$ 462,416	\$ 476,289

NON-DEPARTMENTAL	Fiscal Year												
	24-25 ACTUAL	25-26 ADOPTED	25-26 EST. ACTUAL	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35	35-36
Non-departmental													
PROPERTY TAXES	\$ 99,069	\$ 100,000	\$ 102,000	\$ 102,000	\$ 105,162	\$ 108,422	\$ 111,783	\$ 115,248	\$ 118,821	\$ 122,505	\$ 126,302	\$ 130,218	\$ 134,254
INTEREST	587,818	400,000	350,000	250,000	262,500	275,625	286,650	295,250	304,108	313,231	322,628	332,307	342,276
MISCELLANEOUS	508	-	459	-	-	-	-	-	-	-	-	-	-
PROCEEDS FROM SALE OF PROPERTY	22,770	8,021,660	3,221,660	20,550	21,578	22,657	23,563	24,270	24,998	25,748	26,520	27,316	28,135
TRANSFERS IN	2,114,826	2,000,000	2,000,000	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME	\$ 2,824,991	\$ 10,521,660	\$ 5,674,119	\$ 372,550	\$ 389,240	\$ 406,704	\$ 421,996	\$ 434,768	\$ 447,927	\$ 461,484	\$ 475,450	\$ 489,841	\$ 504,665
NON-DEPARTMENTAL EXPENDITURES													
TRANSFER TO ADMINISTRATION FUND (PERS BUYDOWN)	\$ -	\$ 910,800	\$ 910,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SPECIAL PAYMENT TO FOUNDATION	-	71,000	71,000	71,000	75,970	80,528	83,749	86,261	88,849	91,514	94,259	97,087	100,000
TOTAL NON-DEPARTMENTAL EXPENDITURES	\$ -	\$ 981,800	\$ 981,800	\$ 71,000	\$ 75,970	\$ 80,528	\$ 83,749	\$ 86,261	\$ 88,849	\$ 91,514	\$ 94,259	\$ 97,087	\$ 100,000
CHANGE IN FUND BALANCE	\$ 2,824,991	\$ 9,539,860	\$ 4,692,319	\$ 301,550	\$ 313,270	\$ 326,176	\$ 338,247	\$ 348,507	\$ 359,078	\$ 369,970	\$ 381,191	\$ 392,754	\$ 404,665

	Fiscal Year									
	24-25	25-26	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33
	ACTUAL	ADOPTED	EST. ACTUAL	FORECAST						
TOLL BRIDGE										
BEGINNING RESERVES	\$ 5,384,311	\$ 5,000,000	\$ 4,273,964	\$ 3,600,000	\$ 3,519,888	\$ 3,947,945	\$ 5,534,231	\$ 5,278,686	\$ 6,677,176	\$ 6,482,388
BRIDGE TOLLS	\$ 5,382,529	\$ 5,647,800	\$ 4,909,076	5,647,800	5,676,039	5,690,229	5,704,455	5,718,716	5,733,013	5,747,345
BRIDGE TOLLS - 2023 INCREASE	3,966,902	3,828,400	3,548,059	3,828,400	3,847,542	3,857,161	3,866,804	3,876,471	3,886,162	3,895,877
CABLE CROSSING LEASES	39,307	39,000	39,000	42,000	43,890	45,426	46,789	48,193	49,638	51,128
BREEZEBY INTERAGENCIES	94,971	96,000	96,000	100,000	100,500	100,751	101,003	101,256	101,509	101,763
INTEREST	127,413	280,000	240,000	280,000	70,398	78,959	110,685	105,574	133,544	129,648
OTHER	43,351	2,000	1,000,000	2,000	2,050	2,101	2,154	2,208	2,263	2,319
TOTAL REVENUE	\$ 9,654,473	\$ 9,893,200	\$ 9,832,134	\$ 9,900,200	\$ 9,740,419	\$ 9,774,627	\$ 9,831,889	\$ 9,852,416	\$ 9,906,128	\$ 9,928,080

Operations

PERSONNEL SERVICES										
WAGES & SALARIES	\$ 431,751	\$ 183,080	\$ 203,048	\$ 323,545	\$ 333,251	\$ 343,249	\$ 353,546	\$ 364,153	\$ 375,077	\$ 386,330
TAXES & BENEFITS	154,325	54,300	72,634	109,997	117,697	121,228	129,714	133,605	137,613	141,742
TOTAL PERSONNEL SERVICES	\$ 586,076	\$ 237,380	\$ 275,682	\$ 433,542	\$ 450,948	\$ 464,477	\$ 483,260	\$ 497,758	\$ 512,691	\$ 528,071
MATERIALS & SERVICES										
ALL UTILITIES	17,842	14,000	12,798	14,000	13,167	13,628	14,037	14,458	14,892	15,338
FIXED MAINTENANCE	32,909	25,000	25,000	10,000	10,450	10,816	11,140	11,474	11,819	12,173
INSURANCE	305,456	250,000	240,000	250,000	258,750	266,513	274,508	282,743	291,225	299,962
PROFESSIONAL SERVICES -Other	446,999	952,000	952,000	1,060,126	1,107,832	1,146,606	1,181,004	1,216,434	1,252,927	1,290,515
PROFESSIONAL SERVICES -Legal	20,504	20,000	11,048	10,000	10,450	10,816	11,140	11,474	11,819	12,173
CREDIT CARD PROCESSING	256,791	310,000	295,000	300,000	313,500	324,473	334,207	344,233	354,560	365,197
MISCELLANEOUS	143,295	185,000	109,000	100,000	104,500	108,158	111,402	114,744	118,187	121,732
INDIRECT MAINTENANCE & ADMIN M&S	1,032,349	747,227	684,508	744,546	789,219	812,895	837,282	862,401	888,273	914,921
LOAN TO BRIDGE AUTHORITY	352,290	600,000	450,000	300,000	-	-	-	-	-	-
TOTAL MATERIALS & SERVICES	\$ 2,608,435	\$ 3,103,227	\$ 2,779,354	\$ 2,788,672	\$ 2,607,867	\$ 2,693,903	\$ 2,774,720	\$ 2,857,962	\$ 2,943,700	\$ 3,032,011
CAPITAL OUTLAY										
CAPITAL PURCHASE	-	110,000	55,000	110,000	50,000	50,000	20,000	20,000	-	25,000
TOTAL CAPITAL OUTLAY	\$ -	\$ 110,000	\$ 55,000	\$ 110,000	\$ 50,000	\$ 50,000	\$ 20,000	\$ 20,000	\$ -	\$ 25,000
TRANSFER OUT TO GENERAL FUND	\$ 2,114,826	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TRANSFER OUT TO ADMIN FUND (PERS Buydown)	\$ -	\$ 289,200	\$ 289,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TRANSFER OUT TO BI-STATE BRIDGE FUND	\$ 3,966,902	\$ 3,828,400	\$ 3,548,059	\$ 3,828,400	\$ 3,847,542	\$ 3,857,161	\$ 3,866,804	\$ 3,876,471	\$ 3,886,162	\$ 3,895,877
TOTAL EXPENTITURES	\$ 9,276,239	\$ 9,568,207	\$ 8,947,295	\$ 7,160,614	\$ 6,956,358	\$ 7,065,540	\$ 7,144,784	\$ 7,252,190	\$ 7,342,553	\$ 7,480,960

Repair and Maintenance

MATERIAL & SERVICES										
PROFESSIONAL SERVICES	130,755	180,000	130,000	230,000	238,050	245,192	252,547	260,124	267,927	275,965
MISCELLANEOUS - EXISTING BRIDGE	8,336	10,000	2,364	10,000	10,350	10,661	10,980	11,310	11,649	11,998
INDIRECT MAINTENANCE & ADMIN M&S	226,525	197,329	180,296	239,698	250,484	259,251	267,029	275,040	283,291	291,790
TOTAL MATERIAL & SERVICES	\$ 365,616	\$ 387,329	\$ 312,660	\$ 479,698	\$ 498,884	\$ 515,103	\$ 530,556	\$ 546,473	\$ 562,867	\$ 287,964
CAPITAL OUTLAY										
CAPITAL PURCHASE - EXISTING BRIDGE	1,122,965	1,260,000	1,260,000	2,340,000	1,547,600	506,415	2,010,078	546,052	1,829,580	521,817
CAPITAL PURCHASE - EXISTING BRIDGE CONTINGENCY	-	-	-	-	309,520	101,283	402,016	109,210	365,916	104,363
TOTAL CAPITAL OUTLAY	\$ 1,122,965	\$ 1,260,000	\$ 1,260,000	\$ 2,340,000	\$ 1,857,120	\$ 607,698	\$ 2,412,094	\$ 655,262	\$ 2,195,496	\$ 626,180

CONTINGENCY	-	1,000,000	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES	1,488,581	2,647,329	1,572,660	2,819,698	2,356,004	1,122,801	2,942,650	1,201,735	2,758,363	914,144

CHANGE IN RESERVES	(1,110,347)	(2,322,336)	(687,821)	(80,112)	428,057	1,586,286	(255,545)	1,398,491	(194,788)	1,532,976
ENDING RESERVES	\$ 4,273,964	\$ 2,677,664	\$ 3,586,143	\$ 3,519,888	\$ 3,947,945	\$ 5,534,231	\$ 5,278,686	\$ 6,677,176	\$ 6,482,388	\$ 8,015,364

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Commission Memo

Prepared by: Debbie Smith-Wagar, Finance Director
Date: April 21, 2026
Re: Master List Port Rates and Fees



Each year the Port prepares a Master Rates and Fees List. The list is adopted with the annual budget in June.

The Finance Department works with staff to determine adjustments to the list each year.

Marina moorage fees have been adjusted as noted on the schedule. Despite increases each year the wait list continues to be well over 100 names.

Administrative fees and toll rates have not changed.

RECOMMENDATION: Discussion

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MASTER FEE SCHEDULE

Section 1. Marina Rates and Fees. Effective January 1, 2027	2026	2027	% +/-
Cruise Ship- Marina Basin North Jetty Commercial Dock fee per stop (rounded)	\$445.00	\$490.00	10%
Cruise Ship- Marina North Jetty Outside Bollards fee per stop 2025	\$240.00	\$240.00	0%
Cruise Ship- Marina Basin North Jetty Commercial Dock Shuttle docking fee per stop	\$242.00	\$266.00	10%
Cruise Ship- Marina Basin North Jetty Commercial Dock Maintenance Fee Annual	\$7,500.00	\$7,500.00	0%
Cruise Ship- Marina Basin North Jetty Commercial Dock Utility fee per stop	\$35.00	\$38.00	9%
Guest Dock overnight at boat ramp 20-29'	\$25.00	\$26.00	4%
Guest Dock overnight at boat ramp 30-39'	\$35.00	\$37.00	5%
Guest Dock overnight at boat ramp 40-49'	\$45.00	\$47.00	4%
Guest Dock overnight at boat ramp 50-59'	\$60.00	\$63.00	5%
Guest Dock overnight at boat ramp under 20' per night	\$15.00	\$16.00	6%
Guest Dock overnight at boat ramp (20-29'): Overuse fee (penalty fee for overnights beyond 10-day limit)	-	\$52.00	N/A
Guest Dock overnight at boat ramp (30-39'): Overuse fee (penalty fee for overnights beyond 10-day limit)	-	\$74.00	N/A
Guest Dock overnight at boat ramp (40-49'): Overuse fee (penalty fee for overnights beyond 10-day limit)	-	\$94.00	N/A
Guest Dock overnight at boat ramp (50-59'): Overuse fee (penalty fee for overnights beyond 10-day limit)	-	\$126.00	N/A
Guest Dock overnight at boat ramp (under 20'): Overuse fee (penalty fee for overnights beyond 10-day limit)	-	\$32.00	N/A
Guest North Jetty Commercial Dock Private vessel 60-74' per day	\$85.00	\$89.00	4%
Guest North Jetty Commercial Dock Private vessel 75-100' per day	\$110.00	\$115.00	4%
Guest North Jetty Commercial Dock Private vessel 100-150' per day	\$160.00	\$168.00	5%
Moorage Boathouse Slip Annual Assessment Fee	\$0.00	N/A	N/A
Moorage Boathouse Slip annual per square foot	\$1.66	N/A	N/A
Moorage Boathouse Slip Base Electric- annual fee	\$60.00	N/A	N/A

Moorage Boathouse Slip Base Water/Garbage- annual fee	\$60.00	N/A	N/A
Moorage Shell Dock- annual fee	\$519.00	\$570.90	10%
Moorage Slips 30' and under A, B, and C North West facing- annual	\$2,018.00	\$2,320.70	15%
Moorage Slips 30' and under C-Dock North East facing annual	\$2,270.00	\$2,610.50	15%
Moorage Slips all Boat Docks Annual Assessment fee	\$442.55	\$442.55	0%
Moorage Slips Over 30'-35'	\$2,454.00	\$2,822.10	15%
Moorage Slips Over 35'-40'	\$2,710.00	\$3,116.50	15%
Moorage Slips Over 40'-43'	\$2,903.00	\$3,338.45	15%
Moorage Slips End Slip C-Dock North 43'-65'	\$3,920.00	\$4,508.00	15%
Moorage Dingy & Jet Ski Fee- must fit in the perimeter of slip with vessel- monthly	\$55.00	\$63.25	15%
Moorage Annual Payment Late fee- per month	\$75.00	\$75.00	0%
South Basin Dock- Float plane annual	\$2,141.00	\$2,462.15	15%
South Basin Dock- Seasonal Lottery 6-month term	\$1,260.00	\$1,449.00	15%
Sublease Initiation Set Up Fee	\$150.00	\$150.00	0%
Sublease Renewal Fee	\$35.00	n/a	n/a
Marina Key Card Moorage (FOB)	\$35.00	\$35.00	0%
Marina Key South Basin Dock	\$50.00	\$50.00	0%
Marina Wait list- one-time fee	\$100.00	\$100.00	0%
Marina Betterment Slip Change	\$35.00	\$35.00	0%
Marina Electrical Service Pedestal repair fee	Port Cost	Port Cost	n/a
Marina Oil Spill Clean Up Fees - charge for each man hour at the established labor rate; equipment charges extra	Port Cost	Port Cost	n/a
Electrical Service	Port Cost	Port Cost	n/a
Water Service	Port Cost	Port Cost	n/a
Crane In/Out Permit- per day	\$200.00	\$200.00	0%
Marina Basin Storage Shed Annual Rate	\$2,400.00	\$2,520.00	5%
Section 2. Waterfront Event Permits. Effective January 1, 2027	2026	2027	% +/-
Picnic Shelter Up to 75 people exclusive use-per day: Friday-Sunday	\$500.00	\$525.00	5%
Picnic Shelter Up to 75 people exclusive use-per day: Monday-Thursday	\$250.00	\$262.00	5%
Marina Park/ Hook/ Spit/ Nichols Basin- not exclusive use up to 50 people per day	\$350.00	\$367.00	5%

Marina Park/ Hook/ Spit/ Nichols Basin- not exclusive use 50-100 people per day	\$570.00	\$598.00	5%
Marina Park/ Hook/ Spit/ Nichols Basin- not exclusive use Over 100-200 people per day	\$1,400.00	\$1,470.00	5%
Lot #1 - not exclusive up to 50 people/cars	\$550.00	\$577.00	5%
Lot #1- not exclusive over 50-100 people/cars	\$825.00	\$866.00	5%
Lot #1- not exclusive over 100 -200 people/cars	\$1,540.00	\$1,617.00	5%
Lot #1 exclusive use over 200 people/cars	\$1,980.00	\$2,079.00	5%
Marina Green- not exclusive use up to 50 people per day	\$350.00	\$367.00	5%
Marina Green- exclusive use 50-100 people per day	\$615.00	\$645.00	5%
Marina Green- exclusive use over 100-200 people per day	\$1,400.00	\$1,470.00	5%
Marina Green- exclusive use over 200-500 people per day	\$2,000.00	\$2,100.00	5%
All locations Event Set-up and breakdown days non-exclusive use per day	\$600.00	\$630.00	5%
Event Site Off-Season September 16- April 30 , group size 101-500 exclusive use of grass area, excludes parking fees	\$1,800.00	\$1,890.00	5%
Event Site Off-Season September 16- April 30 , group size 501-1000 exclusive use of grass area & parking lot; additional event parking rental required for Lot #1	\$2,160.00	\$2,268.00	5%
Event Site Off-Season September 16- April 30 group size 1,000 plus: exclusive use of grass area & parking lot; additional event parking rental required for Lot #1	\$3,600.00	\$3,780.00	5%
Event Site Off-Season September 16- April 30 group size 50 or less: not exclusive use, excludes parking fees	\$400.00	\$420.00	5%
Event Site Off-Season September 16- April 30 group size 50-100: not exclusive use, excludes parking fees	\$650.00	\$682.00	5%
Event Site Peak Season May 1-September 15, group size 1,000 plus: exclusive use of grass area and parking lot; additional event parking rental required for Lot #1	\$5,000.00	\$5,250.00	5%
Event Site Peak Season May 1-September 15, group size 101-500: exclusive use of grass area & parking lot, excludes parking fees	\$2,775.00	\$2,913.00	5%
Event Site Peak Season May 1-September 15, group size 50 and under: not exclusive use, excludes parking fees	\$600.00	\$630.00	5%
Event Site Peak Season May 1-September 15, group size 501-999: exclusive use of grass area & parking lot;additional event parking rental required for Lot #1	\$3,240.00	\$3,402.00	5%
Event Site Peak Season May 1-September 15, group size 51-100: not exclusive use; excludes parking fees	\$875.00	\$918.00	5%
Section 3. Waterfront Parking. Effective January 1, 2027	2026	2027	% +/-
Annual Parking Pass Overlength; vehicles over 20' over, RVs, Trucks with trailers; Valid at Event Site/Lot #1 Overflow/Marina Boat Ramp/DMV gravel lot	\$350.00	\$365.00	5%
Annual Parking Pass Regular; vehicles 20' and under; Valid at Event Site/Jensen West/Maritime/Anchor Way/Lot #1/DMV gravel lot/Marina Boat Ramp regular length parking stalls	\$225.00	\$235.00	5%

Annual Parking Pass Value & Marina- regular length 20' and under vehicles only; No RVs, Buses, or Campers; boat trailers allowed; Valid at Marina Boat Ramp/ DMV Gravel Lot/Lot #1 Overflow	\$125.00	\$130.00	5%
Hourly Parking Fees for Port owned parking lots and street parking - \$15/day maximum	\$2.75	\$2.75	0%
Waterfront Parking fine- all locations parking in an unauthorized space	\$50.00	\$53.00	6%
Waterfront Parking fine- Event Site non-payment	\$50.00	\$53.00	6%
Waterfront Parking fine- Handicap, fire lane, etc.	\$75.00	\$79.00	5%
Waterfront Parking fine- hourly overtime	\$20.00	\$21.00	5%
Waterfront Parking fine- overnight	\$90.00	\$95.00	6%
Waterfront Parking fine- Ticket late payment fee (after 30 days of issuance)	\$25.00	\$26.00	4%
Waterfront Parking fine- Ticket late payment fee (after 60 days of issuance)	\$25.00	\$26.00	4%
Section 4. Waterfront Recreation Concession Lesson & Rental Permits	FY 25-26	FY 26-27	% +/-
Concession Hook- 2 permits	\$3,446.00	\$3,790.00	10%
Concession Nichols Basin Parking Lot and Dock- 1 permit	\$3,446.00	\$3,790.00	10%
Concession The Spit- 1 permit	\$3,446.00	\$3,790.00	10%
Concession Upper ES Dock- #1 Large- 1 permit	\$6,892.00	\$7,581.00	10%
Concession Upper ES Dock- #2-4 Medium- 3-permits	\$4,167.00	\$4,583.00	10%
Mobile Concessions	-	\$240.00	N/A
Concession Fee (for Non-Profits)	\$1,655.00	\$1,820.00	10%
Section 5. Administrative Service Fees. Effective July 1, 2026	FY 25-26	FY 26-27	% +/-
Hard copy of Public Improvement Project plans & specs packet	\$35.00	\$35.00	0%
Public Information Request - staff time per hr., 15 min. increments (depending on staff level required)	\$30-\$50/hour	\$30-\$50/hour	n/a
Public Information Request - hard copies; per printed side - black and white	\$0.25	\$0.25	0%
Public Information Request - hard copies; per printed side - color	\$0.50	\$0.50	0%
Public Information Request - nonstandard materials (e.g., maps, videos, sound recordings)	at cost	at cost	n/a
Public Information Request - outside consultants/legal review	at cost	at cost	n/a
Extra Invoice Processing Fee for quarterly or monthly payments	\$25.00	\$25.00	0%
Returned Check Fee	\$25.00	\$25.00	0%
Tenant key card (FOB) Fee	\$35.00	\$35.00	0%
Section 6. Tolls & Fees (cash/BreezeBy). Effective July 1, 2026	FY 25-26	FY 26-27	% +/-
Class 1 - Passenger Autos & Pickups	\$3.50 / 1.75	\$3.50 / 1.75	0%
Class 2 - Commercial Trucks and Vans	\$8.00 / \$6.00	\$8.00 / \$6.00	0%

Class 3 - 3 Axle Trucks	\$12.00 / \$9.00	\$12.00 / \$9.00	0%
Class 4 - 4 Axle Trucks	\$16.00 / \$12.00	\$16.00 / \$12.00	0%
Class 5 - 5 Axle Trucks	\$20.00 / \$15.00	\$20.00 / \$15.00	0%
Class 6 - 6 Axle Trucks	\$24.00 / \$18.00	\$24.00 / \$18.00	0%
Class 7 - 7 Axle Trucks	\$28.00 / \$21.00	\$28.00 / \$21.00	0%
Class 8 - 8 Axle Trucks	\$32.00 / \$24.00	\$32.00 / \$24.00	0%
Class 9 - 9 Axle Trucks	\$36.00 / \$27.00	\$36.00 / \$27.00	0%
Class 10 - 10 Axle Trucks	\$40.00 / \$30.00	\$40.00 / \$30.00	0%
Class 11 - 11 Axle Trucks	\$44.00 / \$33.00	\$44.00 / \$33.00	0%
Class 0 - Motorcycles	\$3.00 / \$1.50	\$3.00 / \$1.50	0%
License Place Recognition System Invoice Ancillary Fee	\$0.00	\$0.00	0%
License Place Recognition System Late Fee	\$25.00	\$25.00	0%
BreezeBy 6C Transponder (Vehicle/Motorcycle)	\$5.00	\$5.00	0%
License Plate Transponder	\$27.00	\$27.00	0%
Section 7. Airport- T-Hangar Rates and Fees. Effective January 1, 2027	FY 25-26	FY 26-27	% +/-
T-Hangar A- annual	\$4,984.00	\$5,058.00	*
T-Hangar B- annual	\$5,033.00	\$5,109.00	*
T-Hangar C-annual	\$5,569.00	\$5,652.00	*
T-Hangar - new addition 2026-2027	\$0.00	\$6,600.00	NA
T-Hangar Waitlist fee - one time charge	\$100.00	\$100.00	0%
T-Hangar Waitlist renewal	\$0.00	\$0.00	0%
Through the Fence Agreement leases	\$1,000.00	\$1,000.00	0%
Land Lease	.30/Square Foot	.30/Square Foot	NA
* Note that 25-26 was billed for 6 months - CPI was updated for 6 months; 3% CPI applied for 6 months; 1/5% effective rate			
Section 8. Insurance Certificate Limits. Effective July 1, 2026	FY 25-26	FY 26-27	% +/-
Building Lease Tenants			
1. General Liability, Each Occurrence	\$2,000,000	\$2,000,000	0%
2. Damages to Rented Premises, Each Occurrence	\$300,000	\$300,000	0%
3. Medical Expense, Any One Person	\$5,000	\$5,000	0%
4. Personal and Adverse Injury	\$2,000,000	\$2,000,000	0%

5. General Aggregate	\$2,000,000	\$2,000,000	0%
6. Products – Comp/OP Aggregate	\$0	\$0	0%
Marina Moorage Tenants			
1. General Liability Protection & Indemnity, Wreck Removal	\$500,000	\$500,000	0%
a. Pollution Coverage	\$25,000	\$25,000	0%
b. Watercraft Liability - specifically includes wreck removal and pollution.	\$500,000	\$500,000	0%
Marina Boathouse Tenants			
1. General Liability Protection & Indemnity, Wreck Removal	\$500,000	\$500,000	0%
a. Pollution Coverage	\$25,000	\$25,000	0%
Marina Float Plane Tenant- Aircraft Insurance Liability			
	\$1,000,000	\$1,000,000	0%
Marina Cruise Ship Moorage			
1. General Liability Protection & Indemnity	\$10,000,000	\$10,000,000	0%
a. Wreck removal/clean-up/pollution	\$1,000,000	\$1,000,000	0%
Airport Tenants			
1. T-Hangar Tenants	\$1,000,000	\$1,000,000	0%
2. Hangar Tenants	\$1,000,000	\$1,000,000	0%
3. Tie-Down Tenants	\$1,000,000	\$1,000,000	0%
Section 8. Violations - Port Ordinance No. 30 (Conduct on Port Property)			
Authority: Pursuant to Port of Hood River Ordinance No. 30 (Conduct on Port Property), including Sections 32 (Interstate Bridge), 18 (Official Signs), and 35 (Penalties), and applicable Oregon Revised Statutes (including ORS 777 and ORS 164.245 where applicable), the following fines are established.	FY 25-26	FY 26-27	% +/-
Interstate Bridge Violations (Section 32)			
1. Unauthorized use of Interstate Bridge (bicycles, e-bikes, scooters, skateboards, or pedestrians)	\$0	\$250	0%
2. Failure to comply with Interstate Bridge restrictions posted by Official Sign or Port personnel	\$0	\$250	0%
3. Stopping, parking, or leaving a vehicle unattended on the Interstate Bridge	\$0	\$500	0%
4. Passing another vehicle or unsafe maneuver on the Interstate Bridge	\$0	\$500	0%
Official Sign Violations (Section 18)			
1. Failure to comply with an Official Sign regulating conduct on Port Property	\$0	\$250	0%
2. Bypassing barricades, traffic control devices, or active closures	\$0	\$500	0%
General Conduct Violations (Ordinance No. 30)			

1. Violation of any provision of Ordinance No. 30 not otherwise specified	\$0	\$250	0%
2. Second violation of the same provision within 12 months	\$0	\$500	0%
3. Third or subsequent violation	\$0	Up to \$1,000	0%
Aggravated or High-Risk Violations			
1. Conduct that creates a significant safety risk to the public or Port operations	\$0	\$500 – \$1,000	0%
2. Conduct that interferes with Port staff, contractors, or traffic control operations	\$0	\$500 – \$1,000	0%
Section 9. Retail Sales, Gift Certificates, Promotions, Sponsorships and Sundries			
The Commission delegates to Executive Director the ability to set prices for sundries, cards, magnets, cups, DVDs, gift certificates, coupons, promotions, advertising, sponsorships and other retail and marketing items that don't otherwise conflict with Commission policy.			
Section 10. Delegation of Responsibility			
The Commission delegates to the Executive Director the ability to adjust these rates on a temporary basis to better manage services at the Port of Hood River. Any adjustments to these rates will be reported to the Commission at its next regular meeting			
Section 11. Annual Review.			
The Commission, through assistance by Port staff, shall annually review and adopt a new rate, fees and charges resolution prior to the start of the fiscal year.			
Section 12. Severability			
If any provision, section, fee or policy of this resolution or its application to any person or circumstance is held invalid, the invalidity does not affect other provisions that can be given effect without the invalid provision or application.			
Section 13. Repealer			
All previous rates, charges and/or fees are hereby repealed.			

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SPRING PLANNING SESSION

April 21, 2026

DISCUSSION TOPIC

Projects Underway/Informational Updates

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 and should mirror the Fall Planning Session Recap. Assumptions for many of these projects can be found in the 10-year proforma memo.

CENTRAL SERVICES/ADMINISTRATION

UPDATE / Prepare for Strategic Business Plan Update (Greenwood): Underway. Contract awarded on March 17 to Points Consulting LLC. \$50k grant awarded from OBDD. Contract currently at \$124,000. FY26 budget includes \$50k grant and \$125k contract out of the Administration (overhead) Fund. Completed by October 2026.

UPDATE / Increase presence on statewide boards (Greenwood): Completed. In addition to executive-level engagement with organizations such as the Special Districts Association of Oregon (SDAO), Oregon Public Ports Association (OPPA), and Oregon City/County Management Association (OCCMA), Port leadership and staff maintain active involvement in a range of professional associations that support ongoing development, governance, finance, and real estate expertise. These include participation in transportation and industry groups such as WTS International (Women's Transportation Seminar), commercial real estate organizations including EMAR, CREW, CAB, and NAR, and public sector and finance-focused associations such as GFOA, OGFOA, and OSCPA. Staff are also engaged in human resources and records management organizations including SHRM and OAMR. This broad participation supports professional development, strengthens regional and industry partnerships, and ensures the Port remains informed of best practices across its core lines of business. No impact to budget. Completed.

UPDATE / Port Admin/Ops Relocation (Greenwood/Rose): Underway. Commission authorized closing of 200 Wasco Loop on Feb. 17, 2026 (\$1.2M). One tenant currently occupies a portion of the building. Commission authorized Purchase & Sale Agreement (PSA) on March 17 for facilities shop for \$1.1M. Two tenants currently occupy the entirety of the space. Budget adjustment for \$2.5M approved in March 2026. Delays in bridge replacement funding can allow for other leasing opportunities for the buildings.

UPDATE / Develop and adopt a Succession Plan policy (Greenwood): Underway. Re-organization authorized on January 20, 2026. Succession plan to be introduced before end of June 2026. No impact to budget.

UPDATE / Proceed with transfer of Indian Creek Trail (Greenwood): Underway. City has agreed to assume; Port assisting with due diligence. May need to formalize operational agreement with Hood River Valley Parks & Rec. District. No impact to budget.

WATERFRONT RECREATION

UPDATE / Jensen Roof Replacement/Pursue Cell Service (Rose): Underway. Staff have completed structural and architectural evaluation of the Jensen Building roof, confirming adequate capacity to proceed with full replacement. The project will address aging conditions and improve long-term performance of the asset, with \$760,000 currently budgeted in the Port's capital plan. Preliminary input from the project architect indicates that actual construction costs may exceed this budget, and staff will continue to refine cost estimates through design and procurement. Procurement is anticipated in late 2026, with construction targeted for early to mid-2027.

In parallel, staff are advancing discussions with Verizon Wireless regarding a potential rooftop antenna installation, which would generate approximately \$18,000 in annual lease revenue with built-in escalations. While the antenna opportunity is not a driver of the roof replacement project, staff are coordinating the timing of both efforts so that any installation would occur following completion of the new roof, currently anticipated in 2027.

UPDATE / Foundation Project Goals for License Plate Justification (Channell): The Port of Hood River Foundation continues to advance its organizational framework and programs. The Foundation established its new Board of Directors in November 2025 and will hold its first meeting of the new Board on April 22, 2026. With the new Board now in place, the Foundation is transitioning from organizational setup to program planning and initial implementation. The license plate program remains on hold pending further Board direction. Staff recommends that the \$71k FY26 budget that was earmarked for the Foundation's license plate program be programmed into the FY27 budget, with the addition of \$5k for Foundation administration. Ongoing.

MARINA

UPDATE / Conduct Marina Survey (Channell): The Marina Basin survey was completed in December 2025, with a total of 521 responses received. The survey provided valuable input on community priorities, including strong support for public access, marina-supportive uses, and thoughtful development. There were no direct budget impacts associated with completing the survey. The survey results will continue to inform future marina planning and are reflected in a discussion item at this meeting. Complete.

UPDATE / Pursue Commercial Dock Proposals (Channell): The Commission provided direction in January 2025 to not pursue full-time or exclusive-use moorage for commercial tour operations at the commercial dock at this time. Instead, staff have been directed to continue exploring non-exclusive, short-term docking opportunities that could support passenger boarding and disembarking while maintaining flexibility for other waterfront uses. Staff have received a request for and recommends proceeding with winter moorage (safe harbor) of the Cascade Locks Sternwheeler at the Port's commercial dock. See the attached memo (Attachment A) for additional detail on the winter moorage proposal and next steps. Longer-term concepts, including potential exclusive-use or new dock infrastructure, will be considered through broader planning efforts. See "Projects for Consideration/Discussion Items" for additional information on the Marina Planning topic. Complete.

UPDATE / Release RFDI for Marina East and West (Channell): The Request for Developer Interest (RFDI) for Marina East and West was issued on February 19, 2026, and the process is currently underway and progressing as planned. The pre-submittal meeting was held March 11, with submissions due April 23, 2026. Staff will evaluate responses following the submittal deadline, with interviews anticipated the week of June 1–5 if needed, and Commission review of results is scheduled for June 16, 2026 in Executive Session. Release of RFDI Complete; project now transitions into review of proposals and negotiations.

BRIDGE AND OTHER TRANSPORTATION

UPDATE / Improve Toll User Experience Across Bridge (Channell/Rose): Per Commission direction, the Port re-opened both northbound and southbound lanes and removed the temporary jersey barrier at the Hood River Bridge toll booth area. New signage was installed in early April 2026, including overhead tolling information signs above each travel lane reading “DO NOT STOP, ELECTRONIC TOLLING ONLY, PAY ONLINE AT PortOfHoodRiver.com,” as well as “Trucks Use Right Lane” signs at both northbound and southbound approaches. The total cost for the signs was approximately \$7,000 out of the Bridge Fund. Installation required an overnight bridge closure in early April. Complete.

UPDATE / June 2024 Bridge Insurance Claim (Greenwood): The Port has reached a settlement agreement in the amount of \$1,000,000 with the responsible parties and their insurer. Payment is contingent upon approval by the bankruptcy court due to Rapid Readymix’s bankruptcy status. The approval process includes a required 21-day notice period for creditors, after which the court will issue a decision. Legal counsel does not anticipate any issues with approval. Based on current timelines, staff expects a response from the court in late spring 2026, with payment to follow shortly thereafter. Payment will be received into the Bridge Fund. Ongoing.

UPDATE / Bridge Capital Improvement Plan/Projects (Rose/Channell): Ongoing. The Port continues to implement bridge maintenance and repair projects consistent with the adopted 12-Year Capital Improvement Plan. Current efforts include annual spring deck welding to address fatigue cracking, scheduled for April–May 2026, and advancement of Task Order 15, which includes structural steel repairs and protective coating work identified through recent inspections. These activities are funded through the Bridge Fund and are consistent with the adopted capital budget for FY2026 and FY2027. The bid solicitation for maintenance painting and miscellaneous steel repairs, as well as a contract for 2026 spring deck welding, are scheduled for Commission consideration at the April 21, 2026 regular meeting. Procurement for major repair work is anticipated in 2026, with construction to follow. These investments are necessary to maintain safe and reliable bridge operations while the replacement bridge project advances. An updated Capital Improvement Plan and supporting memorandum from HDR are included as attachments to this report (Attachment B). Ongoing.

UPDATE / Complete CAT IGA for bus facility on waterfront (Channell): IGA with CAT approved by Port Commission on December 16, 2025, was approved by CAT Board on December 17, 2025, and executed on December 18, 2025. Completed.

UPDATE / Bridge Replacement Right of Way Acquisition (Rose): Currently, formal ROW negotiations with the Bridge Authority have not yet commenced however a first planned meeting is now scheduled for April 22nd at 11am. ROW negotiations for the bridge project are not handled like a typical real estate transaction, but instead follow a structured, federally regulated process under the Uniform Relocation Act. The Bridge Authority is required to first obtain an independent appraisal, have it reviewed, and establish a “just compensation” amount before making a formal written offer to the Port. That offer becomes the starting point for the true negotiation process. From there, the Port will have an opportunity to review the valuation, provide additional information, and negotiate not only the purchase price, but also impacts to remaining property, access, utilities, construction staging, and ongoing operations. Ongoing.

KEN JERNSTEDT AIRFIELD

UPDATE / Identify new airport property to lease (Renard): Staff have completed a planning-level analysis of potential airport development sites, including scope, cost estimates, sequencing, and potential lease revenue. This work identifies the relative complexity and return on investment associated with each site. While several opportunities exist, the analysis highlights that many require significant capital investment

with modest near-term revenue, underscoring the need for strategic prioritization. This effort completes the Fall Planning work item and establishes a clear decision point for the Commission to provide direction on which, if any, sites should advance into design and construction. Completed.

UPDATE / So. Apron T-hangars/Turf Taxilane (Renard): Construction is underway following Notice to Proceed in February 2026, with substantial completion targeted by July 2026. Total project costs are approximately \$2.2M, supported by \$1.34M in grant funding, with the remaining balance funded by the Port. The project includes construction of ten new T-hangars and associated taxilane improvements. Upon completion, the new hangars are anticipated to generate revenue based on current market lease rates, with operations beginning in FY2027 1Q within the Airport Department. Ongoing.

UPDATE / AWOS Tree Survey (Renard): The Port is advancing tree removal activities near the airfield to address obstructions identified through the AWOS and airfield safety review process. The project includes removal of priority trees and associated site cleanup to improve airfield safety and operational reliability. Three informal bids were received, and the contract award is within the Executive Director's authority. The contract has been executed (or is anticipated to be executed) in April 2026, with work expected to occur over an approximately two- to three-week period. The total contract value is approximately \$21,000, with a recommended contingency for unforeseen conditions; the FY26 budget had \$80,000. Ongoing.

UPDATE / Jeanette Rd. No. Apron Land Lease Development (Renard): The North Apron / Jeanette Road project will complete grading, paving, striping, and installation of an emergency access gate to support 20,000 sf of future hangar development and land lease opportunities. The engineer's estimate ranges from approximately \$66,500 to \$98,000. Procurement is anticipated in May 2026, with contract award expected at the June 16, 2026 Commission meeting. Construction is anticipated during the 2026 season, with an estimated duration of 30 to 45 days. There is \$50,000 budgeted in FY2026 for this work. Ongoing.

UPDATE / Airport Terminal Building (Greenwood): Staff continue to advance the Ken Jernstedt Airfield Terminal Building project, including coordination of design, funding strategy, and agency engagement. The Port has submitted an application to the U.S. Economic Development Administration (EDA) and has entered the technical review phase following initial feedback from EDA staff. Additional grant opportunities, including Connect Oregon and other state and federal programs, will be pursued as funding cycles open in 2026. Staff will also be engaging in federal advocacy efforts in Washington, D.C. to support the project and its funding strategy. Key upcoming milestones include refinement of application materials and positioning the project for future grant award decisions. Ongoing.

REAL ESTATE DEVELOPMENT

UPDATE / Pursue Maritime Redevelopment Opportunities (Channell/Rose): The Maritime Property remains under an active lease through June 30, 2029, and it is premature to initiate a Request for Developer Interest (RFDI) at this time; staff anticipate bringing forward a potential RFDI process starting in Spring 2028, informed by lessons learned from the Marina East and West RFDI. The current tenant continues to provide a strong and reliable revenue stream, generating approximately \$310,000 annually for the Port, which supports broader waterfront operations. While the property remains financially productive, the building is beyond its useful life and will require increasing levels of reinvestment over time, reinforcing the importance of long-term redevelopment planning. Ongoing.

UPDATE / Create Property Liquidation/Real Estate Policy (Rose): Since initial discussion, staff has completed a comprehensive review of both the Port's 2013 Real Estate Transaction Policy and the 2018 Real Estate Asset Strategy to develop a fully integrated and modernized framework. This update goes beyond procedural changes and establishes a unified policy that aligns day-to-day real estate transactions

with the Port's broader asset management strategy. The revised policy will clarify the Port's role as a public entity in real estate transactions, strengthen requirements around legal review and representation, introduces a more flexible and market-responsive approach to broker engagement and commissions, and formalizes a portfolio-based strategy for evaluating and managing Port assets. Staff is currently refining the draft with these updates and anticipate presenting a comprehensive version to the Commission for review and direction at the June meeting. Ongoing.

UPDATE / Complete Capital Inspection Reports for Buildings (Rose): Staff anticipates property condition reports to be completed by mid-May, staff will utilize these findings to develop a comprehensive capital outlay plan for each building, allowing for the identification and prioritization of major repairs and replacements over time. Establishing this framework is critical to ensuring that the Port can proactively plan for capital needs, rather than relying on reactive measures or reserve funds. The Big 7 building serves as a clear example of the consequences of not having a structured capital improvement plan in place where deferred maintenance accumulated and capital funds are not available to address critical stabilization issues. By implementing a formal capital improvement strategy, the Port will be better positioned to anticipate large projects, phase investments appropriately, and avoid the recurrence of deferred maintenance across the portfolio. Ongoing.

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Commission Memo

Prepared by: Megan Channell, Director of Capital Development & Planning & Daryl Stafford, Waterfront Manager

Date: April 21, 2026

Re: Winter Moorage Agreement with the Sternwheeler



Background

The Port of Cascade Locks owns and operates the Sternwheeler *Columbia Gorge*, a day-use excursion vessel managed by JettyLight. The vessel is typically moored outside of the Cascade Locks Marina; however, during winter months it is exposed to significant easterly winds and weather conditions.

Historically, the vessel has relocated to the Portland/Vancouver area for winter moorage. That location is no longer available due to ongoing construction, prompting the operator to seek an alternative safe harbor.

Proposal Summary

JettyLight, represented by Captain Steve Caputo, has submitted a request for temporary winter moorage at the Port of Hood River Commercial Dock from December 1, 2026 through March 1, 2027 (see Exhibit A).

Key elements of the proposal include:

- Use limited to winter storage only (no commercial operations, passenger activity, or cargo handling)
- Minimal crew presence, limited to routine vessel checks and maintenance
- Full compliance with U.S. Coast Guard inspection standards, including pollution prevention systems and protocols
- Vessel may mobilize periodically but would otherwise remain moored during the requested period

The image below illustrates the Sternwheeler *Columbia Gorge* within the Port's marina:



Context and Considerations

This request differs from previous cruise-related proposals in several key ways:

- It is seasonal and short-term (3 months) rather than a long-term or permanent agreement
- It does not involve commercial operations, reducing impacts to dock scheduling and upland activity
- It is proposed as a one-season trial, allowing the Port to evaluate operational compatibility

Staff have communicated that this would not constitute exclusive long-term use, and any agreement would be limited to a single winter season unless otherwise directed by the Commission.

Staff Assessment

Staff believe this is a reasonable and low-impact request that:

- Activates the dock during a typically low-use season
- Provides a regional partnership opportunity with another public port
- Allows the Port to test winter moorage feasibility under controlled conditions

Staff intends on developing a rate structure for this type of seasonal use (for a one-season trial basis) and negotiating agreement terms for temporary winter moorage for the Sternwheeler *Columbia Gorge* at the commercial dock from December 1, 2026 through March 1, 2027.




HR Inner Harbor commercial Landing - Winter Storage

From Steve Caputo (JettyLight) <steve@jettylight.com>

Date Thu 2026-04-09 5:07 AM

To Daryl Stafford <Daryl.Stafford@portofhoodriver.com>; Megan Channell <megan.channell@portofhoodriver.com>

 1 attachment (2 MB)

Sternwheeler Docked.png;

Good morning, Ladies,

Thanks again for taking the time to meet with me.

Jim Andrews, JettyLight CEO, and Jeremiah Blue, Executive Director of the Port of Cascade Locks, is fully briefed on what we discussed.

Attached is the photo of the *Columbia Gorge* alongside the inner dock, taken from the outer deck near the DMV building. It's reasonably close to scale.

Main points we covered:

- The vessel would have unrestricted access to the landing between December 1, 2026, and March 1, 2027, strictly for winter storage
- There will be no commercial operations or cargo activity during this time. Although, the vessel may mobilize from the mooring during the course of the storage period
- Environmental safeguards:
 - The *Columbia Gorge* is a U.S. Coast Guard–inspected Subchapter K vessel, maintained and operated in accordance with federal inspection requirements, including fixed and portable pollution-prevention and containment equipment as required, closed fuel and lube oil systems, and documented inspection and maintenance protocols. These measures are specifically intended to prevent and mitigate any unintended discharge of oil, fuel, or other regulated substances into the waterway
- Crew presence during the lay-up period would be minimal and limited to:
 - Routine ship checks, including:
 1. Verifying safe atmospheric conditions
 2. Confirming mooring lines remain in good condition and properly set
 3. Completing scheduled ship's force–level maintenance

Hope you're both doing well.

Please let me know if you have any questions or would like additional detail on any of the above.

Best regards,

Steve Caputo

General Manager

The Sternwheeler M/V Columbia Gorge

299 SW Portage Rd

Cascade Locks, OR 97014

253.861.8071

Sternwheeler.com



External

Do not click links or open attachments unless you recognize the sender and know the content is safe.

Attachment B

Memo

Date: Monday, April 13, 2026

Project: Task Order 10 – On-call Engineering

To: Kevin Greenwood, Amanda Rose, Megan Channell

From: Mikal Mitchell, PE (HDR)

Subject: **2026 12-year Capital Improvements Plan and Inspection & Maintenance Plan**

The attached 2026 12-year Capital Improvements Plan (CIP) and Inspection & Maintenance Plan (I&MP) was developed in conjunction with Port of Hood River staff. It is intended to support Port planning and budgeting efforts by outlining potential projects, inspection, and maintenance needs for the Hood River – White Salmon Bridge.

The centerline painting maintenance item was completed in 2025 so it has been removed from the 2026 plan. The estimated budget for the Embankment Sloughing at S. Abutment CIP project was increased significantly to reflect a change in approach from a project completed by Port maintenance staff to a potential project developed by a consultant and completed by an outside contractor. An additional notable item is the lift span mechanical and electrical (M&E) inspection and maintenance items have been refined and estimated budgets updated. Finally, the maintenance painting capital project has been adjusted to program maintenance painting projects on a biannual basis.

As additional capital improvement, inspection, and maintenance needs for the bridge are identified, HDR will continue to support Port staff in updating and maintaining this document as needed.

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**April 21, 2026
SPRING PLANNING**



Discussion Topic:
Introduction of Capital Projects Fund

OVERVIEW:

As the Port transitions away from toll-based funding for recreational activities, the ability to accurately analyze revenue-producing operations — including industrial rental properties — becomes increasingly important. One practice that has complicated this analysis is the current approach to budgeting major repairs and maintenance, whereby large expenditures are budgeted in the fiscal year in which the work is anticipated to occur. This method can produce inconsistent financial reports and impede meaningful year-over-year comparisons.

In the current fiscal year (2025–26), the Jensen Building is expected to undergo roof replacement at an estimated cost of \$750,000 to \$1,000,000. Under the existing budgeting approach, this expenditure would result in a reported net loss of approximately (\$364,700) for the building — despite the fact that ongoing operations are projected to generate net income of approximately \$385,000.

To mitigate the financial volatility associated with large, infrequent capital expenditures, management is proposing the establishment of a dedicated Capital Projects Fund. Under this model, each property would make annual contributions to the fund, accumulating resources available for major repairs and maintenance as needed. For illustrative purposes, had the Jensen Building contributed \$40,000 annually over 25 years, the Capital Projects Fund would have accumulated \$1,000,000 — sufficient to cover the cost of the roof replacement without affecting the building's operating financial reports.

Staff are currently in the early stages of determining the appropriate funding levels for each property. It is recommended that an initial transfer from existing Port cash be made to bring each property's reserve to its target level. Had the fund been established in the prior fiscal year, the anticipated cost of the Jensen roof replacement would have been transferred into the reserve at that time.

In addition to helping normalize the net income from the rental properties, this approach also allows staff to do a better job of monitoring available cash. By segregating cash that is reserved for necessary future repairs and maintenance it helps identify cash that is available for current projects.

The contributions will be tracked by property, both the contributions made into the fund and the expenditures that come out of the fund. The contributions will be charged to each property on a monthly basis to accurately reflect net income by month.

A draft of what the fund will look like is attached to this memo. Note that this is only an example and actual numbers will be adjusted as better information becomes available.

RECOMMENDATION: DISCUSSION

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PORT OF HOOD RIVER
CAPITAL RESERVE FUND
BUDGET FOR FISCAL YEAR 2026-27

HISTORICAL DATA		ADOPTED	RESOURCES & EXPENDITURES	BUDGET FY 2026-27		
2 YRS PRIOR FY 2023-24	1YR PRIOR FY 2024-25	BUDGET FY 2025-26		PROPOSED	APPROVED	ADOPTED
RESOURCE						
BEGINNING FUND BALANCE (BUDGETARY BASIS)						
-	-	-	Big 7	-	-	-
-	-	-	Halyard	-	-	-
-	-	-	Jensen	-	-	-
-	-	-	Timber Incubator	-	-	-
-	-	-	205 Wasco Loop	-	-	-
-	-	-	200 Wasco Court	-	-	-
-	-	-	211 Wasco Court	-	-	-
-	-	-	TOTAL BEGINNING FUND BALANCE	-	-	-
-	-	-	INTEREST INCOME	-	-	-
-	-	-	ADDITIONS TO RESERVES			
-	-	-	Big 7	2,500	-	-
-	-	-	Halyard	25,362	-	-
-	-	-	Jensen	38,433	-	-
-	-	-	Timber Incubator	6,204	-	-
-	-	-	205 Wasco Loop	5,000	-	-
-	-	-	200 Wasco Court	12,500	-	-
-	-	-	211 Wasco Court	12,500	-	-
-	-	-	TOTAL REVENUE	102,499	-	-
\$ -	\$ -	\$ -	TOTAL RESOURCES	\$ 102,499	\$ -	\$ -
EXPENDITURES						
CAPITAL OUTLAY						
-	-	-	Big 7	-	-	-
-	-	-	Halyard	-	-	-
-	-	-	Jensen	-	-	-
-	-	-	Timber Incubator	-	-	-
-	-	-	205 Wasco Loop	-	-	-
-	-	-	200 Wasco Court	-	-	-
-	-	-	211 Wasco Court	-	-	-
-	-	-	TOTAL CAPITAL OUTLAY	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	TOTAL OPERATIONS EXPENDITURES	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	TOTAL EXPENDITURES	\$ -	\$ -	\$ -
ENDING FUND BALANCE						
\$ -	\$ -	\$ -	Big 7	\$ 2,500	\$ -	\$ -
-	-	-	Halyard	25,362	-	-
-	-	-	Jensen	38,433	-	-
-	-	-	Timber Incubator	6,204	-	-
-	-	-	205 Wasco Loop	5,000	-	-
-	-	-	200 Wasco Court	12,500	-	-
-	-	-	211 Wasco Court	12,500	-	-
\$ -	\$ -	\$ -	TOTAL ENDING FUND BALANCE	\$ 102,499	\$ -	\$ -
APPROPRIATIONS						
\$ -	\$ -	\$ -	CAPITAL OUTLAY	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	TOTAL APPROPRIATIONS	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	TOTAL REQUIREMENTS	\$ -	\$ -	\$ -

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**April 21, 2026
SPRING PLANNING**



Discussion Topic:

Big 7 – Inspection Report Assessment & Capital Outlay Strategy

OVERVIEW:

In December 2025, the Port engaged AKS Consulting to perform a comprehensive inspection of the Big 7 Building located at 616 Industrial Street. The purpose of this inspection was to evaluate the overall condition of the building and identify both immediate repair needs and longer-term capital considerations. The report is extensive and evaluates all major building systems; however, the most significant finding is the presence of active water intrusion at the lower level of the building, primarily along the south side.

The report indicates that the water intrusion is not the result of a single point failure, but rather the result of multiple contributing factors related to exterior site conditions and deterioration of the building envelope. These include areas of improper grading that direct water toward the building, drainage systems that discharge in close proximity to the foundation, deterioration of sealants at wall-to-flatwork transitions, and cracking within exterior wall assemblies. There is also potential contribution from drainage conditions associated with the east-side roof deck.

Based on staff's review of the report, addressing water intrusion is the most critical and time-sensitive issue affecting the building. The condition is systemic in nature and reflects deficiencies in how water is currently being managed around the structure. As a result, the solution will require a coordinated approach that addresses both site drainage and the integrity of the building envelope.

Immediate efforts should focus on preventing water from reaching the foundation and eliminating pathways for moisture to enter the building. This will require further evaluation by a qualified water intrusion specialist to better understand the interaction between grading, drainage, and foundation conditions. From that evaluation, it is anticipated that near-term corrective actions will include improvements to exterior grading to ensure positive drainage away from the building, reconfiguration of drainage systems so that water is not discharged near the foundation, and repairs to deteriorated sealants and exterior wall conditions that are allowing water to infiltrate.

In addition to these initial measures, the report strongly suggests that more comprehensive improvements will likely be necessary to fully resolve the issue. These may include installation of a perimeter drainage system designed to intercept and redirect groundwater, as well as the implementation of a foundation-level waterproofing or water barrier system to protect below-grade walls. Taken together, these actions are intended to address the root cause of the intrusion rather than treating isolated symptoms.

The findings of the inspection and the associated repair needs have been incorporated into the Port's developing capital outlay plan for the Big 7 Building. The capital forecast is structured to prioritize early investment in building stabilization, with water intrusion mitigation forming the foundation of that strategy.

Addressing drainage and waterproofing in the near term will require a focused allocation of capital in the early years of the plan. These improvements are not discretionary, but rather necessary to protect the building from ongoing deterioration and to ensure that future capital investments are not compromised. By resolving the underlying water management issues first, the Port creates a stable platform for advancing subsequent capital projects, including mechanical system replacements, exterior improvements, and tenant-related upgrades.

From a long-term perspective, this approach reduces the risk of recurring repair costs and extends the useful life of building components that would otherwise continue to be impacted by moisture exposure. It also aligns with best practices in asset management by addressing the most critical risk factors before proceeding with broader system upgrades.

Addressing the drainage and water intrusion issues will also position the Port to lease the remaining approximately 2,495 square feet of vacant space within the Big 7 Building, which is currently impacted by these conditions. Stabilizing the building and resolving moisture-related concerns will make this space viable for occupancy, allowing the Port to bring the building to approximately 95% capacity. Based on current lease rates, this represents the potential to generate an additional \$22,000 in annual revenue, further strengthening the building's overall financial performance and helping to offset a portion of the capital investment over time.

By prioritizing drainage and waterproofing improvements within the capital outlay plan, the Port is taking the necessary steps to stabilize the building, protect tenant occupancy, and preserve the long-term value of the asset. Staff will continue to advance evaluation and solution development and will return to the Commission with refined scope, cost estimates, and implementation strategies as this work progresses.

RECOMMENDATION: Staff recommends that the Commission direct staff to initiate the evaluation and development of project scope and cost estimates associated with addressing site drainage deficiencies and implementing a comprehensive waterproofing solution for the building while beginning discussions on if the commission wishes to continue holding the Big 7 building and if the commission is open to selling the building should staff begin exploring the building in relation to current market conditions.

**April 21, 2026
SPRING PLANNING**



Discussion Topic:

Waterfront Transportation Improvements: Design Phase & Funding

OVERVIEW:

The Waterfront Transportation Improvements include two phases:

- Phase I: 2nd Street and Riverside Drive Roundabout (currently advancing through design)
- Phase II: 1st Street Realignment (currently in early planning stages)

In FY26, the Port budgeted \$650,000 for Phase I design, including \$169,000 of remaining COVID recovery funds (now fully expended) and \$481,000 in Port funding to advance the project to 60% design.

In February 2026, the Port submitted three federal grant applications:

- Phase I – FY26 BUILD Capital Construction Grant (\$3.8M request)
- Phase I – FY27 Congressional Directed Spending (CDS) Request for Capital Construction (\$1M request)
- Phase II – FY26 BUILD Planning Grant (\$950k request)

The Port's broader funding strategy includes a combination of federal, state and local sources. As previously directed by the Commission, proceeds from the Hanel Mill property sale have been earmarked for construction of the Waterfront Transportation Improvements (with \$500,000 of the sale revenue earmarked for the new airport terminal building) and remain committed for that purpose.

Advancing both phases is critical to supporting long-term waterfront access, safety and redevelopment.

For Phase I, progressing from 60% to 100% design is necessary to achieve a shovel-ready project. Completing this work will require approximately \$1 million in Port funding in FY27 and will include final engineering, refining cost estimates and developing construction bid-ready documents. Completing design is also necessary to utilize BUILD and/or CDS construction funding, if awarded.

For Phase II, additional planning and design engineering are needed to advance design concepts and position the project for future construction funding. The Port has identified a \$250,000 local match in the FY26 BUILD Planning grant application which would bring the project through 100% final design. Of this local match, \$115,000 would be needed in FY27, which would ensure the Port is prepared to proceed immediately and deliver a shovel-ready project if the BUILD Planning grant is awarded.

In total, staff anticipates an FY27 Port funding need of approximately \$1,115,000 to complete Phase I and Phase II design. Together, these efforts will ensure the Port is positioned to move quickly if federal funding is awarded, reduce project delivery risk and avoid delays associated with incomplete design.

DISCUSSION ITEMS:

- What direction or feedback does the Commission have regarding staff carrying this funding assumption forward into development for the FY27 budget?

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**April 21, 2026
SPRING PLANNING**



Discussion Topic:

Marina Planning: Water-Based Marina Assessment and Capital Planning

OVERVIEW:

The Port's Marina Basin is a core asset that supports recreation, community access and ongoing revenue generation. The Marina Basin includes several interconnected components:

- Water-based marina area: moorage, guest dock use, commercial dock activity and youth sailing programs
- Upland areas: existing buildings and future redevelopment site (Marina East and West), parking
- Public access and recreation areas: Marina Beach, Marina Green and the Waterfront Trail

This proposed capital planning effort is focused specifically on the water-based marina areas (moorage, docks and in-water infrastructure) and is intended to complement broader planning and redevelopment efforts for the upland and recreation areas.

Through the Port's 2021 – 2026 Strategic Business Plan, key priorities include long-term financial sustainability, asset stewardship, and alignment of waterfront investments with economic development and public access goals. With the 2026 Strategic Business Plan Update underway, this effort is intended to align with and help inform the updated goal framework.

While the Port has completed incremental improvements over time, it has not undertaken a comprehensive condition assessment or evaluation of long-term capital needs. A 2007 Marina Basin Study evaluated marina reconfiguration and integration with upland and public access improvements; since then, select elements have been implemented incrementally, including expansion of C Dock, addition of the Shell Dock, and marina electrical upgrades. However, the study was not tied to an implementation or funding strategy. This effort will build on past work and provide a current, implementation-focused framework.

The Marina Basin includes both revenue-generating and public-serving areas, the latter requiring ongoing subsidy. In FY25, the basin operated at an approximate \$90,000 net operating deficit. Moorage and water-dependent uses are the primary revenue sources and help offset broader costs, but current revenues generally support routine operations and maintenance only, not larger capital improvements. This underscores the need for a planning approach that prioritizes condition-based investments and aligns capital improvements with available funding.

As activity and demand on the waterfront continue to evolve, there is an opportunity to assess the water-based marina areas to ensure they are positioned to meet future needs. The marina currently includes 168 moorage slips, with an active waitlist of approximately 110–115 individuals, indicating sustained demand for moorage capacity. The scheduled removal of the boathouses by December 31, 2026 also provides an opportunity to evaluate future marina configuration, including layout and dock configuration, consistent with prior Commission direction.

Staff are proposing to initiate a structured water-based marina capital planning effort to:

- Establish a baseline understanding of existing in-water infrastructure conditions
- Identify near-term maintenance and refurbishment priorities, with a focus on prioritizing investments that extend the life of existing assets
- Evaluate incremental improvements and reconfiguration opportunities that can be implemented over time, including responding to demand for additional moorage capacity and dock layout
- Identify potential funding and revenue strategies to support implementation of future improvements
- Develop a phased capital improvement plan aligned with available funding, including grants and marina-generated revenue
- Position Port to pursue future improvements as funding opportunities arise

This effort would be informed by multiple inputs, including:

- Results of the December 2025 Marina Survey
- Ongoing work related to the Port's 2026 Strategic Business Plan Update
- Coordination with broader waterfront planning and redevelopment efforts (Marina East and Marina West), including consideration of how future revenue from upland redevelopment may support marina infrastructure investments

The intent of this effort is to align infrastructure needs with realistic funding capacity by developing a phased capital improvement plan tied to available revenue and grant opportunities.

DISCUSSION ITEMS:

What are the Commission's priorities for the future of the marina's water-based infrastructure?

Should planning focus on incremental improvements to existing conditions or explore more significant reconfiguration of marina infrastructure and layout, or both?

How should the Port incorporate input from marina users and the broader community into the planning process, including consideration of needs identified through the Marina Survey?

What level of planning and technical analysis does the Commission want to pursue to guide future marina improvements, including evaluation of existing conditions, dock configuration, maintenance needs and opportunities to increase moorage capacity?

How should potential funding and revenue sources be incorporated into planning for future improvements?

April 21, 2026
SPRING PLANNING



Discussion Topic:
Airport Development Sites

PURPOSE

The purpose of this memo is to summarize findings from the Fall Planning Session direction to identify potential airport development sites and to present the financial and infrastructure considerations associated with those opportunities. This memo also outlines key decision points for Commission discussion.

BACKGROUND

At the Fall Planning Session, the Commission directed staff to evaluate potential development sites at the Hood River Airport to support long-term revenue generation and aviation-related growth. Staff, with consultant support, has identified several potential leasable areas across the airport, including:

- North Apron (Jeannette Rd.) sites
- North Hangar Row
- Northwest Hangar area
- Southwest Hangar area
- Glider Club area

These sites represent the primary remaining opportunities for landside aviation development. Attachments A and B provide detail on the analysis.

KEY FINDING: DEVELOPMENT IS CAPITAL INTENSIVE

While the airport has available land, the analysis shows that these sites are expensive to bring to a leasable condition. Total site development costs are estimated between \$2.1 million and \$3.4 million (excluding hangar construction). Individual site preparation costs vary significantly, with some sites exceeding \$1.0 million depending on final design and infrastructure needs.

Additional vertical development (hangars) can range from ~\$168,000 to \$360,000 (T-hangar unit) up to \$1.2 million for larger box hangars. By comparison, estimated ground lease revenue across all sites totals approximately \$55,500 annually. There is a clear mismatch between upfront capital investment and near-term revenue generation, suggesting long payback periods unless development is phased, subsidized, or paired with private investment.

CRITICAL DEPENDENCY: EMERGENCY APPARATUS TURNAROUND

Before certain sites—particularly those along Airport Drive—can be pursued, the Emergency Apparatus Turnaround Relocation Project must be completed. Estimated cost: \$32,775 to \$62,905. Timeline: ~180 days from authorization. The project does not generate revenue, but is a required prerequisite for development and ensures compliance with fire code and FAA requirements. Development sequencing matters. Without completing this project, portions of Airport Drive are effectively constrained from further development.

STRATEGIC OBSERVATIONS

1. **Infrastructure-first reality:** Airport development requires significant upfront investment in engineering, environmental review, utilities, and paving before revenue can be realized.
2. **Revenue limitations:** Ground leases alone will not quickly recover capital costs; financial performance improves only when vertical development (hangars) is included.
3. **Phasing will be critical:** A “full build-out” approach would require substantial capital; a phased or opportunistic strategy may better align with financial capacity.
4. **Site differentiation matters:** Not all sites carry equal cost or complexity. The North Apron (Jeannette Rd.) sites appear to offer a more strategic entry point, but still require meaningful investment.

QUESTIONS FOR COMMISSION DISCUSSION

To guide discussion and future direction, staff is seeking Commission input on the following:

1. Does the Commission want to actively pursue airport site development given the significant upfront costs and relatively modest near-term lease revenue?
2. What level of Port capital investment is appropriate for airport development versus relying on private development or partnerships?
3. Should the Port prioritize completing the Emergency Apparatus Turnaround project as a near-term enabling investment for future development?
4. Does the Commission support prioritizing the North Apron / Jeannette Rd. sites as the initial phase of airport development?
5. To what extent should the Port seek private developers or tenant-led improvements to offset site development costs?

RECOMMENDATION

Staff recommends moving ahead with the Jeanette Rd. development and to pursue other grants that can help with site development.

PORT OF HOOD RIVER STAKEHOLDER PROJECT UPDATE

*Hood River Airport — Emergency Apparatus Turnaround Relocation Project
Prepared for: Spring Planning Session — Board of Commissioners*

Purpose of This Update

This update is provided to brief the Executive Staff on the status and financial structure of the Emergency Apparatus Turnaround Relocation project at the Hood River Airport. The information is intended to support the Executive Staff in presenting project details to the Board of Commissioners at the Spring Planning Session.

Project Overview

The Emergency Apparatus Turnaround Relocation project addresses a critical fire access and site compliance need at the Port's airport property. The work involves relocating and re-striping the emergency vehicle turnaround, updating fire lane signage, completing required environmental and engineering reviews, and amending the Airport Layout Plan (ALP) to reflect the revised configuration. This project does not generate direct revenue; however, it is a prerequisite for unlocking additional development capacity on the site — making it a foundational investment in the Port's long-term land use strategy.



Scope of Work

The project encompasses the following discrete phases:

Engineering & Design — A licensed Oregon civil engineer and surveyor will prepare the site plan, update the ALP, and lay out the revised fire access configuration. This is the largest and most complex cost item, reflecting the need for FAA-compliant documentation.

Environmental Review — The project will pursue a Categorical Exclusion (CATEX) under FAA environmental review requirements. A full Environmental Assessment (EA) may be required depending on FAA determination, which accounts for the range in this line item.

Turnaround Relocation — Pavement Restriping — Restriping of approximately 4,000–6,000 square feet of existing pavement, including fire lane curb marking in compliance with Hood River Fire & Emergency Services (HRFE) Oregon Fire Code Section 503.3.

Fire Lane Signage — Installation of compliant red curb markings and "NO PARKING FIRE LANE" signs at 25-foot intervals per HRFE standards.

Utility Coordination — An Oregon 811 underground locate call and utility coordination will be conducted prior to any ground disturbance. Potholing may be required; cost is TBD pending locate results.

Permitting — Hood River County building/land use permit fees, fire plan review, and miscellaneous permitting costs.

Financial Summary

All figures are in today's dollars. A 15% contingency has been applied consistent with FAA Airport Improvement Program (AIP) project standards.

Work Item / Phase	Low Estimate	High Estimate	Notes
Engineering & Design	\$18,000	\$35,000	Licensed OR civil engineer + surveyor; ALP amendment prep.
Environmental Review (CATEX/EA)	\$5,000	\$15,000	FAA CATEX coordination; EA if required.
Turnaround Restriping & Marking	\$3,500	—	Restripe 4,000–6,000 sf; fire lane curb marking per OFC 503.3.
Fire Lane Signage	\$500	\$700	Red curb + signs every 25 ft per HRFE OFC 503.3.
Utility Coordination	TBD	TBD	Oregon 811 locate;

Work Item / Phase	Low Estimate	High Estimate	Notes
			potholing if needed.
Permitting — Hood River County & Fire Plan Review	\$1,500	\$4,000	County permit + fire plan review + miscellaneous fees.
Contingency (15%)	\$4,275	\$8,205	Per FAA AIP project standard.
TOTAL PROJECT COST	\$32,775	\$62,905	Excl. future hangar construction

Estimated Timeline

This project is actionable in the near term. Based on current scoping, all work can be completed within 180 days of authorization to proceed.

Strategic Context for the Board

While this project carries no standalone revenue, it is a gating item for further airport development. Completing the turnaround relocation in the near term positions the Port to move forward on hangar lot development and other landside improvements without fire code or FAA compliance obstacles. Given the 180-day execution window and the relatively modest cost range, staff recommends the Board authorize this project as part of the Spring capital planning cycle to avoid delays to downstream development opportunities.

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PORT OF HOOD RIVER

STAKEHOLDER PROJECT UPDATE

Hood River Airport — Future Leasable Opportunities
Prepared for: Spring Planning Session — Board of Commissioners

Purpose of This Update

This update is provided to brief the Executive Staff on the status and financial structure of Future Leasable Opportunities at Hood River Airport. The information is intended to support the Executive Staff in presenting details to the Board of Commissioners at the Spring Planning Session.

Project Overview

The below overhead of the Hood River Airport shows options for future leasable opportunities:



Scope of Work

The project encompasses the following discrete phases:

Engineering & Design — A licensed Oregon civil engineer and surveyor will prepare the site plan, update the ALP, and lay out the revised fire access configuration. This is the largest and most complex cost item, reflecting the need for FAA-compliant documentation.

Environmental Review — The project will pursue a Categorical Exclusion (CATEX) under FAA environmental review requirements. A full Environmental Assessment (EA) may be required depending on FAA determination, which accounts for the range in this line item.

Utility Coordination — An Oregon 811 underground locate call and utility coordination will be conducted prior to any ground disturbance. Potholing may be required; cost is TBD pending locate results.

Permitting — Hood River County building/land use permit fees, fire plan review, and miscellaneous permitting costs.

Site Preparation — Bidding will be conducted in accordance with the ePort of Hood River contracting procedures. Site preparation will likely consist of grading and earthwork, drainage and stormwater, utility extensions, and paving for aprons and taxiways.

Land Leasing —

Financial Summary

All figures are in today's dollars. A 15% contingency has been applied consistent with FAA Airport Improvement Program (AIP) project standards.

Costs- Building Sites

Work Item / Phase	Low Estimate	High Estimate	Notes
Engineering & Design	\$30,000	\$60,000	Licensed OR civil engineer + surveyor; ALP amendment prep.
Environmental Review (CATEX/EA)	\$75,000	\$150,000	EA will be required for Glider Area Plot and SW Hangar Plot
Site Preparation NW Hangar Plot N Apron Jeannette Rd N Hangar Row Plot Glider Club Area SW Hangar Plot	\$190,000 \$ 66,500 \$1,045,000 \$475,000 \$190,000 \$1,966,500	\$305,000 \$98,000 \$1,677,500 \$762,500 \$305,000 \$3,148,000	Low Estimate based on \$9.50/Sq.Ft. High Estimate based on \$15.25/Sq.Ft. N Apron Plot based on \$6/Sq. Ft
Turnaround Restriping & Marking	\$3,500	—	Restripe 4,000–6,000 sf; fire lane curb marking

			per OFC 503.3.
Fire Lane Signage	\$500	\$700	Red curb + signs every 25 ft per HRFE OFC 503.3.
Utility Coordination	TBD	TBD	Oregon 811 locate; potholing if needed.
Permitting — Hood River County & Fire Plan Review	\$1,500	\$4,000	County permit + fire plan review + miscellaneous fees.
TOTAL PROJECT COST	\$2,130,500	\$3,404,700	Excl. future hangar construction

Cost options for the next available lot to build.

Hangar Type / Scenario	Low Estimate (\$)	High Estimate (\$)	Notes / Source
Single T-hangar unit (~2,400 sf) — shell + slab + bifold door	\$168,000	\$360,000	Shell \$70/sf; slab \$16/sf; door \$60K; LED/power \$18K; fire code \$10K; soft costs 12%. Source: iBeehive Steel Structures 2025.
Box hangar — small (5,000–7,000 sf piston aircraft storage)	\$300,000	\$700,000	\$60–\$120/sf turnkey. Source: KENTEN 2024; roimetalbuildings.com 2025.
Box hangar — 60×120 ft (7,200 sf) with small office	\$750,000	\$1,200,000	Shell \$78/sf + slab \$18/sf + door \$160K + MEP \$225K

			+ soft costs 12%. Source: iBeehive 2025.
Site preparation (grading, utilities to lot, apron pavement) — all types	\$40,000	\$120,000	Grading, storm drainage, utility extensions. Per \$1.3M ODOT Connect Oregon grant precedent at Hood River (2016).

Income- Land Lease

Plot	Approximate Square Footage	Land Lease Potential /Yr.	Notes
North West Hangar Plot	20,000	\$6,000	.
North Apron Hangar Plot	20-30,000 @ .30 sq ft	\$ 6-9,000	
North Box Hangar Row Plot	110,000	\$33,000	
Glider Club Area Plot	50,000	\$4,500	
South West Hangar Plot	20,000	\$ 6,000	
TOTAL INCOME POTENTIAL		\$55,500	

Income- Hangar Leases

If the hangar options are executed, lease rates will be in accordance with FMV.

Estimated Timeline

This project is actionable in the near term.

April 21, 2026
SPRING PLANNING



Discussion Topic:
Strategic Business Plan Kick-off

OVERVIEW:

This discussion is intended to orient the Commission to the Strategic Business Plan (SBP) process and gather early input on engagement approach, outreach priorities, and areas of focus. The goal is to provide direction to staff and the consultant as the SBP process begins. Brian Points from Points Consulting LLC will give a brief overview of the process and ask for Commission feedback.

DISCUSSION PROMPTS:

1. ***Focus & Priorities***
Are there areas where the Port should be more proactive or focused as part of this Strategic Business Plan?
2. ***Engagement Approach***
Does the proposed mix of interviews, workshops, and public meetings feel appropriate?
Are there better or additional ways to reach the community?
3. ***Stakeholders & Relationships***
Are there stakeholder groups or individuals that should be included in outreach? Are there existing relationships or forums the consultant should leverage?
4. ***Community Context***
Are there sensitivities or community dynamics that should be considered early in the process?
5. ***Optional Scope Considerations***
Is the Commission interested in including any additional elements or optional services as part of the SBP effort?

ATTACHMENTS:

Points SBP Presentation

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Port of Hood River, www.portofhoodriver.com

Port of Hood River 2026 Strategic Business Plan Update & Economic Impacts Study

Port Commissioners Launch Meeting

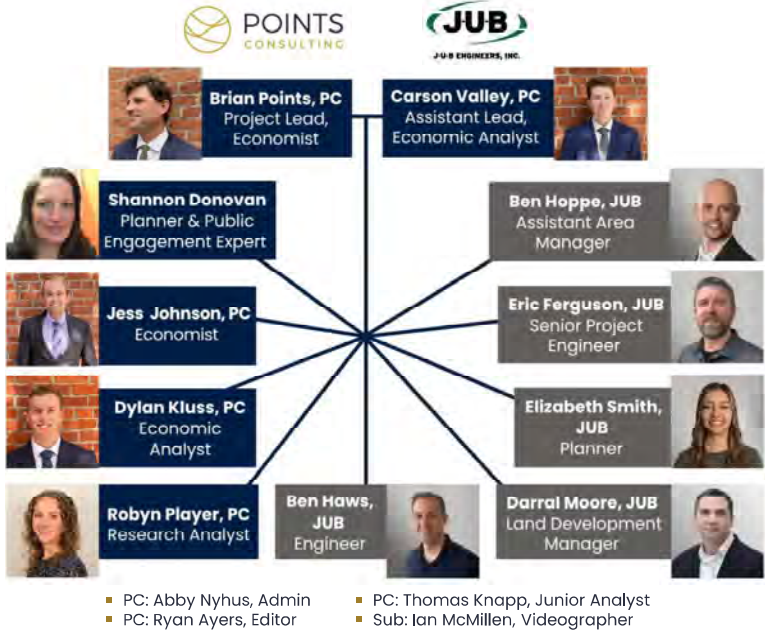
April 21, 2026






Intro to Our Team

- Experience conducting Port Strategic Business Plans and feasibility studies
- Full-service engineering capacity
- Economic impact and development reports
- Public engagement
- Custom population and financial forecasting
- Pro formas
- Land use & GIS expertise
- Urban Planning

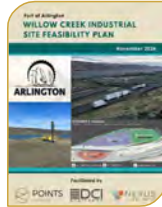


Relevant Project Experience



Port of Coos Bay SBP (Strategic Business Plan)

Port of Coos Bay, OR, 2025



Willow Creek Industrial Site Feasibility Plan

Port of Arlington, OR, 2024



Port of The Dalles SBP (Strategic Business Plan)

Port of The Dalles, OR, 2023



Tekoa Site Feasibility Study

Port of Whitman County, WA 2024



Bruce Industrial Master Plan

Port of Othello, WA, 2024-2025



Master Plan Update, Richland Airport

Port of Benton, WA, 2020

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Scope of Work: Tasks 0-3

Task 0: Project Management

- Launch meeting
- Identify stakeholders and contacts
- Collaboratively identify resources
- Discuss underlying trends and opportunities
- Establish meetings schedule and Project Work Plan

Task 1: Background Research & Evaluation of 2021 – 2026 SBP

- Review the Port's 2021 SBP and other relevant resources
- Summary of Port progress
- Recommendations based on lessons learned and OAR requirements



Task 2: Stakeholder Engagement

- Informative videos, FAQs, social media outreach, and survey
- Interviews with stakeholders and key personnel
- Public meetings, and Presentations at Port Commissioner meetings

Task 3: Needs Assessment

- Market, industry, and demographic research
- Employment, tourism, and commuter trends
- Opportunities for economic growth
- Facilities assessment
- Identification of deficiencies with recommended improvements
- Existing properties, zoning and land use analysis

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Scope of Work: Tasks 4–6

Task 4: Strategic Planning

- Workshop planning meetings with Port Commission
- Mission, Vision, & Values Statement
- SWOT Analysis
- Goals and Action framework for Port assets

Task 5: Implementation Plan

- Property Inventory and Capital Improvements Plan (mid to long term with responsible parties and CPI-based cost escalation factors)
- Evaluation Framework
- Final SBP
- Final revisions & alignment with OAR requirements



Task 6: Economic Impact Study

- Impacts of the Port on the regional economy (direct, indirect, and induced)
- Number of jobs, income, labor compensation, tax contributions, etc. attributable to Port operations, visitors, and tenants
- Executive summary, model assumptions, and methodology

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Project Milestones & Timeline

- **Background Research Memo & Progress Matrix** | May 12, 2026
- **Stakeholder Engagement Summary** | June 23, 2026
- **Needs Assessment** | July 10, 2026
- **Strategic Planning Elements (SWOT, Goals/Action Plan, Evaluation Framework):**
 - **Commissioners Workshop 1:** May 19, 2026 (projected)
 - **Commissioners Workshop 2:** July 21, 2026 (projected)
- **Draft SBP** | August 18, 2026
- **Final SBP with Implementation Plan & Presentation** | September 15, 2026
- **Economic Impact Report** | August 18, 2026

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Commissioner and Community Engagement



- **Commissioner Workshops**

- April 21: Kick-off
- May 19: Mission, Vision, & SWOT workshop
- July 21: Goals & Actions workshop
- September 15: Final SBP Presentation

- **Public Engagement (tentative)**

- May 19: Background Findings & Survey
- July 21: Draft components review
- August 18: Review final draft of SBP

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Additional Optional Tasks

Legacy Bridge Strategy & Governance Transition

- Evaluation of roles and time allocation for Port staff toward bridge-related activities
- Staffing plan for the Bridge Authority
- Process matrix for managing timeframe changes
- Timeline flow chart indicating milestones and goals for smooth transition
- Reallocations of space surrounding the current Port headquarters building

Waterfront Recreation Enhancement Plan

- Evaluation of the existing waterfront condition
- Identification of infrastructure gaps and opportunities
- On-site user survey on the topic of waterfront recreation
- Leasing strategies
- Recommendations for improvements, opportunity map, and concept plan



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Our Questions for the Commissioners

Focus & Priorities

- To what degree do Commissioners want to weigh in on specific components of the Strategic Business Plan?

Engagement Approach

- Does the proposed mix of interviews, workshops, and public meetings feel appropriate? Are there better or additional ways to reach the community?

Stakeholders & Relationships

- What stakeholder groups or individuals that should be included in outreach? Are there existing relationships or forums that we should leverage?



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Our Questions for the Commissioners

Community Context

- Are there sensitivities or community dynamics that should be considered early in the process?

Optional Scope Considerations

- Is the Commission interested in including any additional elements or optional services as part of the SBP effort?



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Q&A