

Port of Hood River
2023 Spring Planning Work Session
April 4, 2023
1:00PM – 5:00PM
1000 E. Port Marina Drive

AGENDA

- I. Welcome & Introductions** *(Ben Sheppard, Commission President)* (5 min.)
- II. Meeting Overview** *(Kevin Greenwood, Executive Director)* (10 min.)
- a. *Preparing for FY 24 Budget*
 - b. *Reviewing Commission Goals*
 - c. *Sustainability Goals*
- III. Current Financial Overview** *(Debbie Smith-Wagar, Finance Director)* (40 min.)
- Review Port financial policies and current/projected financial conditions.
Orientation to organization of 10-Yr. Financial Model.*
- IV. Long-Term Fiscal Sustainability** (90 min.)
- (Kevin Greenwood, Executive Director)*
- a. *Use of Toll Revenue*
 - b. *Metrics and Management Process Steps*
 - c. *Fees, Charges, Rates*
 - d. *Capital Improvement Lists*
- **BREAK** -----
- V. Key Issues for FY 2023-24** (240 min.)
- Discuss specific issues that may impact on the FY 23/24 budget. Managers will summarize each topic and seek Commission discussion and direction.*
- a. *Marina (Daryl Stafford)*
 - b. *Airport (Greg Hagbery)*
 - c. *Waterfront Recreation (Daryl Stafford)*
 - o *Paid Parking System Changes (Genevieve Scholl)*
 - d. *Developable Land (Greg Hagbery)*
 - e. *Existing Buildings (Greg Hagbery)*
 - f. *Existing Bridge (John Mann)*
 - g. *Bridge Replacement (Mike Shannon)*
 - h. *Administration and Central Services*
 - o *Staffing for Adequate Service Levels (Genevieve Scholl)*
 - o *Financial Software Procurement for Proper Allocation (Debbie Smith-Wagar)*

VI. Other

Adjourn Work Session and Open Regular Session

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April 4, 2023
Spring Planning Session

Discussion Topic:
Meeting Overview

Overview:

The purpose of today's planning session is to prepare for the 2023-24 Fiscal Year Budget, review Commission goals from the November 15, 2022 Brainstorming Session, and discuss issues related to the Port's long term sustainability.

A key issue related to the Port's financial sustainability surrounds its use of tolls for many non-bridge related activities. Staff believes that it is important to acknowledge that bridge tolls should be used specifically for bridge-related activities including building up repair reserves in the chance that the bridge replacement effort is delayed. A policy statement is being introduced to the Commission committing to the full use of tolls solely for bridge activities.

Preparing for the FY 23-24 Budget:

1. Review of Commission Goals
2. Review of Sustainability Goals

Review of Commission Goals:

The Commission conducted a Brainstorming Session on November 15, 2022. A list of themes was generated from the session, criteria developed for analyzing projects, and recommendations from staff on which projects had the highest priority and/or chance of success.

Themes from the Nov. 15, 2022 Work Session

1. Consensus that the Port should continue to exist after the new bridge is operational.
2. Approach each cost center with the premise that there will be no longer be bridge toll revenue to support it.
3. Port should focus on projects that generate positive net income to make up the loss of toll revenue.
4. Keep and lease current port-owned property to generate revenue.
5. The net loss in revenue without tolls will certainly be over \$1M annually.
6. Set a goal of getting the airport revenue neutral in three years.
7. Incorporate solar or other green energy concepts into design.
8. Utilize \$1M grant funds for Lot 1 infrastructure development.
9. Study sites for determining best return.

Objectives for meeting those themes

1. Investigate zoning change possibilities.
2. Clarify limitations tied to previous grants and agreements.
3. Establish financial reports that track admin/overhead costs.
4. As new projects are identified, assess staffing needs in order to ensure success.
5. Determine what kind of cash reserves can be held to FAA funded airports.
6. Explore use of city lodging tax receipts to help pay for exhibition hall/indoor facility.
7. Evaluate charging practices to maximize market value for services.

Criteria consideration

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

Projects moved forward for consideration

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

1. North Apron Request for Development Interest
2. Market Study on Hanel Mill
3. Lot 1 Phase 1: Anchor Way/No. First St. Design and Engineering procurement
4. South T-Hangars at Airport
5. Marina Planning Study
6. Paid Parking Meter Upgrades
7. Fuel Flowage Agreement at Airport

Review of Sustainability Goals:

Goal 1 – Procure Financial Software that will allow proper reporting

Goal 2 – More fully show true overhead/administrative costs

Goal 3 – Establish Goals for Staff; minimize additional ancillary workload that aren't specific to carrying out Commission Goals for sustainability.

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

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

Goal 6 – Pursue relationships and partnerships that could gain efficiencies in operating the Port's waterfront park and recreation facilities

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April 4, 2023
Fall Planning Session

Discussion Topic:
10-Year Financial Plan

Overview:

The Port uses a 10-year financial model to estimate future revenues and expenses and aid in long-term planning. It is updated annually and serves as an important tool for the Spring Planning Work Session in that it can help to frame issues that are important for the Commission and Budget Committee to consider with preparation of the annual budget. The model this year has been modified to focus more on individual business centers to help identify areas of opportunity for accelerated achievement of Commission goals.

There are twenty reports attached here. The first one is an overview of all of the Port's business centers showing revenues, expenditures, and the resulting change in reserves. The overview is organized the way previous presentations were organized:

1. Industrial:
 - a. Big 7
 - b. Jensen
 - c. Maritime
 - d. Halyard
 - e. Timber Incubator
 - f. Wasco
 - g. Lower Mill
2. Waterfront Industrial (Includes Lot 1, Lot 900, Street Parking)
3. Commercial:
 - a. DMV Building
 - b. Marina Office Building
 - c. Port Office Building
4. Waterfront Recreation:
 - a. Event Site
 - b. The Hook
 - c. The Spit
 - d. Nichols Basin
5. Marina
6. Airport
7. Bridge

A summary is presented for Industrial and Commercial, with data on individual properties following each summary report.

On the Lower Mill report there is a \$10 million item in fiscal year 2024-2025 that assumes development of one parcel. No lease estimates are included in future years because there are too many unknowns to estimate future income and expenses at this time.

The capital improvement plan (CIP) is detailed for the next two to three fiscal years. After that time period, placeholder amounts are used with the assumption that additional improvements will be needed.

As always, there are many unknowns. Many economists are predicting a recession this year, which could have both negative (potential loss of tenant revenue, for example) and positive (possible lower construction/contract costs) impacts on the Port.

Port of Hood River
Long-Range Financial Model
Updated: March 31, 2023

	Estimated Actual	1	2	3	4	5	6	7	8	9	10	
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Revenue												
Industrial Properties	\$2,534,942	\$2,662,187	\$12,794,945	\$2,934,333	\$18,051,530	\$3,143,096	\$3,237,410	\$3,334,555	\$3,434,614	\$3,537,676	\$3,643,832	\$59,309,120
Waterfront Industrial	\$157,850	\$163,558	\$1,121,736	\$108,323	\$187,536	\$193,162	\$198,957	\$204,926	\$211,074	\$217,406	\$223,928	\$2,988,456
Commercial Properties	\$173,337	\$179,564	\$188,510	\$144,375	\$150,134	\$154,640	\$159,281	\$164,062	\$168,986	\$174,058	\$179,282	\$1,836,229
Recreation Assets	\$286,996	\$304,139	\$319,345	\$335,311	\$348,723	\$359,184	\$369,959	\$381,057	\$392,489	\$404,263	\$416,390	\$3,917,854
Marina	\$435,366	\$457,150	\$479,657	\$503,290	\$523,142	\$538,626	\$554,575	\$571,002	\$587,922	\$605,350	\$623,300	\$5,879,381
Airport	\$644,690	\$437,249	\$2,005,780	\$299,986	\$311,945	\$321,309	\$330,953	\$340,888	\$351,120	\$361,658	\$372,513	\$5,778,091
Bridge	\$6,497,076	\$6,474,165	\$6,572,230	\$6,683,372	\$6,749,222	\$6,807,347	\$6,863,637	\$3,445,943	\$0	\$0	\$0	\$50,092,991
Contract Services	\$0	\$150,000	\$156,000	\$160,680	\$165,500	\$170,465	\$175,579	\$180,847	\$250,000	\$257,500	\$265,225	\$1,931,797
Total Revenues	\$10,730,257	\$10,828,011	\$23,638,203	\$11,169,669	\$26,487,732	\$11,687,829	\$11,890,350	\$8,623,280	\$5,396,205	\$5,557,911	\$5,724,470	\$131,733,919
Expenditures												
Industrial Properties	\$1,719,337	\$2,620,167	\$13,325,255	\$2,526,932	\$17,404,776	\$2,452,788	\$2,503,397	\$2,558,653	\$3,408,599	\$2,541,295	\$2,602,788	\$53,663,986
Waterfront Industrial	\$209,708	\$177,387	\$1,136,829	\$196,149	\$203,985	\$210,105	\$216,411	\$222,905	\$229,595	\$236,483	\$243,579	\$3,283,136
Commercial Properties	\$351,195	\$333,256	\$268,971	\$211,104	\$218,524	\$224,429	\$230,512	\$236,779	\$243,232	\$249,882	\$256,731	\$2,824,615
Recreation Assets	\$737,214	\$726,446	\$869,927	\$735,529	\$774,150	\$766,474	\$789,469	\$813,153	\$837,547	\$862,673	\$888,552	\$8,801,134
Marina	\$793,646	\$509,719	\$556,911	\$504,198	\$522,046	\$1,491,407	\$437,140	\$1,000,254	\$463,762	\$527,674	\$492,005	\$7,298,762
Airport	\$763,675	\$512,688	\$2,087,740	\$386,701	\$402,126	\$414,195	\$426,626	\$439,430	\$452,619	\$466,204	\$480,196	\$6,832,200
Bridge	\$4,010,967	\$7,059,590	\$4,067,556	\$5,107,880	\$6,168,882	\$6,352,448	\$6,541,522	\$2,237,016	\$0	\$0	\$0	\$41,545,861
General Fund/Admin/Maintenance	\$427,480	\$656,138	\$397,638	\$419,584	\$444,097	\$455,784	\$467,821	\$595,758	\$613,630	\$632,039	\$651,000	\$5,760,970
Total Expenses	\$9,013,222	\$12,595,390	\$22,710,828	\$10,088,077	\$26,138,586	\$12,367,631	\$11,612,898	\$8,103,947	\$6,248,984	\$5,516,251	\$5,614,851	\$130,010,664
Change in Fund Balance												
Industrial Properties	\$815,605	\$42,020	-\$530,310	\$407,401	\$646,754	\$690,308	\$734,013	\$775,902	\$26,015	\$996,381	\$1,041,044	\$5,645,134
Waterfront Industrial	-\$51,858	-\$13,829	-\$15,093	-\$87,826	-\$16,449	-\$16,943	-\$17,454	-\$17,979	-\$18,521	-\$19,077	-\$19,651	-\$294,680
Commercial Properties	-\$177,858	-\$153,692	-\$80,461	-\$66,729	-\$68,390	-\$69,789	-\$71,231	-\$72,717	-\$74,246	-\$75,824	-\$77,449	-\$988,386
Recreation Assets	-\$450,218	-\$422,307	-\$550,582	-\$400,218	-\$425,427	-\$407,290	-\$419,510	-\$432,096	-\$445,058	-\$458,410	-\$472,162	-\$4,883,280
Marina	-\$358,280	-\$52,569	-\$77,254	-\$908	\$1,096	-\$952,781	\$117,435	-\$429,252	\$124,161	\$77,675	\$131,296	-\$1,419,381
Airport	-\$118,985	-\$75,439	-\$81,960	-\$86,715	-\$90,181	-\$92,886	-\$95,673	-\$98,542	-\$101,499	-\$104,546	-\$107,683	-\$1,054,109
Bridge	\$2,486,109	-\$585,425	\$2,504,675	\$1,575,492	\$580,340	\$454,898	\$322,115	\$1,208,927	\$0	\$0	\$0	\$8,547,131
General Fund/Admin/Maintenance	-\$427,480	-\$506,138	-\$241,638	-\$258,904	-\$278,597	-\$285,319	-\$292,242	-\$414,911	-\$363,630	-\$374,539	-\$385,775	-\$3,829,174
Total Change in Reserves	\$1,717,035	-\$1,767,379	\$927,376	\$1,081,592	\$349,146	-\$679,801	\$277,452	\$519,333	-\$852,779	\$41,661	\$109,619	\$1,723,254
Reserves												
Beginning Year Reserves	\$14,529,365	\$16,246,400	\$14,479,021	\$15,406,397	\$16,487,989	\$16,837,135	\$16,157,334	\$16,434,786	\$16,954,119	\$16,101,340	\$16,143,000	\$15,979,717
Change in Reserves	\$1,717,035	-\$1,767,379	\$927,376	\$1,081,592	\$349,146	-\$679,801	\$277,452	\$519,333	-\$852,779	\$41,661	\$109,619	\$156,659
Interest Earnings	3.0%	3.0%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.6%
End of Year Reserves	\$16,246,400	\$14,479,021	\$15,406,397	\$16,487,989	\$16,837,135	\$16,157,334	\$16,434,786	\$16,954,119	\$16,101,340	\$16,143,000	\$16,252,619	\$16,136,376

Summary

	Fiscal Year											
	22-23	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33
ALL INDUSTRIAL PROPERTY	ADOPTED	EST. ACTUAL	FORECAST									
BEGINNING RESERVES			2,000,000	4,042,020	3,511,710	3,919,111	4,565,865	5,256,174	5,990,186	6,766,089	6,792,104	7,788,485
LEASE INCOME	2,331,700	2,433,178	2,554,837	2,682,579	2,816,709	2,929,377	3,017,258	3,107,775	3,201,009	3,297,040	3,395,952	3,497,832
REIMBURSABLE UTILITIES	50,200	81,456	86,343	10,090,660	95,194	99,003	101,973	105,033	108,184	111,429	114,771	118,215
PROPERTY TAX	24,900	17,908	18,463	19,035	19,625	20,233	20,860	21,507	22,174	22,861	23,570	24,301
FINANCING SOURCES/INSURANCE	20,000	2,400	2,544	2,671	2,805	15,002,917	3,005	3,095	3,188	3,284	3,383	3,484
TOTAL INCOME	2,426,800	2,534,942	2,662,187	12,794,945	2,934,333	18,051,530	3,143,096	3,237,410	3,334,555	3,434,614	3,537,676	3,643,832
PERSONNEL SERVICES												
WAGES & SALARIES	264,600	280,882	370,973	393,232	412,893	429,408	442,290	455,560	469,227	483,302	497,801	512,735
TAXES & BENEFITS	139,200	126,544	170,769	182,724	193,688	201,436	207,479	213,703	220,114	226,717	233,519	240,524
TOTAL PERSONNEL SERVICES	\$ 403,800	\$ 407,426	\$ 541,742	\$ 575,956	\$ 606,581	\$ 630,844	\$ 649,769	\$ 669,263	\$ 689,341	\$ 710,019	\$ 731,320	\$ 753,259
MATERIALS & SERVICES												
ALL UTILITIES	517,000	530,060	561,864	589,957	619,455	644,232	663,559	683,466	703,971	725,090	746,842	769,247
FIXED MAINTENANCE	110,000	68,016	72,098	75,702	79,487	82,666	85,146	87,701	90,332	93,042	95,833	98,708
INSURANCE	43,900	45,708	48,451	50,873	53,416	55,552	57,219	58,935	60,702	62,523	64,399	66,332
PROPERTY TAX	199,500	193,690	199,694	205,884	212,266	218,846	225,631	232,625	239,837	247,272	254,938	262,841
PROFESSIONAL SERVICES-Design & Engineering	79,000	20,000	8,603	9,033	9,485	9,864	10,160	10,465	10,779	11,102	11,435	11,778
PROFESSIONAL SERVICES-Legal	37,000	3,550	3,763	3,951	4,149	4,315	4,444	4,577	4,715	4,857	5,003	5,153
MISCELLANEOUS REPAIRS & PURCHASES	71,000	56,350	59,732	62,718	65,853	68,487	70,541	72,657	74,836	77,080	79,393	81,774
INDIRECT COSTS		37,000	39,220	41,181	43,240	44,970	46,319	47,708	49,140	50,614	52,132	53,696
TOTAL MATERIAL & SERVICES	\$ 1,057,400	\$ 954,374	\$ 993,425	\$ 1,039,299	\$ 1,087,351	\$ 1,128,932	\$ 1,163,019	\$ 1,198,134	\$ 1,234,312	\$ 1,271,580	\$ 1,309,975	\$ 1,349,529
CAPITAL OUTLAY												
CAPITAL PURCHASES	827,000	200,846	430,000	11,060,000	185,000	15,000,000	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY	\$ 827,000	\$ 200,846	\$ 430,000	\$ 11,060,000	\$ 185,000	\$ 15,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DEBT SERVICE												
PRINCIPAL & INTEREST	158,000	156,691	155,000	150,000	148,000	145,000	140,000	136,000	135,000	927,000	-	-
TOTAL DEBT SERVICE	\$ 158,000	\$ 156,691	\$ 155,000	\$ 150,000	\$ 148,000	\$ 145,000	\$ 140,000	\$ 136,000	\$ 135,000	\$ 927,000	\$ -	\$ -
Contingency			\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
TOTAL EXPENDITURES	\$ 2,446,200	\$ 1,719,337	\$ 2,620,167	\$ 13,325,255	\$ 2,526,932	\$ 17,404,776	\$ 2,452,788	\$ 2,503,397	\$ 2,558,653	\$ 3,408,599	\$ 2,541,295	\$ 2,602,788
REVENUES OVER (UNDER) EXPENDITURES	(19,400)	815,605	42,020	(530,310)	407,401	646,754	690,308	734,013	775,902	26,015	996,381	1,041,044
ENDING RESERVES	NA	NA	2,042,020	3,511,710	3,919,111	4,565,865	5,256,174	5,990,186	6,766,089	6,792,104	7,788,485	8,829,529

[1] Includes \$50k for Building Assessment Report that is not included on any one building income statement

[2] Includes \$15M to acquire industrial property - Funding source TBD

	Fiscal Year											
	22-23	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33
	ADOPTED	EST. ACTUAL					FORECAST					
Big 7 Building												
LEASE INCOME	\$ 343,400	\$ 295,430	\$ 310,202	\$ 325,712	\$ 341,998	\$ 355,678	\$ 366,348	\$ 377,338	\$ 388,658	\$ 400,318	\$ 412,328	\$ 424,698
REIMBURSABLE UTILITIES	42,800	75,248	79,763	83,751	87,939	91,457	94,201	97,027	99,938	102,936	106,024	109,205
PROPERTY TAX	18,800	17,908	18,463	19,035	19,625	20,233	20,860	21,507	22,174	22,861	23,570	24,301
OCCUPANCY ADJUSTMENT			(20,421)	(21,425)	(22,478)	(23,368)	(24,070)	(24,794)	(25,539)	(26,306)	(27,096)	(27,910)
OTHER	-	2,400	2,544	2,671	2,805	2,917	3,005	3,095	3,188	3,284	3,383	3,484
TOTAL INCOME	405,000	390,986	390,551	409,744	429,889	446,917	460,344	474,173	488,420	503,093	518,209	533,778
PERSONNEL SERVICES												
WAGES & SALARIES	43,500	47,456	64,768	68,654	72,087	74,970	77,219	79,536	81,922	84,380	86,911	89,518
TAXES & BENEFITS	23,500	21,572	29,948	32,044	33,967	35,326	36,386	37,478	38,602	39,760	40,953	42,182
TOTAL PERSONNEL SERVICES	\$ 67,000	\$ 69,028	\$ 94,716	\$ 100,698	\$ 106,054	\$ 110,296	\$ 113,605	\$ 117,014	\$ 120,524	\$ 124,140	\$ 127,864	\$ 131,700
MATERIALS & SERVICES												
ALL UTILITIES	71,000	66,302	70,280	73,794	77,484	80,583	83,000	85,490	88,055	90,697	93,418	96,221
FIXED MAINTENANCE	20,000	13,820	14,649	15,381	16,150	16,796	17,300	17,819	18,354	18,905	19,472	20,056
INSURANCE	14,800	15,580	16,515	17,341	18,208	18,936	19,504	20,089	20,692	21,313	21,952	22,611
PROPERTY TAX	28,000	26,401	27,219	28,063	28,933	29,830	30,755	31,708	32,691	33,704	34,749	35,826
PROFESSIONAL SERVICES-Design & Engineering	5,000	-	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES-Legal	4,000	-	-	-	-	-	-	-	-	-	-	-
MISCELLANEOUS REPAIRS & PURCHASES	38,000	33,592	35,608	37,388	39,257	40,827	42,052	43,314	44,613	45,951	47,330	48,750
TOTAL MATERIALS & SERVICES	\$ 180,800	\$ 155,695	\$ 164,271	\$ 171,967	\$ 180,032	\$ 186,972	\$ 192,611	\$ 198,420	\$ 204,405	\$ 210,570	\$ 216,921	\$ 223,464
CAPITAL OUTLAY												
CAPITAL PURCHASES	32,000	32,000			185,000							
TOTAL CAPITAL OUTLAY	\$ 32,000	\$ 32,000	\$ -	\$ -	\$ 185,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 279,800	\$ 256,723	\$ 258,987	\$ 272,665	\$ 471,086	\$ 297,268	\$ 306,216	\$ 315,434	\$ 324,929	\$ 334,710	\$ 344,785	\$ 355,164
REVENUES OVER (UNDER) EXPENDITURES	125,200	134,263	131,564	137,079	(41,197)	149,649	154,128	158,739	163,491	168,383	173,424	178,614

	Fiscal Year												
	22-23	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	
	ADOPTED	EST. ACTUAL					FORECAST						
Jensen Property													
LEASE INCOME	\$ 606,400	\$ 572,786	\$ 601,425	\$ 631,496	\$ 663,071	\$ 689,594	\$ 710,282	\$ 731,590	\$ 753,538	\$ 776,144	\$ 799,428	\$ 823,411	
REIMBURSABLE UTILITIES	-	4,250	4,505	4,730	4,967	5,166	5,321	5,481	5,645	5,814	5,988	6,168	
OCCUPANCY ADJUSTMENT			(30,297)	(31,811)	(33,402)	(34,738)	(35,780)	(36,854)	(37,959)	(39,098)	(40,271)	(41,479)	
FINANCING SOURCES/INSURANCE	20,000	-	-	-	-	-	-	-	-	-	-	-	
TOTAL INCOME	626,400	577,036	575,634	604,415	634,636	660,022	679,823	700,217	721,224	742,860	765,145	788,100	
PERSONNEL SERVICES													
WAGES & SALARIES	50,300	54,390	69,454	73,621	77,302	80,394	82,806	85,290	87,849	90,484	93,199	95,995	
TAXES & BENEFITS	26,600	24,308	32,008	34,249	36,304	37,756	38,889	40,056	41,258	42,496	43,771	45,084	
TOTAL PERSONNEL SERVICES	\$ 76,900	\$ 78,698	\$ 101,462	\$ 107,870	\$ 113,606	\$ 118,150	\$ 121,695	\$ 125,346	\$ 129,107	\$ 132,980	\$ 136,970	\$ 141,079	
MATERIALS & SERVICES													
ALL UTILITIES	95,000	95,800	101,548	106,625	111,956	116,434	119,927	123,525	127,231	131,048	134,979	139,028	
FIXED MAINTENANCE	21,000	14,422	15,287	16,051	16,854	17,528	18,054	18,596	19,154	19,729	20,321	20,931	
INSURANCE	9,300	9,834	10,424	10,945	11,492	11,952	12,311	12,680	13,060	13,452	13,856	14,272	
PROPERTY TAX	46,000	39,957	41,196	42,473	43,790	45,147	46,547	47,990	49,478	51,012	52,593	54,223	
PROFESSIONAL SERVICES-Design & Engineering	5,000	8,116	8,603	9,033	9,485	9,864	10,160	10,465	10,779	11,102	11,435	11,778	
PROFESSIONAL SERVICES-Legal	8,000	1,650	1,749	1,836	1,928	2,005	2,065	2,127	2,191	2,257	2,325	2,395	
MISCELLANEOUS REPAIRS & PURCHASES	13,000	11,354	12,035	12,637	13,269	13,800	14,214	14,640	15,079	15,531	15,997	16,477	
TOTAL MATERIAL & SERVICES	\$ 197,300	\$ 181,133	\$ 190,842	\$ 199,600	\$ 208,774	\$ 216,730	\$ 223,278	\$ 230,023	\$ 236,972	\$ 244,131	\$ 251,506	\$ 259,104	
CAPITAL OUTLAY													
CAPITAL PURCHASES	130,000	4,494	80,000	1,010,000									
TOTAL CAPITAL OUTLAY	\$ 130,000	\$ 4,494	\$ 80,000	\$ 1,010,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
DEBT SERVICE													
PRINCIPAL & INTEREST	158,000	156,691	155,000	150,000	148,000	145,000	140,000	136,000	135,000	927,000	-	-	
TOTAL DEBT SERVICE	\$ 158,000	\$ 156,691	\$ 155,000	\$ 150,000	\$ 148,000	\$ 145,000	\$ 140,000	\$ 136,000	\$ 135,000	\$ 927,000	\$ -	\$ -	
TOTAL EXPENDITURES	\$ 562,200	\$ 421,016	\$ 527,304	\$ 1,467,470	\$ 470,380	\$ 479,880	\$ 484,973	\$ 491,369	\$ 501,079	\$ 1,304,111	\$ 388,476	\$ 400,183	
REVENUES OVER (UNDER) EXPENDITURES	64,200	156,020	48,330	(863,055)	164,256	180,142	194,850	208,848	220,145	(561,251)	376,669	387,917	

1,247,355
Payoff at 1/15/28

	Fiscal Year											
	22-23	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33
	ADOPTED	EST. ACTUAL					FORECAST					
Maritime Building												
LEASE INCOME	352,000	388,952	\$ 408,400	\$ 428,820	\$ 450,261	\$ 468,271	\$ 482,319	\$ 496,789	\$ 511,693	\$ 527,044	\$ 542,855	\$ 559,141
OCCUPANCY ADJUSTMENT			(20,420)	(21,441)	(22,513)	(23,414)	(24,116)	(24,839)	(25,585)	(26,352)	(27,143)	(27,957)
TOTAL INCOME	352,000	388,952	387,980	407,379	427,748	444,857	458,203	471,950	486,108	500,692	515,712	531,184
PERSONNEL SERVICES												
WAGES & SALARIES	31,400	33,074	43,546	46,159	48,467	50,406	51,918	53,476	55,080	56,732	58,434	60,187
TAXES & BENEFITS	16,800	15,176	20,253	21,671	22,971	23,890	24,607	25,345	26,105	26,888	27,695	28,526
TOTAL PERSONNEL SERVICES	\$ 48,200	\$ 24,075	\$ 63,799	\$ 67,830	\$ 71,438	\$ 74,296	\$ 76,525	\$ 78,821	\$ 81,185	\$ 83,620	\$ 86,129	\$ 88,713
MATERIALS & SERVICES												
ALL UTILITIES	36,000	31,584	33,479	35,153	36,911	38,387	39,539	40,725	41,947	43,205	44,501	45,836
FIXED MAINTENANCE	3,000	880	933	980	1,029	1,070	1,102	1,135	1,169	1,204	1,240	1,277
INSURANCE	6,300	6,630	7,028	7,379	7,748	8,058	8,300	8,549	8,805	9,069	9,341	9,621
PROPERTY TAX	18,700	18,361	18,930	19,517	20,122	20,746	21,389	22,052	22,736	23,441	24,168	24,917
PROFESSIONAL SERVICES-Design & Engineering	5,000	-	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES-Legal	5,000	-	-	-	-	-	-	-	-	-	-	-
MISCELLANEOUS REPAIRS & PURCHASES	3,000	2,228	2,362	2,480	2,604	2,708	2,789	2,873	2,959	3,048	3,139	3,233
TOTAL MATERIALS & SERVICES	\$ 77,000	\$ 37,978	\$ 62,732	\$ 65,509	\$ 68,414	\$ 70,969	\$ 73,119	\$ 75,334	\$ 77,616	\$ 79,967	\$ 82,389	\$ 84,884
CAPITAL OUTLAY												
CAPITAL PURCHASES	300,000	-										
TOTAL CAPITAL OUTLAY	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 425,200	\$ 62,053	\$ 126,531	\$ 133,339	\$ 139,852	\$ 145,265	\$ 149,644	\$ 154,155	\$ 158,801	\$ 163,587	\$ 168,518	\$ 173,597
REVENUES OVER (UNDER) EXPENDITURES	(73,200)	326,899	261,449	274,040	287,896	299,592	308,559	317,795	327,307	337,105	347,194	357,587

	Fiscal Year												
	22-23	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	
	ADOPTED	EST. ACTUAL					FORECAST						
Halyard Building													
LEASE INCOME	643,800	785,460	\$ 824,733	\$ 865,970	\$ 909,269	\$ 945,640	\$ 974,009	\$ 1,003,229	\$ 1,033,326	\$ 1,064,326	\$ 1,096,256	\$ 1,129,144	
OCCUPANCY ADJUSTMENT			(41,237)	(43,299)	(45,463)	(47,282)	(48,700)	(50,161)	(51,666)	(53,216)	(54,813)	(56,457)	
TOTAL INCOME	643,800	785,460	783,496	822,672	863,806	898,358	925,309	953,068	981,660	1,011,110	1,041,443	1,072,687	
PERSONNEL SERVICES													
WAGES & SALARIES	48,500	51,126	66,395	70,379	73,898	76,854	79,160	81,535	83,981	86,500	89,095	91,768	
TAXES & BENEFITS	25,900	23,096	30,493	32,628	34,586	35,969	37,048	38,159	39,304	40,483	41,697	42,948	
TOTAL PERSONNEL SERVICES	\$ 74,400	\$ 37,289	\$ 96,888	\$ 103,007	\$ 108,484	\$ 112,823	\$ 116,208	\$ 119,694	\$ 123,285	\$ 126,983	\$ 130,792	\$ 134,716	
MATERIALS & SERVICES													
ALL UTILITIES	263,000	291,806	309,314	324,780	341,019	354,660	365,300	376,259	387,547	399,173	411,148	423,482	
FIXED MAINTENANCE	48,000	11,844	12,555	13,183	13,842	14,396	14,828	15,273	15,731	16,203	16,689	17,190	
INSURANCE	5,400	5,698	6,040	6,342	6,659	6,925	7,133	7,347	7,567	7,794	8,028	8,269	
PROPERTY TAX	65,800	69,843	72,008	74,240	76,541	78,914	81,360	83,882	86,482	89,163	91,927	94,777	
PROFESSIONAL SERVICES-Design & Engineering	5,000	-	-	-	-	-	-	-	-	-	-	-	
PROFESSIONAL SERVICES-Legal	5,000	-	-	-	-	-	-	-	-	-	-	-	
MISCELLANEOUS REPAIRS & PURCHASES	5,000	3,818	4,047	4,249	4,461	4,639	4,778	4,921	5,069	5,221	5,378	5,539	
TOTAL MATERIALS & SERVICES	\$ 397,200	\$ 170,774	\$ 403,964	\$ 422,794	\$ 442,522	\$ 459,534	\$ 473,399	\$ 487,682	\$ 502,396	\$ 517,554	\$ 533,170	\$ 549,257	
CAPITAL OUTLAY													
CAPITAL PURCHASES	30,000	-											
TOTAL CAPITAL OUTLAY	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL EXPENDITURES	\$ 501,600	\$ 238,063	\$ 500,852	\$ 525,801	\$ 551,006	\$ 572,357	\$ 589,607	\$ 607,376	\$ 625,681	\$ 644,537	\$ 663,962	\$ 683,973	
REVENUES OVER (UNDER) EXPENDITURES	142,200	547,397	282,644	296,871	312,800	326,001	335,702	345,692	355,979	366,573	377,481	388,714	

	Fiscal Year											
	22-23	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33
	ADOPTED	EST. ACTUAL					FORECAST					
Timber Incubator Property												
LEASE INCOME	95,100	68,374	\$ 71,793	\$ 75,383	\$ 79,152	\$ 82,318	\$ 84,788	\$ 87,332	\$ 89,952	\$ 92,651	\$ 95,431	\$ 98,294
REIMBURSABLE UTILITIES	7,400	1,958	2,075	2,179	2,288	2,380	2,451	2,525	2,601	2,679	2,759	2,842
PROPERTY TAXES	6,100	-	-	-	-	-	-	-	-	-	-	-
OCCUPANCY ADJUSTMENT			(3,693)	(3,878)	(4,072)	(4,235)	(4,362)	(4,493)	(4,628)	(4,767)	(4,910)	(5,057)
OTHER		-	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME	108,600	70,332	70,175	73,684	77,368	80,463	82,877	85,364	87,925	90,564	93,281	96,079
PERSONNEL SERVICES												
WAGES & SALARIES	22,300	23,380	31,951	33,868	35,561	36,983	38,092	39,235	40,412	41,624	42,873	44,159
TAXES & BENEFITS	11,800	10,758	14,907	15,950	16,907	17,583	18,110	18,653	19,213	19,789	20,383	20,994
TOTAL PERSONNEL SERVICES	\$ 34,100	\$ 17,031	\$ 46,858	\$ 49,818	\$ 52,468	\$ 54,566	\$ 56,202	\$ 57,888	\$ 59,625	\$ 61,413	\$ 63,256	\$ 65,153
MATERIALS & SERVICES												
ALL UTILITIES	15,000	7,644	8,103	8,508	8,933	9,290	9,569	9,856	10,152	10,457	10,771	11,094
FIXED MAINTENANCE	5,000	2,742	2,907	3,052	3,205	3,333	3,433	3,536	3,642	3,751	3,864	3,980
INSURANCE	800	776	823	864	907	943	971	1,000	1,030	1,061	1,093	1,126
PROPERTY TAX	8,000	7,956	8,203	8,457	8,719	8,989	9,268	9,555	9,851	10,156	10,471	10,796
PROFESSIONAL SERVICES-Design & Engineering	2,000	-	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES-Legal	5,000	1,900	2,014	2,115	2,221	2,310	2,379	2,450	2,524	2,600	2,678	2,758
MISCELLANEOUS REPAIRS & PURCHASES	2,000	-	-	-	-	-	-	-	-	-	-	-
TOTAL MATERIALS & SERVICES	\$ 37,800	\$ 23,313	\$ 22,050	\$ 22,996	\$ 23,985	\$ 24,865	\$ 25,620	\$ 26,397	\$ 27,199	\$ 28,025	\$ 28,877	\$ 29,754
CAPITAL OUTLAY												
CAPITAL PURCHASES	10,000	-										
TOTAL CAPITAL OUTLAY	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 81,900	\$ 40,344	\$ 68,908	\$ 72,814	\$ 76,453	\$ 79,431	\$ 81,822	\$ 84,285	\$ 86,824	\$ 89,438	\$ 92,133	\$ 94,907
REVENUES OVER (UNDER) EXPENDITURES	26,700	29,988	1,267	870	915	1,032	1,055	1,079	1,101	1,126	1,148	1,172

	Fiscal Year											
	22-23	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33
	ADOPTED	EST. ACTUAL					FORECAST					
Wasco Street Business Park												
LEASE INCOME	275,000	269,808	\$ 283,298	\$ 297,463	\$ 312,336	\$ 324,829	\$ 334,574	\$ 344,611	\$ 354,949	\$ 365,597	\$ 376,565	\$ 387,862
OCCUPANCY ADJUSTMENT			(14,165)	(14,873)	(15,617)	(16,241)	(16,729)	(17,231)	(17,747)	(18,280)	(18,828)	(19,393)
TOTAL INCOME	275,000	269,808	269,133	282,590	296,719	308,588	317,845	327,380	337,202	347,317	357,737	368,469
PERSONNEL SERVICES												
WAGES & SALARIES	38,400	43,344	55,609	58,946	61,893	64,369	66,300	68,289	70,338	72,448	74,621	76,860
TAXES & BENEFITS	21,500	20,114	26,110	27,938	29,614	30,799	31,723	32,675	33,655	34,665	35,705	36,776
TOTAL PERSONNEL SERVICES	\$ 59,900	\$ 28,171	\$ 81,719	\$ 86,884	\$ 91,507	\$ 95,168	\$ 98,023	\$ 100,964	\$ 103,993	\$ 107,113	\$ 110,326	\$ 113,636
MATERIALS & SERVICES												
ALL UTILITIES	33,000	32,882	34,855	36,598	38,428	39,965	41,164	42,399	43,671	44,981	46,330	47,720
FIXED MAINTENANCE	10,000	20,960	22,218	23,329	24,495	25,475	26,239	27,026	27,837	28,672	29,532	30,418
INSURANCE	6,500	6,808	7,216	7,577	7,956	8,274	8,522	8,778	9,041	9,312	9,591	9,879
PROPERTY TAX	33,000	31,172	32,138	33,134	34,161	35,220	36,312	37,438	38,599	39,796	41,030	42,302
PROFESSIONAL SERVICES-Design & Engineering	2,000	-	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES-Legal	3,000	-	-	-	-	-	-	-	-	-	-	-
MISCELLANEOUS REPAIRS & PURCHASES	7,000	4,530	4,802	5,042	5,294	5,506	5,671	5,841	6,016	6,196	6,382	6,573
TOTAL MATERIALS & SERVICES	\$ 94,500	\$ 30,738	\$ 101,229	\$ 105,680	\$ 110,334	\$ 114,440	\$ 117,908	\$ 121,482	\$ 125,164	\$ 128,957	\$ 132,865	\$ 136,892
CAPITAL OUTLAY												
CAPITAL PURCHASES	50,000	-		50,000								
TOTAL CAPITAL OUTLAY	\$ 50,000	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 204,400	\$ 58,909	\$ 182,948	\$ 242,564	\$ 201,841	\$ 209,608	\$ 215,931	\$ 222,446	\$ 229,157	\$ 236,070	\$ 243,191	\$ 250,528
REVENUES OVER (UNDER) EXPENDITURES	70,600	210,899	86,185	40,026	94,878	98,980	101,914	104,934	108,045	111,247	114,546	117,941

	Fiscal Year											
	22-23	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33
Lower Mill	ADOPTED	EST. ACTUAL					FORECAST					
LEASE INCOME	16,000	52,368	\$ 54,986	\$ 57,735	\$ 60,622	\$ 63,047	\$ 64,938	\$ 66,886	\$ 68,893	\$ 70,960	\$ 73,089	\$ 75,282
OTHER FINANCING SOURCES	-	-	-	10,000,000	-	-	-	-	-	-	-	-
OCCUPANCY ADJUSTMENT	-	-	(2,749)	(2,887)	(3,031)	(3,152)	(3,247)	(3,344)	(3,445)	(3,548)	(3,654)	(3,764)
LAND SALES	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL INCOME	16,000	52,368	52,237	10,054,848	57,591	59,895	61,691	63,542	65,448	67,412	69,435	71,518
PERSONNEL SERVICES												
WAGES & SALARIES	30,200	28,112	39,250	41,605	43,685	45,432	46,795	48,199	49,645	51,134	52,668	54,248
TAXES & BENEFITS	13,100	11,520	17,050	18,244	19,339	20,113	20,716	21,337	21,977	22,636	23,315	24,014
TOTAL PERSONNEL SERVICES	\$ 43,300	\$ 23,484	\$ 56,300	\$ 59,849	\$ 63,024	\$ 65,545	\$ 67,511	\$ 69,536	\$ 71,622	\$ 73,770	\$ 75,983	\$ 78,262
MATERIALS & SERVICES												
ALL UTILITIES	4,000	4,042	4,285	4,499	4,724	4,913	5,060	5,212	5,368	5,529	5,695	5,866
FIXED MAINTENANCE	3,000	3,348	3,549	3,726	3,912	4,068	4,190	4,316	4,445	4,578	4,715	4,856
INSURANCE	800	382	405	425	446	464	478	492	507	522	538	554
PROFESSIONAL SERVICES-Design & Engineering	55,000	-	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES-Legal	7,000	-	-	-	-	-	-	-	-	-	-	-
MISCELLANEOUS REPAIRS & PURCHASES	3,000	828	878	922	968	1,007	1,037	1,068	1,100	1,133	1,167	1,202
TOTAL MATERIALS & SERVICES	\$ 72,800	\$ 68,309	\$ 9,117	\$ 9,572	\$ 10,050	\$ 10,452	\$ 10,765	\$ 11,088	\$ 11,420	\$ 11,762	\$ 12,115	\$ 12,478
CAPITAL OUTLAY												
CAPITAL PURCHASES	275,000	164,352	300,000	10,000,000								
TOTAL CAPITAL OUTLAY	\$ 275,000	\$ 164,352	\$ 300,000	\$ 10,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 391,100	\$ 256,145	\$ 365,417	\$ 10,069,421	\$ 73,074	\$ 75,997	\$ 78,276	\$ 80,624	\$ 83,042	\$ 85,532	\$ 88,098	\$ 90,740
REVENUES OVER (UNDER) EXPENDITURES	(375,100)	(203,777)	(313,180)	(14,573)	(15,483)	(16,102)	(16,585)	(17,082)	(17,594)	(18,120)	(18,663)	(19,222)

	Fiscal Year											
	22-23	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33
	ADOPTED	EST. ACTUAL	FORECAST									
WATERFRONT INDUSTRIAL LAND												
OTHER INCOME	15,500	3,550										
INCOME FROM GRANTS	1,000,000	-		950,000								
PARKING	154,300	154,300	163,558	171,736	180,323	187,536	193,162	198,957	204,926	211,074	217,406	223,928
TOTAL INCOME	1,169,800	157,850	163,558	1,121,736	180,323	187,536	193,162	198,957	204,926	211,074	217,406	223,928
PERSONNEL SERVICES												
WAGES	77,400	43,206	59,344	62,905	66,050	68,692	70,753	72,876	75,062	77,314	79,633	82,022
BENEFITS	29,900	19,590	27,506	28,881	30,325	31,538	32,484	33,459	34,463	35,497	36,562	37,659
TOTAL PERSONNEL SERVICES	\$ 107,300	\$ 62,796	\$ 86,850	\$ 91,786	\$ 96,375	\$ 100,230	\$ 103,237	\$ 106,335	\$ 109,525	\$ 112,811	\$ 116,195	\$ 119,681
MATERIALS & SERVICES												
FIXED MAINTENANCE	10,000	190	201	211	222	231	238	245	252	260	268	276
INSURANCE	1,100	1,070	1,103	1,137	1,172	1,208	1,245	1,284	1,324	1,365	1,407	1,451
PROFESSIONAL SERVICES-Design/Misc	55,000	-	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES-Parking/Security	76,000	80,078	58,383	61,302	64,367	66,942	68,950	71,019	73,150	75,345	77,605	79,933
PROFESSIONAL SERVICES-Legal	40,000	29,104	30,850	32,393	34,013	35,374	36,435	37,528	38,654	39,814	41,008	42,238
MISCELLANEOUS REPAIRS & PURCHASES	5,000	-	-	-	-	-	-	-	-	-	-	-
TOTAL MATERIAL & SERVICES	\$ 187,100	\$ 110,442	\$ 90,537	\$ 95,043	\$ 99,774	\$ 103,755	\$ 106,868	\$ 110,076	\$ 113,380	\$ 116,784	\$ 120,288	\$ 123,898
CAPITAL OUTLAY												
CAPITAL PURCHASE	1,480,000	36,470		950,000								
TOTAL CAPITAL OUTLAY	\$ 1,480,000	\$ 36,470	\$ -	\$ 950,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DEBT SERVICE												
PRINCIPAL & INTEREST												
TOTAL DEBT SERVICE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 1,774,400	\$ 209,708	\$ 177,387	\$ 1,136,829	\$ 196,149	\$ 203,985	\$ 210,105	\$ 216,411	\$ 222,905	\$ 229,595	\$ 236,483	\$ 243,579
TOTAL WATERFRONT INDUSTRIAL LAND	\$ (604,600)	\$ (51,858)	\$ (13,829)	\$ (15,093)	\$ (15,826)	\$ (16,449)	\$ (16,943)	\$ (17,454)	\$ (17,979)	\$ (18,521)	\$ (19,077)	\$ (19,651)

Summary

	Fiscal Year											
	22-23	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33
All Commercial	ADOPTED	EST. ACTUAL					FORECAST					
LEASE INCOME	169,350	169,728	175,787	184,577	140,279	145,890	150,267	154,775	159,419	164,202	169,128	174,202
REIMBURSABLE UTILITIES	1,600	1,940	2,056	2,159	2,267	2,358	2,429	2,502	2,577	2,654	2,734	2,816
PROPERTY TAX	300	1,669	1,721	1,774	1,829	1,886	1,944	2,004	2,066	2,130	2,196	2,264
TOTAL INCOME	171,250	173,337	179,564	188,510	144,375	150,134	154,640	159,281	164,062	168,986	174,058	179,282
PERSONNEL SERVICES												
WAGES	77,100	91,772	115,074	121,978	80,618	83,842	86,357	88,948	91,617	94,365	97,196	100,111
BENEFITS	43,600	43,498	54,560	58,379	38,826	40,379	41,591	42,839	44,124	45,447	46,811	48,215
TOTAL PERSONNEL SERVICES	\$ 120,700	\$ 135,270	\$ 169,634	\$ 180,357	\$ 119,444	\$ 124,221	\$ 127,948	\$ 131,787	\$ 135,741	\$ 139,812	\$ 144,007	\$ 148,326
MATERIALS & SERVICES												
ALL UTILITIES	36,000	30,744	32,589	19,624	20,606	21,430	22,073	22,735	23,417	24,119	24,842	25,588
FIXED MAINTENANCE	29,000	16,416	17,380	12,575	13,186	13,699	14,099	14,511	14,936	15,374	15,825	16,289
INSURANCE	8,700	9,062	9,641	6,695	7,029	7,310	7,529	7,755	7,988	8,228	8,475	8,729
PROPERTY TAX	14,600	13,636	14,058	14,494	14,943	15,406	15,883	16,375	16,883	17,406	17,946	18,503
PROFESSIONAL SERVICES-Design & Engineering	6,000	-	50,000	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES-Legal	7,000	3,450	3,657	3,840	4,032	4,193	4,319	4,449	4,582	4,719	4,861	5,007
MISCELLANEOUS REPAIRS & PURCHASES	44,000	35,478	36,297	31,386	31,864	32,265	32,578	32,900	33,232	33,574	33,926	34,289
TOTAL MATERIALS & SERVICES	\$ 145,300	\$ 108,786	\$ 163,622	\$ 88,614	\$ 91,660	\$ 94,303	\$ 96,481	\$ 98,725	\$ 101,038	\$ 103,420	\$ 105,875	\$ 108,405
CAPITAL OUTLAY												
CAPITAL PURCHASES	135,000	107,139	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY	\$ 135,000	\$ 107,139	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 401,000	\$ 351,195	\$ 333,256	\$ 268,971	\$ 211,104	\$ 218,524	\$ 224,429	\$ 230,512	\$ 236,779	\$ 243,232	\$ 249,882	\$ 256,731
REVENUES OVER (UNDER) EXPENDITURES	(229,750)	(177,858)	(153,692)	(80,461)	(66,729)	(68,390)	(69,789)	(71,231)	(72,717)	(74,246)	(75,824)	(77,449)

	Fiscal Year											
	22-23	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33
	ADOPTED	EST. ACTUAL					FORECAST					
State DMV Office Building												
LEASE INCOME	49,500	48,586	51,015	53,566	56,244	58,494	60,249	62,056	63,918	65,836	67,811	69,845
TOTAL INCOME	49,500	48,586	51,015	53,566	56,244	58,494	60,249	62,056	63,918	65,836	67,811	69,845
PERSONNEL SERVICES												
WAGES	19,000	26,424	28,578	30,293	31,808	33,080	34,072	35,094	36,147	37,231	38,348	39,498
BENEFITS	10,200	12,252	13,355	14,290	15,147	15,753	16,226	16,713	17,214	17,730	18,262	18,810
TOTAL PERSONNEL SERVICES	\$ 29,200	\$ 38,676	\$ 41,933	\$ 44,583	\$ 46,955	\$ 48,833	\$ 50,298	\$ 51,807	\$ 53,361	\$ 54,961	\$ 56,610	\$ 58,308
MATERIALS & SERVICES												
ALL UTILITIES	7,000	7,610	8,067	8,470	8,894	9,250	9,528	9,814	10,108	10,411	10,723	11,045
FIXED MAINTENANCE	7,000	350	350	350	350	350	350	350	350	350	350	350
INSURANCE	1,600	1,628	1,761	1,867	1,960	2,038	2,099	2,162	2,227	2,294	2,363	2,434
PROPERTY TAX	4,200	3,916	4,037	4,162	4,291	4,424	4,561	4,702	4,848	4,998	5,153	5,313
PROFESSIONAL SERVICES-Design & Engineering	2,000	-	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES-Legal	2,000	-	-	-	-	-	-	-	-	-	-	-
MISCELLANEOUS REPAIRS & PURCHASES	27,000	21,836	21,836	21,836	21,836	21,836	21,836	21,836	21,836	21,836	21,836	21,836
TOTAL MATERIALS & SERVICES	\$ 50,800	\$ 35,340	\$ 36,051	\$ 36,685	\$ 37,331	\$ 37,898	\$ 38,374	\$ 38,864	\$ 39,369	\$ 39,889	\$ 40,425	\$ 40,978
CAPITAL OUTLAY												
CAPITAL PURCHASES	75,000	66,176	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY	\$ 75,000	\$ 66,176	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 155,000	\$ 140,192	\$ 77,984	\$ 81,268	\$ 84,286	\$ 86,731	\$ 88,672	\$ 90,671	\$ 92,730	\$ 94,850	\$ 97,035	\$ 99,286
REVENUES OVER (UNDER) EXPENDITURES	(105,500)	(91,606)	(26,969)	(27,702)	(28,042)	(28,237)	(28,423)	(28,615)	(28,812)	(29,014)	(29,224)	(29,441)

	Fiscal Year											
	22-23	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33
	ADOPTED	EST. ACTUAL					FORECAST					
Marina Office Building												
LEASE INCOME	71,300	72,592	76,222	80,033	84,035	87,396	90,018	92,719	95,501	98,366	101,317	104,357
REIMBURSABLE UTILITIES	1,600	1,940	2,056	2,159	2,267	2,358	2,429	2,502	2,577	2,654	2,734	2,816
PROPERTY TAX	300	1,669	1,721	1,774	1,829	1,886	1,944	2,004	2,066	2,130	2,196	2,264
TOTAL INCOME	73,200	76,201	79,999	83,966	88,131	91,640	94,391	97,225	100,144	103,150	106,247	109,437
PERSONNEL SERVICES												
WAGES	29,600	33,118	43,855	46,486	48,810	50,762	52,285	53,854	55,470	57,134	58,848	60,613
BENEFITS	17,000	15,836	20,878	22,339	23,679	24,626	25,365	26,126	26,910	27,717	28,549	29,405
TOTAL PERSONNEL SERVICES	\$ 46,600	\$ 48,954	\$ 64,733	\$ 68,825	\$ 72,489	\$ 75,388	\$ 77,650	\$ 79,980	\$ 82,380	\$ 84,851	\$ 87,397	\$ 90,018
MATERIALS & SERVICES												
ALL UTILITIES	13,000	10,022	10,623	11,154	11,712	12,180	12,545	12,921	13,309	13,708	14,119	14,543
FIXED MAINTENANCE	12,000	10,984	11,643	12,225	12,836	13,349	13,749	14,161	14,586	15,024	15,475	15,939
INSURANCE	4,100	4,338	4,598	4,828	5,069	5,272	5,430	5,593	5,761	5,934	6,112	6,295
PROPERTY TAX	10,400	9,720	10,021	10,332	10,652	10,982	11,322	11,673	12,035	12,408	12,793	13,190
PROFESSIONAL SERVICES-Design & Engineering	2,000	-	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES-Legal	4,000	3,450	3,657	3,840	4,032	4,193	4,319	4,449	4,582	4,719	4,861	5,007
MISCELLANEOUS REPAIRS & PURCHASES	12,000	8,580	9,095	9,550	10,028	10,429	10,742	11,064	11,396	11,738	12,090	12,453
TOTAL MATERIALS & SERVICES	\$ 57,500	\$ 47,094	\$ 49,637	\$ 51,929	\$ 54,329	\$ 56,405	\$ 58,107	\$ 59,861	\$ 61,669	\$ 63,531	\$ 65,450	\$ 67,427
CAPITAL OUTLAY												
CAPITAL PURCHASES	10,000	-	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 114,100	\$ 96,048	\$ 114,370	\$ 120,754	\$ 126,818	\$ 131,793	\$ 135,757	\$ 139,841	\$ 144,049	\$ 148,382	\$ 152,847	\$ 157,445
REVENUES OVER (UNDER) EXPENDITURES	(40,900)	(19,847)	(34,371)	(36,788)	(38,687)	(40,153)	(41,366)	(42,616)	(43,905)	(45,232)	(46,600)	(48,008)

	Fiscal Year											
	22-23	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33
Port Office	ADOPTED	EST. ACTUAL			FORECAST							
LEASE INCOME	48,550	48,550	48,550	50,978	-	-	-	-	-	-	-	-
REIMBURSABLE EXPENSES	-	-	50,000									
TOTAL INCOME	48,550	48,550	98,550	50,978	-	-	-	-	-	-	-	-
PERSONNEL SERVICES												
WAGES	28,500	32,230	42,641	45,199	-	-	-	-	-	-	-	-
BENEFITS	16,400	15,410	20,327	21,750	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 44,900	\$ 47,640	\$ 62,968	\$ 66,949	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICE												
ALL UTILITIES	16,000	13,112	13,899									
FIXED MAINTENANCE	10,000	5,082	5,387									
INSURANCE	3,000	3,096	3,282									
PROFESSIONAL SERVICES-Design & Engineering	2,000	-	50,000									
PROFESSIONAL SERVICES-Legal	1,000	-	-									
MISCELLANEOUS REPAIRS & PURCHASES	5,000	5,062	5,366									
TOTAL MATERIALS & SERVICES	\$ 37,000	\$ 26,352	\$ 77,934	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL OUTLAY												
CAPITAL PURCHASES	50,000	40,963	-									
TOTAL CAPITAL OUTLAY	\$ 50,000	\$ 40,963	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 131,900	\$ 114,955	\$ 140,902	\$ 66,949	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUES OVER (UNDER) EXPENDITURES	(83,350)	(66,405)	(42,352)	(15,971)	-	-	-	-	-	-	-	-

\$50k for relocation study - paid for by the new bridge project

	Fiscal Year											
	22-23	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33
	ADOPTED	EST. ACTUAL	FORECAST									
**MARINA **												
BEGINNING FUND BALANCE			500,000	947,431	870,177	869,269	870,365	(82,417)	35,019	(394,233)	(270,073)	(192,397)
MOORAGE SLIP LEASE INCOME	268,700	307,150	322,508	338,633	355,565	369,787	380,881	392,307	404,076	416,199	428,685	441,545
MOORAGE ASSESSMENT	84,900	84,660	88,893	93,338	98,005	101,925	104,982	108,132	111,376	114,717	118,159	121,703
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	7,000
REIMBURSABLE UTILITIES	22,300	3,012	3,193	3,352	3,520	3,661	3,771	3,884	4,000	4,120	4,244	4,371
MISCELLANEOUS-Transient dock	24,000	15,444	16,371	17,189	18,049	18,771	19,334	19,914	20,511	21,126	21,760	22,413
CRUISE SHIPS	18,100	18,100	19,186	20,145	21,153	21,999	22,659	23,338	24,039	24,760	25,502	26,268
GRANT	132,300	-										
TOTAL INCOME	557,300	435,366	457,150	479,657	503,290	523,142	538,626	554,575	571,002	587,922	605,350	623,300
PERSONNEL SERVICES												
WAGES & SALARIES	121,300	125,516	149,242	158,197	166,106	172,751	177,933	183,271	188,769	194,432	200,265	206,273
TAXES & BENEFITS	68,300	61,950	75,585	80,876	85,729	89,158	91,832	94,587	97,425	100,348	103,358	106,459
TOTAL PERSONNEL SERVICES	\$ 189,600	\$ 187,466	\$ 224,827	\$ 239,072	\$ 251,835	\$ 261,908	\$ 269,765	\$ 277,858	\$ 286,194	\$ 294,780	\$ 303,623	\$ 312,732
MATERIALS & SERVICES												
ALL UTILITIES	42,000	40,754	43,199	45,359	47,627	49,532	51,018	52,549	54,125	55,749	57,421	59,144
FIXED MAINTENANCE	25,000	31,804	33,712	35,398	37,168	38,654	39,814	41,009	42,239	43,506	44,811	46,155
INSURANCE	7,800	8,308	8,806	9,247	9,709	10,098	10,400	10,712	11,034	11,365	11,706	12,057
PROFESSIONAL SERVICES- Other/Sheriff	25,000	13,392	14,196	14,905	15,651	16,277	16,765	17,268	17,786	18,319	18,869	19,435
PROFESSIONAL SERVICES-Legal	5,000	7,100	7,526	7,902	8,297	8,629	8,888	9,155	9,429	9,712	10,004	10,304
MISCELLANEOUS REPAIRS & PURCHASES	25,000	22,172	23,502	24,677	25,911	26,948	27,756	28,589	29,447	30,330	31,240	32,177
TOTAL MATERIALS & SERVICE	\$ 129,800	\$ 123,530	\$ 130,942	\$ 137,489	\$ 144,363	\$ 150,138	\$ 154,642	\$ 159,281	\$ 164,060	\$ 168,981	\$ 174,051	\$ 179,272
CAPITAL OUTLAY												
CAPITAL PURCHASES	333,600	313,600	60,000	90,000	40,000	40,000	1,000,000	-	550,000	-	50,000	-
TOTAL CAPITAL OUTLAY	\$ 333,600	\$ 313,600	\$ 60,000	\$ 90,000	\$ 40,000	\$ 40,000	\$ 1,000,000	\$ -	\$ 550,000	\$ -	\$ 50,000	\$ -
DEBT												
PRINCIPAL & INTEREST	93,500	169,050	93,950	90,350	68,000	70,000	67,000					
TOTAL DEBT	\$ 93,500	\$ 169,050	\$ 93,950	\$ 90,350	\$ 68,000	\$ 70,000	\$ 67,000	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 746,500	\$ 793,646	\$ 509,719	\$ 556,911	\$ 504,198	\$ 522,046	\$ 1,491,407	\$ 437,140	\$ 1,000,254	\$ 463,762	\$ 527,674	\$ 492,005
CHANGE IN FUND BALANCE	\$ (189,200)	\$ (358,280)	\$ (52,569)	\$ (77,254)	\$ (908)	\$ 1,096	\$ (952,781)	\$ 117,435	\$ (429,252)	\$ 124,161	\$ 77,675	\$ 131,296
ENDING FUND BALANCE			447,431	870,177	869,269	870,365	(82,417)	35,019	(394,233)	(270,073)	(192,397)	(61,101)

AIRPORT	Fiscal Year												
	22-23	22-23	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33
	ADOPTED	As of 12/31/2022	EST. ACTUAL	FORECAST									
BEGINNING RESERVES	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,924,561	\$ 1,842,601	\$ 1,755,886	\$ 1,665,705	\$ 1,572,819	\$ 1,477,146	\$ 1,378,604	\$ 1,277,105	\$ 1,172,559
T-HANGARS LEASES INCOME	152,200	167,774	167,774	176,163	184,971	194,220	201,989	208,049	214,290	220,719	227,341	234,161	241,186
HANGAR 1 LEASE INCOME	47,400	16,462	32,924	34,570	36,299	38,114	39,639	40,828	42,053	43,315	44,614	45,952	47,331
HANGAR LEASE INCOME	23,500	12,077	24,154	25,362	26,630	27,962	29,080	29,952	30,851	31,777	32,730	33,712	34,723
LAND LEASES	24,100	9,746	19,492	20,467	21,490	22,565	23,468	24,172	24,897	25,644	26,413	27,205	28,021
REIMBURSED UTILITIES	8,000	5,068	10,136	10,744	11,281	11,845	12,319	12,689	13,070	13,462	13,866	14,282	14,710
PROPERTY TAX	4,000	1,955	3,910	4,313	4,447	4,585	4,727	4,874	5,025	5,181	5,342	5,508	5,679
GRANT	385,700	-	385,700	165,000	1,720,000	-	-	-	-	-	-	-	-
LOANS	-	-	-	-	-	-	-	-	-	-	-	-	-
MISCELLANEOUS	1,000	300	600	630	662	695	723	745	767	790	814	838	863
TOTAL REVENUES	\$ 645,900	\$ 213,382	\$ 644,690	\$ 437,249	\$ 2,005,780	\$ 299,986	\$ 311,945	\$ 321,309	\$ 330,953	\$ 340,888	\$ 351,120	\$ 361,658	\$ 372,513
PERSONNEL SERVICES													
WAGES & SALARIES	121,100	60,130	140,260	151,691	160,792	168,832	175,585	180,853	186,279	191,867	197,623	203,552	209,659
TAXES & BENEFITS	63,600	26,856	56,712	61,816	66,143	70,112	72,916	75,103	77,356	79,677	82,067	84,529	87,065
TOTAL PERSONNEL SERVICES	\$ 184,700	\$ 86,986	\$ 196,972	\$ 213,507	\$ 226,935	\$ 238,944	\$ 248,501	\$ 255,956	\$ 263,635	\$ 271,544	\$ 279,690	\$ 288,081	\$ 296,724
MATERIALS & SERVICES													
ALL UTILITIES	50,000	24,712	49,424	52,389	55,008	57,758	60,068	61,870	63,726	65,638	67,607	69,635	71,724
FIXED MAINTENANCE	70,000	8,634	17,268	18,304	19,219	20,180	20,987	21,617	22,266	22,934	23,622	24,331	25,061
INSURANCE	16,300	9,105	18,210	19,303	20,268	21,281	22,132	22,796	23,480	24,184	24,910	25,657	26,427
PROPERTY TAX	4,300	4,313	4,313	4,447	4,585	4,727	4,874	5,025	5,181	5,342	5,508	5,679	5,855
PROFESSIONAL SERVICES-Design & Engineering	70,000	1,763	3,526	3,738	3,925	4,121	4,286	4,415	4,547	4,683	4,823	4,968	5,117
PROFESSIONAL SERVICES-Legal	35,000	8,190	16,380	17,363	18,231	19,143	19,909	20,506	21,121	21,755	22,408	23,080	23,772
MISCELLANEOUS REPAIRS & PURCHASES	10,000	8,791	17,582	18,637	19,569	20,547	21,369	22,010	22,670	23,350	24,051	24,773	25,516
TOTAL MATERIALS & SERVICES	\$ 255,600	\$ 65,508	\$ 126,703	\$ 134,181	\$ 140,805	\$ 147,757	\$ 153,625	\$ 158,239	\$ 162,991	\$ 167,886	\$ 172,929	\$ 178,123	\$ 183,472
CAPITAL OUTLAY													
CAPITAL PURCHASES	440,000	337,221	440,000	165,000	1,720,000	-	-	-	-	-	-	-	-
TOTAL CAPITAL OUTLAY	\$ 440,000	\$ 337,221	\$ 440,000	\$ 165,000	\$ 1,720,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DEBT													
PRINCIPAL & INTEREST	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL DEBT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 880,300	\$ 489,715	\$ 763,675	\$ 512,688	\$ 2,087,740	\$ 386,701	\$ 402,126	\$ 414,195	\$ 426,626	\$ 439,430	\$ 452,619	\$ 466,204	\$ 480,196
CHANGE IN RESERVES	(234,400)	(276,333)	(118,985)	(75,439)	(81,960)	(86,715)	(90,181)	(92,886)	(95,673)	(98,542)	(101,499)	(104,546)	(107,683)
ENDING RESERVES	NA	NA	NA	\$ 924,561	\$ 1,842,601	\$ 1,755,886	\$ 1,665,705	\$ 1,572,819	\$ 1,477,146	\$ 1,378,604	\$ 1,277,105	\$ 1,172,559	\$ 1,064,876

	Fiscal Year										
	22-23	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30		
TOLL BRIDGE	ADOPTED	EST. ACTUAL	FORECAST								
BEGINNING RESERVES	\$ -	\$ -	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 3,999,999	
BRIDGE TOLLS	\$ 6,690,000	\$ 6,196,014	6,273,464	6,351,882	6,431,281	6,495,594	6,560,550	6,626,155	3,346,208		
CABLE CROSSING LEASES	21,000	11,516	11,804	12,099	12,401	12,712	13,029	13,355	6,844		
BREEZEBY INTERAGENCIES	84,000	88,888	89,999	91,124	92,263	93,278	94,304	95,341	48,195		
INTEREST	-	-	-	80,000	80,000	80,000	80,000	80,000	80,000	40,000	
OTHER	25,000	7,900	8,098	8,300	8,507	8,720	8,938	9,162	4,695		
TOTAL REVENUE	\$ 6,820,000	\$ 6,304,318	\$ 6,383,365	\$ 6,543,405	\$ 6,624,453	\$ 6,690,303	\$ 6,756,821	\$ 6,824,013	\$ 3,445,943		
PERSONNEL SERVICES											
WAGES & SALARIES	\$ 966,700	\$ 780,756	\$ 844,388	\$ 895,051	\$ 939,803	\$ 977,396	\$ 1,006,717	\$ 1,036,919	\$ 534,013		
TAXES & BENEFITS	447,500	352,632	384,369	411,275	435,951	453,389	466,991	481,001	247,715		
TOTAL PERSONNEL SERVICES	\$ 1,414,200	\$ 1,133,388	\$ 1,228,756	\$ 1,306,326	\$ 1,375,755	\$ 1,430,785	\$ 1,473,708	\$ 1,517,920	\$ 781,729		
MATERIALS & SERVICES											
ALL UTILITIES	18,000	15,428	16,354	17,171	18,030	18,751	19,314	19,893	10,245		
FIXED MAINTENANCE	50,000	30,000	31,800	33,390	35,060	36,462	37,556	38,682	19,921		
INSURANCE	327,000	346,402	367,186	385,545	404,823	421,016	433,646	446,655	230,028		
PROFESSIONAL SERVICES -Other	333,000	300,000	318,000	333,900	350,595	364,619	375,557	386,824	199,214		
PROFESSIONAL SERVICES -Legal	20,000	36,380	38,563	40,491	42,515	44,216	45,543	46,909	24,158		
CREDIT CARD PROCESSING	185,000	207,192	219,624	230,605	242,135	251,820	259,375	267,156	137,585		
TRANSPONDER WRITE-OFF	30,000	30,000	31,800	33,390	35,060	36,462	37,556	38,682	19,921		
MISCELLANEOUS REPAIRS & PURCHASES	245,000	100,000	106,000	111,300	116,865	121,540	125,186	128,941	66,405		
INDIRECT MAINTENANCE & ADMIN M&S		677,151	907,805	962,274	991,142	1,020,876	1,051,502	1,083,047	574,015		
TOTAL MATERIALS & SERVICES	\$ 1,208,000	\$ 1,742,553	\$ 2,037,131	\$ 2,148,066	\$ 2,236,224	\$ 2,315,761	\$ 2,385,234	\$ 2,456,791	\$ 1,281,493		
CAPITAL OUTLAY											
CAPITAL PURCHASE	190,000	40,000	165,000	50,000	50,000	50,000	50,000	50,000	25,000		
TOTAL CAPITAL OUTLAY	\$ 190,000	\$ 40,000	\$ 165,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 25,000		
TRANSFER OUT TO BRIDGE REPAIR	\$ 2,822,700	\$ 902,268	\$ 1,952,477	\$ 2,039,014	\$ 1,962,475	\$ 1,893,757	\$ 1,847,879	\$ 2,799,303	\$ 1,357,722		
SUPPORT FOR OTHER PROPERTIES		\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000			
TOTAL EXPENTITURES	\$ 5,634,900	\$ 4,818,209	\$ 6,383,365	\$ 6,543,406	\$ 6,624,453	\$ 6,690,303	\$ 6,756,821	\$ 6,824,014	\$ 3,445,944		
CHANGE IN RESERVES	1,185,100	1,486,109	(0)	(0)	(0)	0	(0)	(0)	(0)		
ENDING RESERVES	NA	NA	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 3,999,999	\$ 3,999,999		
REPAIR FUND											
BEGINNING RESERVES	\$ 2,925,000	\$ 3,026,673	\$ 3,026,673	\$ 1,441,248	\$ 2,945,923	\$ 2,945,923	\$ 2,526,262	\$ 1,981,161	\$ 2,303,276		
INTEREST INCOME	25,000	67,792	90,800	28,825	58,918	58,918	50,525	39,623	-		
GRANT	-	124,966	-	-	-	-	-	-	-		
OTHER INCOME/FINANCING	-	-	-	-	-	-	-	-	-		
OTHER REVENUE	25,000	192,758	90,800	28,825	58,918	58,918	50,525	39,623	-		
TRANSFER FROM REVENUE FUND											
FROM REVENUE FUND - 1994/2012 TOLLS	2,258,160	721,814	1,561,982	1,631,211	1,569,980	1,515,006	1,478,303	2,239,442	1,086,178		
FROM REVENUE FUND - 2018 TOLL INCREASE	564,540	180,454	390,495	407,803	392,495	378,751	369,576	559,861	271,544		
TOTAL TRANSFERS	2,822,700	902,268	1,952,477	2,039,014	1,962,475	1,893,757	1,847,879	2,799,303	1,357,722		
TOTAL REVENUE	2,847,700	1,095,026	2,043,277	2,067,839	2,021,393	1,952,675	1,898,404	2,838,926	1,357,722		
EXPENDITURES											
PERSONNEL SERVICES											
WAGES - EXISTING BRIDGE	\$ 64,500	\$ 63,422	\$ 68,591	\$ 72,706	\$ 76,342	\$ 79,395	\$ 81,777	\$ 84,231	\$ 43,379		
BENEFITS - EXISTING BRIDGE	42,200	37,032	40,365	43,190	45,782	47,613	49,042	50,513	26,014		
TOTAL PERSONNEL SERVICES	\$ 106,700	\$ 100,454	\$ 108,956	\$ 115,897	\$ 122,124	\$ 127,008	\$ 130,819	\$ 134,743	\$ 69,393		
MATERIAL & SERVICES											
MAINTENANCE/FLAGGING	25,000	2,712	2,875	3,018	3,169	3,296	3,395	3,497	1,801		
INSURANCE	1,000	960	1,018	1,068	1,122	1,167	1,202	1,238	637		
PROFESSIONAL SERVICES - EXISTING BRIDGE	155,000	100,000	106,000	111,300	116,865	121,540	125,186	128,941	66,405		
PROFESSIONAL SERVICES - EXISTING BRIDGE - LEGAL	30,000	900	954	1,002	1,052	1,094	1,127	1,160	598		
MISCELLANEOUS - EXISTING BRIDGE	30,000	15,000	15,900	16,695	17,530	18,231	18,778	19,341	9,961		
TOTAL MATERIAL & SERVICES	\$ 241,000	\$ 119,572	\$ 126,746	\$ 133,084	\$ 139,738	\$ 145,327	\$ 149,687	\$ 154,178	\$ 79,402		
CAPITAL OUTLAY											
CAPITAL PURCHASE - EXISTING BRIDGE	2,475,000	875,000	3,393,000	261,820	986,700	1,750,000	1,802,500	1,856,575			
CAPITAL PURCHASE - EXISTING BRIDGE CONTINGENCY				52,364	197,340	350,000	360,500	371,315			
TOTAL CAPITAL OUTLAY	\$ 2,475,000	\$ 875,000	\$ 3,393,000	\$ 314,184	\$ 1,184,040	\$ 2,100,000	\$ 2,163,000	\$ 2,227,890	\$ -		
DEBT											
DEBT SERVICE - BUILD GRANT											
TOTAL DEBT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
CONTINGENCY	500,000	-	-	-	-	-	-	-	-		
TOTAL EXPENDITURES	3,322,700	1,095,026	3,628,702	563,164	1,445,901	2,372,336	2,443,506	2,516,811	148,794		
CHANGE IN RESERVES	(475,000)	-	(1,585,425)	1,504,675	-	(419,660)	(545,102)	322,115	1,208,928		
ENDING RESERVES	\$ 2,450,000	\$ 3,026,673	\$ 1,441,248	\$ 2,945,923	\$ 2,945,923	\$ 2,526,262	\$ 1,981,161	\$ 2,303,276	\$ 3,512,204		

	Fiscal Year											
	22-23	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33
	ADOPTED	EST. ACTUAL	FORECAST									
GENERAL FUND												
BEGINNING FUND BALANCE	\$ 528,000	\$ 531,029	\$ 542,801	\$ 553,657	\$ 564,730	\$ 576,025	\$ 587,545	\$ 599,296	\$ 611,282	\$ 623,508	\$ 635,978	\$ 648,697
Tax Receipts for Current Year	88,500	88,500	91,244	94,072	96,988	99,995	103,095	106,291	109,586	112,983	116,485	120,096
Interest	8,000	11,772	10,856	11,073	11,295	11,520	11,751	11,986	12,226	12,470	12,720	12,974
Grants	2,000	-	-	-	-	-	-	-	-	-	-	-
Transfers from Revenue Fund	961,250	577,151	736,420	776,998	816,203	847,542	871,232	895,629	920,755	946,632	973,281	1,000,727
TOTAL REVENUE	\$ 1,059,750	\$ 677,423	\$ 838,520	\$ 882,143	\$ 924,486	\$ 959,058	\$ 986,078	\$ 1,013,906	\$ 1,042,567	\$ 1,072,085	\$ 1,102,486	\$ 1,133,797
EXPENDITURES												
COMMISSION AND OFFICE												
PERSONNEL SERVICES												
Commissioners	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Wages & Salaries - Administration	234,100	138,580	232,832	246,802	259,142	269,508	277,593	285,921	294,498	303,333	312,433	321,806
Wages & Benefits - Community Service Initiative	35,000	-	-	-	-	-	-	-	-	-	-	-
Taxes & Benefits	103,700	77,055	121,088	129,564	137,338	142,832	147,116	151,530	156,076	160,758	165,581	170,548
TOTAL PERSONNEL SERVICES	\$ 378,800	\$ 221,635	\$ 359,920	\$ 382,366	\$ 402,480	\$ 418,339	\$ 430,709	\$ 443,451	\$ 456,574	\$ 470,091	\$ 484,014	\$ 498,355
MATERIAL & SERVICES												
Office Lease	48,550	48,550	48,550	48,550	48,550	48,550	48,550	48,550	48,550	48,550	48,550	48,550
All Utilities	1,000	-	-	-	-	-	-	-	-	-	-	-
Maintenance, Supplies & Services	36,900	41,244	43,719	45,905	48,200	50,128	51,632	53,181	54,776	56,419	58,112	59,855
Travel and Meeting Expenses	60,000	30,000	31,800	33,390	35,060	36,462	37,556	38,682	39,843	41,038	42,269	43,537
Dues and Memberships	47,900	47,900	50,774	53,313	55,978	58,217	59,964	61,763	63,616	65,524	67,490	69,515
Insurance	4,100	3,384	3,587	3,766	3,955	4,113	4,236	4,363	4,494	4,629	4,768	4,911
Professional Svcs-Bridge Legislative Advocacy	216,000	113,586	120,401	126,421	132,742	138,052	142,194	146,459	150,853	155,379	160,040	164,841
Professional Svcs-Legal & Other	184,500	85,252	90,367	94,885	99,630	103,615	106,723	109,925	113,223	116,620	120,118	123,722
Professional Svcs-Audit/Accounting	39,000	39,000	41,340	43,407	45,577	47,400	48,822	50,287	51,796	53,350	54,950	56,599
Port Newsletter	23,500	23,500	24,910	26,156	27,463	28,562	29,419	30,301	31,210	32,147	33,111	34,104
Press Releases-Promotions/Advertising	11,500	11,600	12,296	12,911	13,556	14,099	14,522	14,957	15,406	15,868	16,344	16,834
TOTAL MATERIAL & SERVICES	\$ 672,950	\$ 444,016	\$ 467,744	\$ 488,704	\$ 510,711	\$ 529,198	\$ 543,617	\$ 558,469	\$ 573,767	\$ 589,523	\$ 605,753	\$ 622,469
TOTAL EXPENDITURES	1,051,750	665,651	827,664	871,070	913,191	947,537	974,327	1,001,920	1,030,341	1,059,615	1,089,767	1,120,823
CHANGE IN FUND BALANCE	\$ 8,000	\$ 11,772	\$ 10,856	\$ 11,073	\$ 11,295	\$ 11,520	\$ 11,751	\$ 11,986	\$ 12,226	\$ 12,470	\$ 12,720	\$ 12,974
ENDING FUND BALANCE	\$ 536,000	\$ 542,801	\$ 553,657	\$ 564,730	\$ 576,025	\$ 587,545	\$ 599,296	\$ 611,282	\$ 623,508	\$ 635,978	\$ 648,697	\$ 661,671

	Fiscal Year											
	22-23	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33
	ADOPTED	EST. ACTUAL										
ADMINISTRATION & MAINTENANCE												
ADMINISTRATION GRANTS	2,500	2,500	2,650	2,783	2,922	3,039	3,130	3,224	3,321	3,421	3,524	3,630
MISCELLANEOUS	9,000	36,620	38,817	40,758	42,796	44,508	45,843	47,218	48,635	50,094	51,597	53,145
TOTAL INCOME	\$ 11,500	\$ 39,120	\$ 41,467	\$ 43,541	\$ 45,718	\$ 47,547	\$ 48,973	\$ 50,442	\$ 51,956	\$ 53,515	\$ 55,121	\$ 56,775
ADMINISTRATION												
PERSONNEL SERVICES												
WAGES & SALARIES	95,000	-	-	-	-	-	-	-	-	-	-	-
TAXES & BENEFITS	28,100	-	-	-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 123,100	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MATERIALS & SERVICES												
UNALLOCATED PURCHASES	95,000	82,698	87,660	92,043	96,645	100,511	103,526	106,632	109,831	113,126	116,520	120,015
NSF CHECKS-BAD DEBT	1,000	-	-	-	-	-	-	-	-	-	-	-
INSURANCE	3,100	2,882	3,055	3,208	3,368	3,503	3,608	3,716	3,828	3,942	4,061	4,182
PROFESSIONAL SERVICES-Legal	30,000	-	-	-	-	-	-	-	-	-	-	-
PROFESSIONAL SERVICES-Other	70,000	12,168	12,898	13,543	14,220	14,789	15,233	15,690	16,160	16,645	17,144	17,659
PROFESSIONAL SERVICES-Systems/Accounting	70,000	133,296	141,294	148,358	155,776	162,007	166,868	171,874	177,030	182,341	187,811	193,445
PROFESSIONAL SERVICES-Land Acquisition	10,000	-	-	-	-	-	-	-	-	-	-	-
TRAVEL & MEETING	18,000	6,492	6,882	7,226	7,587	7,890	8,127	8,371	8,622	8,881	9,147	9,421
TOTAL MATERIALS & SERVICES	\$ 297,100	\$ 237,536	\$ 251,788	\$ 264,378	\$ 277,596	\$ 288,700	\$ 297,361	\$ 306,282	\$ 315,471	\$ 324,935	\$ 334,683	\$ 344,723
CAPITAL OUTLAY												
CAPITAL PURCHASES	29,000	29,000	285,000	15,000								
TOTAL CAPITAL OUTLAY	\$ 29,000	\$ 29,000	\$ 285,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL ADMINISTRATION EXPENDITURES	\$ 449,200	\$ 266,536	\$ 536,788	\$ 279,378	\$ 277,596	\$ 288,700	\$ 297,361	\$ 306,282	\$ 315,471	\$ 324,935	\$ 334,683	\$ 344,723
MAINTENANCE												
MATERIALS & SERVICES												
PROFESSIONAL SERVICES												
INSURANCE	31,500	26,486	28,075	29,479	30,953	32,191	33,157	34,151	35,176	36,231	37,318	38,438
UNALLOCATED PURCHASES	50,000	38,566	40,880	42,924	45,070	46,873	48,279	49,728	51,219	52,756	54,339	55,969
MACHINERY MAINTENANCE	65,000	52,392	55,536	58,312	61,228	63,677	65,587	67,555	69,582	71,669	73,819	76,034
TOTAL MATERIALS & SERVICES	\$ 146,500	\$ 117,444	\$ 124,491	\$ 130,715	\$ 137,251	\$ 142,741	\$ 147,023	\$ 151,434	\$ 155,977	\$ 160,656	\$ 165,476	\$ 170,440
CAPITAL OUTLAY												
CAPITAL PURCHASES	80,000	55,000	75,000	78,750	82,688	85,995	88,575	91,232	93,969	96,788	99,692	102,683
TOTAL CAPITAL OUTLAY	\$ 80,000	\$ 55,000	\$ 75,000	\$ 78,750	\$ 82,688	\$ 85,995	\$ 88,575	\$ 91,232	\$ 93,969	\$ 96,788	\$ 99,692	\$ 102,683
TOTAL MAINTENANCE EXPENDITURES	\$ 226,500	\$ 172,444	\$ 199,491	\$ 209,465	\$ 219,938	\$ 228,736	\$ 235,598	\$ 242,666	\$ 249,946	\$ 257,444	\$ 265,168	\$ 273,123
TOTAL EXPENDITURES	\$ 675,700	\$ 438,980	\$ 736,279	\$ 488,843	\$ 497,535	\$ 517,436	\$ 532,959	\$ 548,948	\$ 565,417	\$ 582,379	\$ 599,850	\$ 617,846
REVENUES OVER (UNDER) EXPENDITURES	\$ (664,200)	\$ (399,860)	\$ (694,812)	\$ (445,302)	\$ (451,817)	\$ (469,889)	\$ (483,986)	\$ (498,506)	\$ (513,461)	\$ (528,864)	\$ (544,729)	\$ (561,071)

April 4, 2023
Spring Planning Session

Discussion Topic:

Long-Term Fiscal Sustainability

Overview:

As the Port considers the 10-year forecast models and the divestment from tolls, there are a series of processes, metrics and goal setting that can help monitor progress towards sustainability.

Steps:

1. Review Resolution Divesting from Tolls for Non-Bridge Related Activities (see attached)
2. Review of Annual Fees, Charges and Rates Resolution (see attached)
3. Review of Capital Improvement Lists (see attached)
4. Review Metrics and Management Process Steps

Resolution Divesting from Tolls for Non-Bridge Activities

In your packet is a policy statement committing the Port to utilize tolls solely for bridge-related activities, including existing bridge operations, capital repairs and replacement. Sometime should be spent discussing the merits of this policy and any adjustments that the Commission may want to make.

Annual Fees, Charges and Rates Resolution

In your packet is a draft fees, charges, and rates resolution. The Port has not traditionally reviewed its rates in a singular document, but it can be a helpful process to review revenue generation comprehensively. Having this approved as part of the budget process can be a transparent way to show the effect of rates changes can have on the Port's bottom line.

Capital Improvement Lists Resolution

In your packet is a draft capital improvements list resolution. The purpose of this resolution is show all the capital or grant funded projects that are anticipated in the coming fiscal year. This is also a way to more easily monitor capital projects, discuss projects that aren't completed or are in progress, remove completed projects and add new projects. It should be assumed that projects identified on this list have identified sources of revenue and will be started, if not completed, in the coming fiscal year.

Metrics and Management Process Steps

Step 1. Evaluate current operations to identify and implement efficiencies, cost cutting, and eliminate waste. After that work is done each manager has a real, clear picture of the true cost by center. (6-18 months due to financial software implementation).

Step 2. Once true costs understood, evaluate true revenue potential and implement changes to be at full potential. This would include rate hikes. This could result in clear understanding any shortfalls that need to be filled in other ways. (Six months to two years depending on approvals process)

Step 3. Address shortfalls - Strategize ways to fill shortfalls or transfer assets/cost centers to other entities. Make recommendations to Commission to fill shortfalls - through grant funding, public private partnerships, tax funding, new revenue streams, cuts or transfer the asset. (One year)

Step 4. Organize Commission decision-making and public process for the actions recommended as a result of Step 3. This step will require Commission involvement to set policy, budget, intergovernmental agreements, and real estate transaction decision. (Six months)

Step 5. Implement resulting actions through execution of IGAs, real estate transactions, development projects, etc. (One year)

Step 6. Evaluate implementation to assure resiliency and sustainability of public services. (One year)

Metrics. To be used to determine progress.

1. Review costs between milestone dates.
2. Review revenue between milestone dates.
3. Track public comments/emails between milestone dates.
4. Make contacts for partnerships for parks and recreation. Prepare meeting schedules, evaluate progress, follow up contact.
5. Modernization/technical solutions, including procurement of financial software.
6. Relocation of admin/maintenance facilities.
7. New revenue streams created.
8. Grants identified, applied for and received.

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PORT OF HOOD RIVER
Resolution No. 2022-23-11

A RESOLUTION ESTABLISHING A TOLLING REVENUES USE POLICY

WHEREAS, the Port of Hood River (the “Port”) has owned and operated the Hood River-White Salmon Interstate Bridge (the “Bridge”) since 1950 and, in addition to Bridge operations and maintenance, has utilized a portion of toll revenue for economic development in the Port District through the development of the Hood River waterfront and other industrial and commercial properties; and

WHEREAS, a portion of toll revenues have also been utilized to benefit the Hood River Airport, Hood River Marina, waterfront parks and recreation, and other Port property; and

WHEREAS, the Port’s bridge engineers’ current Capital Maintenance Plan anticipates \$90 million in costs for capital repair and maintenance in the next 15 years; and

WHEREAS, the Port Commission wishes to establish the goal that the Port will eventually generate adequate operating income to cover non-bridge activities and not rely on tolls as a source for those non-bridge activities; and

WHEREAS, the Port Commission feels that adequate time should be afforded to reduce expenses, develop new net revenue enterprises, seek alternate funding sources, and partner with other local agencies to gain efficiencies for the Port’s non-bridge related operations and projects; now therefore

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

Section 1. It is the official policy of the Port of Hood River to accomplish the goal of operating all non-bridge related activities without toll revenue by no later than June 30, 2028.

Adopted by the Board of Commissioners of the Port of Hood River this 4th day of April, 2023.

SIGNED

Ben Sheppard, President

ATTEST

Michael Fox, Secretary

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**PORT OF HOOD RIVER
Resolution No. 2022-23-X**

A RESOLUTION SETTING RATES, FEES, AND CHARGES

WHEREAS, ORS 294.160 requires the governing body of a unit of local government to provide an opportunity for interested persons to comment on the enactment of any ordinance or resolution prescribing a new fee or a fee increase; and

WHEREAS, the Port of Hood River seeks to streamline the process for setting rates, fees, and charges with a single, annual resolution; and

WHEREAS, the Port Commission seeks to achieve financial self-sustainability in all areas of Port operations by 2029, including the airport, marina, waterfront parks, port-owned buildings and developments; NOW THEREFORE;

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

Section 1. Waterfront and Marina Rates & Fees for service. Rates become effective [insert date enacted].

Waterfront Concessions	FY 22-23 Rate/Fee	FY 23-24 Rate/Fee	% Change
Club CGWA- The Hook- Non-Profit 6 month term	\$ 1,500.00		0
Club- Outrigger Canoe Club- Nichols Basin- Non Profit 7 month	\$ 1,500.00		0
Lesson Rental Jet Ski Slip at the South Basin Dock- annual per ski	\$ 150.00		0
Lesson/Rental Event Site Upper Dock- Large- 6 month term	\$ 3,696.00		0
Lesson/Rental Event Site Upper Dock- Small- 6 month term	\$ 1,848.00		0
Lesson/Rental Nichols Basin- 6 month term	\$ 2,772.00		0
Lesson/Rental The Hook- 6 month term	\$ 2,772.00		0
Lesson/Rental The Spit- 6 month term	\$ 2,772.00		0
Lesson/School Event Site Lower Dock South end-Non-Profit small- 6 month term	\$ 1,500.00		0
Lesson/School Gorge Jr. Sailing- South Basin- Non-Profit annual term	\$ 1,500.00		0
Mobile Concession Guide Service- SUP Downwind Tours- 6 month term	\$ 150.00		0
Mobile Concession Pedicab- 6 month term	\$ 150.00		0
Sailboat Charter- Marina Commercial Dock- 6 month	\$ 1,650.00		0
Storage Marina Park Shed- annual	\$ 1,848.00		0
Storage Maritime Parking- monthly	\$ 100.00		0
Storage Nichols Basin Shed Winter-monthly	\$ 200.00		0
Storage The Spit Winter Shed Sublease Port pays vendor- 6 month term	\$ (250.00)		0
Storage The Spit Winter Shed Sublease- Sublessee pays Port- 6 month term	\$ 500.00		0
Electrical Service Fee Reimbursement – For electric pedestal amperage overloads. First service call included in base rate. All other service reimbursements may be charged at actual cost to port.	\$xxx		

Marina	FY 22-23 Rate/Fee	FY 23-24 Rate/Fee	% Change
Cruise Ship- Marina Basin North Jetty Commercial Dock fee per stop	\$ 350.00		0
Cruise Ship- Marina Basin North Jetty Commercial Dock Shuttle docking fee per stop	\$ 200.00		0
Cruise Ship- Marina Outside Bollards Jetty Docking fee per stop	\$ 150.00		0
Cruise Ship- Marina Outside Bollards Jetty Maintenance fee- annual	\$ 6,000.00		0
Cruise Ship- Marina Outside Bollards Utility fee per stop	\$ 35.00		0
Guest Dock overnight at boat ramp 20-29'	\$ 25.00		0
Guest Dock overnight at boat ramp 30-39'	\$ 30.00		0
Guest Dock overnight at boat ramp 40-49'	\$ 35.00		0
Guest Dock overnight at boat ramp 50-59'	\$ 45.00		0
Guest Dock overnight at boat ramp under 20' per night	\$ 15.00		0
Guest North Jetty Commercial Dock Private vessel 60-74' per day	\$ 75.00		0
Guest North Jetty Commercial Dock Private vessel 75-100' per day	\$ 100.00		0
Guest North Jetty Commercial Dock Private vessel 100-150' per day	\$ 145.00		0
Hood River Yacht Club- clubhouse- monthly	\$ 679.00		0
Hood River Yacht Club- South Basin Dock lease- annual	\$ 3,000.00		0
Hood River Yacht Club public restroom shower fee	\$.75		0
Moorage Boathouse Slip Annual Assessment Fee	\$ 1,650.77		0
Moorage Boathouse Slip annual per square foot	\$ 1.66		0
Moorage Boathouse Slip Base Electric- annual fee	\$ 60.00		0
Moorage Boathouse Slip Base Water/Garbage- annual fee	\$ 60.00		0
Moorage Shell Dock- annual fee	\$ 429.00		0
Moorage Slips 30' and under A, B, and C North West facing- annual	\$ 1,668.00		0
Moorage Slips 30' and under C-Dock North East facing annual	\$ 1,876.00		0
Moorage Slips all Boat Docks Annual Assessment fee	\$ 442.55		0
Moorage Slips Over 30'-35'	\$ 2,028.00		0
Moorage Slips Over 35'-40'	\$ 2,240.00		0
Moorage Slips Over 40'-43'	\$ 2,399.00		0
Moorage Slips End Slip C-Dock North 43'-65'	\$ 3,240.00		0
Moorage Slip Sublease fee to the Port- set up fee	\$ 150.00		0
Moorage Dingy & Jet Ski Fee- must fit in the perimeter of slip with vessel-monthly	\$ 50.00		0
Moorage Annual Payment Late fee- per month	\$ 75.00		0
Marina Oil Spill Clean Up Fees – charge for each man hour at the established labor, equipment charges extra.	\$xxx		0
Electrical Service – at current Pacific Power electrical rate	\$xxx		0
Water Service – at current City of Hood River water rate	\$xxx		0
Impound Seizure Fee	\$ xxx		0
Marina Fuel Dock – Fuel rate at current Shell Station fuel price	\$xxx		0
Crane Access Fee – Per day	\$xxx		0
Marina Boat Ramp Launch Fee	\$xxx		0

Marina Boat Ramp Parking Fee	\$xxx		0
South Basin Dock- Concession Jet Ski slip 6 month term	\$ 150.00		0
South Basin Dock- Float plane annual	\$ 1,487.00		0
South Basin Dock- Hood River Yacht Club floats- annual	\$ 3,000.00		0
South Basin Dock- Jr. Sailing floats- annual term (Included in Concession agreement)	\$ 1,500.00		0
South Basin Dock- Seasonal Lottery 6 month term	\$ 1,041.00		0
Sublease Initiation Set Up Fee	\$ 150.00		0
Sublease Renewal Fee	\$ 35.00		0
Marina Key card Moorage	\$ 35.00		0
Marina Key South Basin Dock	\$ 50.00		0
Marina Wait List Entry Fee - one time fee	\$ 100.00		0
Marina Betterment Slip Change	\$ 35.00		0
Waterfront Event Permits	FY 22-23 Rate/Fee	FY 23-24 Rate/Fee	% Change
Picnic Shelter Up to 50 people exclusive use-per day N/A in 2023	\$ -		0
Marina Park/ Hook/ Spit/ Lot #1/ Nichols Basin- not exclusive use up to 50 people per day	\$ 200.00		0
Marina Park/ Hook/ Spit/ Lot #1/ Nichols Basin- not exclusive use 50-100 people per day	\$ 325.00		0
Marina Park/ Hook/ Spit/ Lot #1/ Nichols Basin- not exclusive use Over 100 people per day	\$ 800.00		0
Marina Green- not exclusive use up to 50 people per day	\$ 200.00		0
Marina Green- exclusive use 50-100 people per day	\$ 350.00		0
Marina Green- exclusive use over 100 people per day	\$ 800.00		0
Marina Green- exclusive use over 200 people per day	\$ 1,300.00		0
Event Site September - June- not exclusive use up to 50 people per day	\$ 200.00		0
Event Site July & August- not exclusive use up to 50 people per day	\$ 300.00		0
Event Site September - June- not exclusive use 50-100 people per day	\$ 375.00		0
Event Site July & August- not exclusive use 50-100 people per day	\$ 500.00		0
Event Site September - June- exclusive use of grass area over 100 people per day	\$ 1,500.00		0
Event Site July & August- exclusive use of grass area over 100 people per day	\$ 2,200.00		0
Event Site September - June- exclusive use of grass area & parking lot over 100 people per day	\$ 1,800.00		0
Event Site July & August- exclusive use of grass area & parking lot over 100 people per day	\$ 2,700.00		0
All locations Event Set-up and breakdown days non exclusive use per day	\$ 300.00		0
Waterfront Parking	FY 22-23 Rate/Fee	FY 23-24 Rate/Fee	% Change
Event Site Day Pass regular sized vehicle 20' and under per day	\$ 15.00		0
Event Site Day Pass oversized vehicle over 20' per day	\$ 25.00		0
Event Site/Jensen West Season Pass regular sized vehicle 20' and under annual	\$ 200.00		0
Event Site Season Pass Oversize vehicles over 20' over annual	\$ 350.00		0

On street parking all zones non commercial vehicles- per hour	\$ 2.50		0
On street parking Commercial Zone 6 trucks only per day	\$ 30.00		0
Parking fine- overtime	\$ 20.00		0
Parking fine- non payment	\$ 50.00		0
Parking fine- parking in an unauthorized space	\$ 50.00		0
Parking fine- overnight (any time between 11PM and 6AM)	\$ 90.00		0
Parking fine- Trucks no pay or time expired Zone 6	\$ 50.00		0
Parking fine- Parking in Handicap, Fire Lane, or Other Prohibited Space	\$ 75.00		0
Parking Fine Payment Late Fee - overtime citation non-payment 30+/60+/90+/collections	\$ 20.00		0
Parking Fine Payment Late Fee - non-payment 30+/60+/90+/collections	\$ 20.00		0
Parking Fine Payment Late Fee - parking in an unauthorized space citation non-payment 30+/60+/90+/collections	\$ 20.00		0
Parking Fine Payment Late Fee - overnight citation non-payment 30+/60+/90+/collections	\$ 40.00		0
Parking Fine Payment Late Fee - Trucks no pay or time expired zone 6 citation non-payment 30+/60+	\$ 40.00		0
Parking Fine Payment Late Fee - Trucks no pay or time expired Zone 6 citation non-payment 90+/collections	\$ 80.00		0
Parking Fine Payment Late Fee - parking in handicap, fire lane, etc. citation non-payment 30+/60+/90+/collections	\$ 40.00		0
Tow / Impound Seizure Fee	\$xxx		0

Section 2. Port Administration and Customer Service Fees. Rates become effective [insert date enacted].

Administrative Service	FY 22-23 Rate/Fee	FY 23-24 Rate/Fee	% Change
Hard copy of Public Improvement Project plans & specs packet	\$ 35.00		0
Public Information Records Request - staff time	\$20 per hour, billed in 15 minute increments		0
Public Information Records Request - hard copies	\$0.25 per printed side		0
Travel Reimbursement Rates – follow current IRS mileage rate, no per diem.	\$0.655 per mile		0
Conference Room Rental Fee			0
Returned Check Fee. Plus bank Fees.	\$xxx		0

Section 3. Tolls and Toll Related Fees and Charges. Rates become effective [insert date enacted].

Tolls & Fees	Cash / Breezeby Rates	FY 23-24 Rates	% Change
Class 1 - Passenger Autos & Pickups	\$2.00 / 1.00		0

Class 2 - Commercial Trucks and Vans	\$6.00 / \$4.00		0
Class 3 - 3 Axle Trucks	\$9.00 / \$6.00		0
Class 4 - 4 Axle Trucks	\$12.00 / \$8.00		0
Class 5 - 5 Axle Trucks	\$15.00 / \$10.00		0
Class 6 - 6 Axle Trucks	\$18.00 / \$12.00		0
Class 7 - 7 Axle Trucks	\$21.00 / \$14.00		0
Class 8 - 8 Axle Trucks	\$24.00 / \$16.00		0
Class 9 - 9 Axle Trucks	\$27.00 / \$16.00		0
Class 10 - 10 Axle Trucks	\$30.00 / \$20.00		0
Class 11 - 11 Axle Trucks	\$33.00 / \$22.00		0
Class 0 - Motorcycles	\$1.00 / \$0.75		0
License Plate Recognition System - Invoice Ancillary Fee	\$3.00		0
License Plate Recognition System - Late Fee	\$25.00		0
Breezeby 6C Transponder (Vehicle/Motorcycle)	\$5.00		0
License Plate Transponder	\$27.00		0

Section 4. Airport T-Hangar Rental Rates and Related Charges. Rates become effective [insert date enacted].

Airport	FY 22-23 Rate/Fee	FY 23-24 Rate/Fee	% Change
T-Hangar A – annual	\$4,399.00		0
T-Hangar B - annual	\$4,442.00		0
T-Hangar C – annual	\$4,915.00		0
T-Hangar Wait List Fee – one time charge	\$100.00		0

Section 5. Insurance Certificate Limits. Effective [insert date enacted]. Additional coverages may be required based upon business type and Port's discretion. A certificate naming the Port as an additional insured in also required.

Building Lease Tenants	FY 22-23 Required Limit	FY 23-24 Required Limit	% Change
1. General Liability, Each Occurrence	\$ 2,000,000		0
2. Damages to Rented Premises, Each Occurrence	\$ 300,000		0
3. Medical Expense, Any One Person	\$ 5,000		0
4. Personal and Adverse Injury	\$ 2,000,000		0
5. General Aggregate	\$ 2,000,000		0
6. Products – Comp/OP Aggregate			0

Marina Moorage Tenants			0
1. General Liability Protection & Indemnity, Wreck Removal	\$500,000		0
a. Pollution Coverage	\$ 25,000		0
b. Watercraft Liability, specifically includes wreck removal and pollution.	\$ 500,000		0
Marina Boathouse Tenants			0
1. General Liability Protection & Indemnity, Wreck Removal	\$500,000		0
a. Pollution Coverage	\$25,000		0
Marina Float Plane Tenant- Aircraft Insurance Liability	\$1,000,000		0
Marina Cruise Ship Moorage			0
1. General Liability Protection & Indemnity	\$10,000,000		0
a. – Wreck removal/clean up/pollution	\$1,000,000		0
Airport Tenants			0
T-Hangar Tenants	\$ 1,000,000		0
Hangar Tenants	\$ 1,000,000		0
Tie-Down Tenants	\$ 1,000,000		0

Section 5. Delegation of Responsibility. The Commission delegates to 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 6. Annual Review. The Commission, through assistance by Port staff, shall annually review and adopt a new rate, fees and charges resolution prior to the subsequent budget's adoption.

Section 7. Repealer. All previous rates and/or rate resolutions are hereby repealed.

APPROVED AND ADOPTED BY THE PORT OF HOOD RIVER BOARD OF COMMISSIONERS on this [date] day of [month] 2023.

Ben Sheppard, President

ATTEST:

Michael Fox, Secretary

PORT OF HOOD RIVER
Resolution No. 2022-23-___

**A RESOLUTION UPDATING THE PORT OF HOOD RIVER’S CAPITAL
IMPROVEMENT PROJECT PRIORITIZATION LIST**

WHEREAS, the Port of Hood River adopted a Strategic Business Plan (SBP) on June 22, 2021 which included a list of priority projects by service area; and

WHEREAS, the Commission as part of its annual budget work session on April 4, 2023 reviewed the Capital Improvement Project Prioritization List (CIL); and

WHEREAS, the CIL includes over \$30-million worth of capital project not including the replacement of the Hood River-White Salmon Bridge; and

WHEREAS, the Commission continues to state that the replacement of the Hood River-White Salmon Bridge is its top priority along with projects that can ensure the Port’s long-term sustainability; and

WHEREAS, the Commission understands the importance reviewing the CIL annually, removing completed projects, adding new projects, adjusting project planning level costs and re-prioritizing based upon public and staff input; now

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

Section 1. The following projects are identified as the top priorities for Fiscal Year 2023-24.

- A. Bridge Replacement Effort \$4,500,000
- B. Wire Rope Replacement on Bridge \$1,600,000
- C. Maintenance Bridge Painting \$600,000
- D. Underwater Pier Cap Repairs on Bridge \$500,000
- E. Repair Lift Span Rack Pinion Shafts, Couplings \$250,000
- F. Wetland Infill Project at Lower Mill \$250,000
- G. Rehab Live Loads on Bridge \$100,000
- H. Steel Repairs on Bridge \$100,000
- I. Replace North Facing Windows at Jensen \$80,000
- J. AWOS Relocation Study \$75,000
- K. SDS Hangar Repairs \$60,000
- L. Deck Welding \$60,000
- M. Building Assessment Report \$50,000

N. Complete Market Analysis Study at Lower Mill.....	\$50,000
O. Port Office Relocation Plan	\$50,000
P. Embankment Slough Repairs	\$40,000
Q. Moorage Float (No. C-dock) Repair	\$40,000
R. Repair Wetland at Ken Jernstedt Airfield	\$30,000
S. Event Site Landscaping.....	\$20,000
T. Nichols Tree Replacement Project.....	\$20,000
U. 6(f) Research Study Marina Basin	\$20,000
V. Scour Evaluation.....	\$16,000
W. Waterfront Trail Repair	\$10,000

Section 2. The Port of Hood River’s Capital Improvement List is attached as Attachment “A”.

Section 3. Projects related to the Replacement of the Hood River Bridge can be found as part of the Bridge Replacement Budget.

Adopted by the Board of Commissioners of the Port of Hood River this ____ day of April, 2023.

SIGNED

Ben Sheppard, President

ATTEST

Michael Fox, Secretary

Attachment A - "Port of Hood River Capital Improvement List"

Capital Projects Tracking List				
1 - Short Term (next budget year); 2 - Near Term (2-3 years); 3 - Mid Term (4-10); 4 - Long Term (more than 10)				
Priority	Budget Year	Department	Project Title	Estimate
1	23/24	Airport	Repair Wetland	\$30,000
1	23/24	Airport	AWOS-Wind sock relocation study	\$75,000
1	23/24	Airport	SDS Hangar Repairs	\$60,000
2	24/25	Airport	Paint FBO Building	\$20,000
2	24/25	Airport	Paint White Hangar	\$20,000
2	24/25	Airport	AWOS-Wind sock relocation	\$180,000
2	24/25	Airport	South Apron T-Hangars	\$1,500,000
1	23/24	Bridge	Lift Span Wire Rope Replacement (WIP)	\$1,600,000
1	23/24	Bridge	Underwater Pier Cap 6 & 8 Concrete Repairs (WIP)	\$300,000
1	23/24	Bridge	Misc. Steel Repairs (WIP)	\$100,000
1	23/24	Bridge	Maintenance Painting	\$600,000
1	23/24	Bridge	Scour Evaluation (Subsurface)	\$16,000
1	23/24	Bridge	Rehab Live Loads	\$100,000
1	23/24	Bridge	Lift Span Rack Pinion Shafts, Couplings, Keys	\$250,000
1	23/24	Bridge	Embankment Slough Repairs	\$40,000
1	23/24	Bridge	Deck Welding	\$60,000
2	24/25	Bridge	Clean and reset bearings (4yr cycle)	\$20,000
2	24/25	Bridge	ETC Hardware Warranty/System Updates	\$127,000
2	24/25	Bridge	Replace bolts & guard rails segments	\$60,000
2	24/25	Bridge	Channel scan at Pier Foundations	\$40,000
1	23/24	Marina	6(f) Research Study Marina Basin	\$20,000
1	23/24	Marina	Moorage Float Repair (No. C-dock, Ph. 1)	\$40,000
2	24/25	Marina	Planning Study- Moorage & upland	\$50,000
2	24/25	Marina	Moorage Float Repair (No. C-dock, Ph. 2)	\$40,000
2	25/26	Marina	Moorage Float Repair (No. C-dock, Ph. 3)	\$40,000
3	26/27	Marina	Moorage Float Repair (No. A/B dock)	\$40,000
3	27/28	Marina	Rehabilitate transient dock	\$400,000
3	27/28	Marina	Restore/Expand South basin dock	\$600,000
3	29/30	Marina	Construct Dinghy launch ramp & dock	\$550,000
3	31/32	Marina	Repave Marina Way	\$50,000
1	23/24	Real Estate Existing	Replace N. Facing Windows - Jensen	\$80,000
1	23/24	Real Estate Existing	Building Assessment Report - All Buildings	\$50,000
2	24/25	Real Estate Existing	Enviro Survey of breezeway - Jensen	\$10,000
2	24/25	Real Estate Existing	Roof Repair / Replace - Jensen	\$1,000,000
2	24/25	Real Estate Existing	Elevator Maintenance - Wasco	\$50,000
3	25/26	Real Estate Existing	Retaining Wall - ADD Parking - Big 7	\$35,000
3	25/26	Real Estate Existing	Elevator-Hydraulic Modernization - Big 7	\$150,000
1	23/24	Real Estate Undeveloped	Market Analysis Study - Lower Mill	\$50,000
1	23/24	Real Estate Undeveloped	Wetland Infill Project - Lower Mill	\$250,000
1	23/24	Real Estate Undeveloped	Port Office Relocation Study	\$50,000
2	24/25	Real Estate Undeveloped	Build Industrial Building - Lower Mill	\$10,000,000
2	24/25	Real Estate Undeveloped	Lot 1 Phase 1: Anchor Way/First St. AE/Design	\$950,000
3	26/27	Real Estate Undeveloped	Acquire Industrial Property	\$15,000,000
1	23/24	Waterfront	Event Site Landscaping	\$20,000
1	23/24	Waterfront	Nichols Tree Replacment Project	\$20,000
2	24/25	Waterfront	Event Site Dock - safety resize	\$45,000
2	24/25	Waterfront	Marina Beach Signage (x 2)	\$30,000
2	24/25	Waterfront	Nichols Seawall - Pavement Repair	\$100,000
2	24/25	Waterfront	Event Site Landscaping	\$20,000
2	24/25	Waterfront	Event Site Restroom Rehab	\$20,000
2	24/25	Waterfront	Nichols Tree Replacment Project	\$20,000
2	25/26	Waterfront	Event Site Landscaping	\$20,000
3	27/28	Waterfront	Event Site Landscaping	\$30,000
1	23/24	Waterfront/Recreation	Trail - Paving repairs	\$10,000
2	24/25	Waterfront/Recreation	LED Lighting HR Footbridge	\$65,000
2	24/25	Waterfront/Recreation	Footbridge Deck replacement	\$30,000

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April 4, 2023
Spring Planning Session

Discussion Topic:

Marina

Overview:

Commission direction and input is sought on the following operational concerns for the Marina.

Marina Revenues exceeded Expenses by \$63,265 in the Fiscal Year 2021/22. See Exhibit "A", FY 2021/22 Marina Financial.

Currently we are on track with projections for Fiscal Year 2022/23. See Exhibit "B", 2022 Marina Multi Year Operating Financial. The large expense of the capital project for Boat Ramp float replacement project has just been completed. The Finance Department is currently working on the actuals.

The Port is on track with the Commission directives to increase revenue, decrease expenses and to source efficiencies.

Marina Strategic Business Plan

The Port's 2021-2026 Strategic Business Plan (SBP) states that the Port wants the Marina to be a multi-use recreation site that is safe, functional, welcoming, and attractive; it wants it to serve the needs of the marina tenants, guest boaters, and local residents and groups, particularly youth programs.

The SBP stated goals are:

1. Maintain the Marina as a safe and efficient facility and assure continued status as a certified clean Marina.
2. Efficiently manage the Marina wait list to make sure all slips are filled.
3. Maximize launch access for smaller boats.
4. Ensure compliance with proper maintenance standards for boathouses.
5. Prioritize local Gorge resident use and access.
6. Continuously consider improvements to the Marina that meet market demand consistent with funding availability.
7. Increase year-round activity and vitality in the Marina Basin.
8. Seek ways to ensure the operation of the Marina is self-supporting through cash flow from slip lease income and OSMB funding.
9. Monitor potential impacts of bridge replacement project and characterize mitigation needs for continued operation.

Staff has worked towards these goals along with the Commission directives.

Action taken FY 2022/23 (and years prior) to address issues, goals, and Commission directives:

1. 2023 Moorage rates were increased 10% for the slips that are 30' and under and 15%-20% for the big slips that were significantly undervalued.
2. New leases for Cruise ships had a rate increase of 15%. ACL has 2 more years on their current lease that caps the CPI at 6%. Revenue for 2022 was \$27,400. We do not have the reporting software to determine cruise ship expenses.
3. When Facility staff were available, they performed dock/maintenance repairs that are in line with their skill set. Ryan has been a key component of this shift to make repairs in-house. It has saved the Port a lot of money to not have to contract it out. The docks look better now than they did 10 years ago. Staff puts an annual placeholder of \$35,000 - \$40,000 for professional dock repairs. Deferring repairs in the Marina becomes very expensive in the long run.
4. Slip management is such that there is no downtime between tenants, the slip is always paid for by either the exiting tenant or the new tenant.
5. The Port has given the boathouse tenants 5-years notice of lease non-renewal. This will allow for the development of future uses identified in the SBP along with revenue opportunities. There will be an initial expense in reconfiguring the docks that will need to be accounted for in 2026.
6. The Port just completed the boat ramp project that was partially funded by the OSMB grant. Until the bridge replacement project nears an end, it doesn't make sense to pursue any grants for the marina until we have a new master plan, which has been factored into the budget.
7. Security cameras were installed around the Marina to address safety issues.

Moving forward for FY 2023/24

1. **Revenues-** In November of 2021, the Commission directed staff to move forward with 10% moorage increases for 3 years starting January 1, 2022. Staff plans to recommend a moorage increase of 10% for 2024 unless otherwise directed. A rate survey will be conducted in September so that staff may evaluate and present recommendations for any Marina rate changes for 2024 other than 10%.

A cruise ship rate survey will be conducted in September to evaluate and make recommendations for 2024 rates. Potential 10% increase for yearly agreements.

In November 2022 the Commission directed staff to not raise the rates for boathouses. This was the last year that the boathouse tenants paid for the dock assessment. Their payments will go down \$1,487 per tenant for 2024. Staff will maintain the 2022 boathouse rate unless otherwise directed by the Commission.

Efficiencies- The Marina moorage is about as efficient as we can get right now. The Marina and Facility Managers have worked together over the last 5 years towards

environmental compliance, safety upgrades; Port policy changes and tenant compliance for the betterment of the Marina; and made every effort to manage it as efficiently as possible while adhering to our budget. We have Port staff do as much of the repair and maintenance as possible. We schedule professional repairs to keep up with maintenance we can't do in house; electricity is metered and tenants pay for use; water and garbage are a flat fee and included in the moorage. Staff has considered metering water however it is very expensive, and the ROI would be lengthy with no known benefit.

We have 100% occupancy of 155 slips with a waitlist of 92 people (+68% of slips available). The Marina is a desirable, safe, vibrant environment.

2. **Expenses-** Except for deferring repairs, which is typically a bad idea, there aren't many expenses that would be acceptable to cut within the moorage that wouldn't create an equal or worse problem by cutting them.

There are plenty of ways to reduce expenses in the upland area of the Marina Basin that are the same as expenses discussed in the Waterfront operations that involve a reduction in services: close restrooms and install port-a-potties, go from trash cans to dumpsters, turn the Marina green to Marina brown, charge for parking at the Marina Beach, etc. None of these options are popular with the public, except for dumpsters that people use for their personal trash.

A key component for success in keeping the expenses down at the Marina is having facility staff available for maintenance and repairs. Hiring it out can be twice as expensive when you factor in the admin side of it. There currently are not any viable options for reducing labor.

Key Question:

How should the Port proceed with fees, level of service, and maintenance at the Marina?

Potential Actions/Alternatives:

- A. Continue with proposed rate increases.
 - i. Pros: Increase revenues, reduce wait list, keep Port on a positive trajectory towards establishing a cost recovery fund
 - ii. Cons: Possible Increase in turnover, angry tenants
- B. Continue with annual placeholder of \$40,000 plus for professional repairs.
 - i. Pros: Maintains the Marina at current level. By deferring maintenance, it will cost the Port more every year we wait.
 - ii. Cons: It's expensive.
- C. Reduce services to address the labor shortage and aid in the reduction of expenses.
 - i. Pros: Not opening the 3 restrooms surrounding the Marina Basin and replacing them with port-a-potties will take a large burden off the facility crew.

- ii. Cons: Public push back. The Marina boat ramp and Marina Beach are highly used locations by the public. Parking is free. The public restroom and showers at the HRYC building are a popular spot for campers and visitors. Unfortunately, if we don't find facility staff this will happen whether we want it to or not.

Key Marina Issues/Budget Considerations:

Following are summary descriptions of some key issues for the Marina looking forward:

1. Until the Bridge Replacement Project construction is scheduled to start with bridge grants secured, it doesn't make sense to invest in any upgrades or changes in the Marina upland area due to so many unknowns. The 6F Marina Basin Study by HNTB that is currently underway will help lay the groundwork for opportunities and understanding limitations.
2. It nearly impossible to apply for Marina grants if you don't have an adopted plan. Staff has added a CIP request for a Master Marina plan in FY 25/26 pending bridge replacement is on schedule.
3. There may be some additional expenses to the Port to accommodate boat owners during the project or decreases in revenue if access is restricted.
4. When the boathouse leases time out and the boathouses are scheduled for removal there may be some expenses to the Port. There will also likely be some downtime between removing the boathouses and installation of the new docks. The Port needs to plan in a reduction of revenue during the shift.
5. If the labor shortage continues or worsens, and the Port is not able to hire adequate Facility staff, there will be financial implications along with reduced upkeep for the Marina.

Fiscal Year 2021-2022 Marina Financials	2017-18	2018-19	2019-20	2020-21	2021-22
MARINA EXPENSES					
Personnel Services	\$136,701	\$142,157	\$142,594	\$ 155,622	\$ 149,802
Materials and Services	\$91,037	\$109,224	\$85,541	\$ 87,295	\$ 96,735
Interest Expense	\$30,073	\$28,059	\$25,876	\$ 23,428	\$ 20,575
Depreciation Expense	\$79,870	\$79,870	\$78,759	\$ 77,781	\$ 76,238
Total	\$337,681	\$359,310	\$332,770	\$344,126	\$343,350
<i>CIP Projects not included in formula</i>	\$ 22,374	\$ 9,063	\$ -	\$ 15,290	\$ 10,479
MARINA REVENUE					
Marina	\$330,355	\$ 358,829	\$360,444	\$ 373,576	\$ 406,615
Grants	\$8,425	\$ 7,050	\$7,000	\$ 9,000	\$ -
Total Marina Revenue	\$338,780	\$365,879	\$367,444	\$382,576	\$406,615
2022 Revenue Exceeding Expenses					\$63,265
2021 Revenue Exceeding Expenses				\$38,450	
2020 Revenue Exceeding Expenses			\$34,674		
2019 Revenue Exceeding Expenses		6,569			
2018 Revenue Exceeding Expenses	\$1,099				

**PORT OF HOOD RIVER
MARINA REVENUES AND EXPENDITURES**

	Actuals								Budget
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
<i>Operating Revenues</i>									
Moorage - including subleases	\$ 157,356	\$ 175,341	\$ 185,313	\$ 194,337	220,547	228,752	\$ 243,594	\$ 263,454	\$ 268,700
Special Assessment	87,031	87,031	87,031	83,619	87,746	84,671	80,530	84,743	84,900
	244,387	262,372	272,344	277,956	308,293	313,423	324,124	348,197	353,600
Utility Service fee (Water, Garbage)		5,334	15,014	10,161	9,930	9,792	9,994	10,998	4,300
Electric Reimbursement	10,079	16,385	27,203	19,684	17,514	15,805	15,163	17,839	18,000
Miscellaneous	11,536	20,007	20,485	22,554	23,092	21,424	24,295	29,581	42,100
Grant	6,244	7,050	14,011	8,425	7,050	7,000	9,000	-	139,300
<i>Operating Revenues</i>	272,246	311,148	349,057	338,780	365,879	367,444	382,576	406,615	557,300
<i>Operating Expenses</i>									
Labor, taxes and burden	128,431	123,977	134,317	136,701	142,157	142,594	155,622	149,802	189,600
Electric, water and garbage	18,300	23,540	31,361	27,056	25,103	24,075	25,061	38,252	42,000
Insurance	14,681	15,053	12,709	7,473	5,888	6,865	7,398	7,992	7,800
Maintenance	15,371	19,729	28,789	29,505	46,196	28,451	10,403	19,297	25,000
Miscellaneous	15,287	12,158	11,121	11,658	15,630	10,635	19,316	15,096	18,000
Security/IT	5,491	3,547	5,115	4,699	5,377	6,879	5,991	4,095	7,000
Professional Services	10,131	11,764	5,675	8,566	7,290	6,330	18,401	3,903	25,000
Legal	5,298	2,551	2,369	2,080	3,740	2,306	725	8,100	5,000
<i>Operating Expenses before 2010 FlexLease Debt</i>	212,990	212,319	231,456	227,738	251,381	228,135	242,917	246,537	319,400
Debt Service - 2010 FlexLease	23,901	28,425	27,820	27,515	26,435	25,670	24,840	28,850	27,750
Debt Service - 2013 FlexLease	65,996	70,112	69,076	69,088	66,624	66,196	68,587	66,725	64,625
<i>Operating Expenses before Capital Outlay</i>	302,887	310,856	328,352	324,341	344,440	320,001	336,344	342,112	411,775
<i>Net Cashflow before Capital Outlay</i>	(30,641)	292	20,705	14,440	21,440	47,443	46,232	64,503	145,525
<i>Capital Outlay</i>	98,544	\$ 10,973	\$ 45,924	\$ 22,374	9,063	9,063	\$ 20,683	\$ 10,479	\$ 333,600

April 4, 2023
Fall Planning Session

Discussion Topic:

Airport

Overview:

The Ken Jernstedt Airfield (4S2) has required subsidization from the Hood River Bridge in order to maintain operational for many years. With toll revenue unavailable in the near future, the Port must develop a strategy to create additional revenue streams, while reducing overhead and waste.

- 4S2 is forecasted to operate at a net loss of (\$118,985) at the end of the 23/24 fiscal budget year.

Key Questions:

1. What are some opportunities to increase revenue?
2. What are some opportunities to reduce overhead?
3. How much Port Capital should be invested in the Airport?

Pros & Cons Considerations:

- A. Opportunities to increase revenue
 - Ground Leasing
 - Pro
 - Little capital investment from Port
 - No maintenance costs during private ownership of building
 - Con
 - Minimal revenue over time as compared to leasing Port owned structures
 - Minimized ability to control tenant type and functions
 - Port Construction
 - Pro
 - Greater revenue over time compared to Ground Lease
 - Greater ability to control tenant type and activities
 - Con
 - Required capital outlay to construct puts strain on Port general Fund and/or borrowing capacity.
 - More maintenance costs and management overhead
 - Returns on investment can only be reused at the airport
 - New business partnerships
 - Pro
 - New revenue stream
 - Diversification of business activities creates resiliency for airport
 - Con
 - Obligations may inhibit future development potential
 - Limited staff to manage additional business entities

B. Opportunities to reduce overhead

- Reduce Operational Maintenance costs
 - Pro
 - Decrease Port staff overhead
 - Reduce need for additional equipment
 - Con
 - Service level expectations of airport users
 - Visual condition and public impression of the airport
 - Safety

Actions/Alternatives:

- North Apron RFDI
 - 1 Proposal has been received.
 - Commission will interview proposal during Executive Session
 - Opportunity for greater utilization of North Apron

- Build T-Hangars on South Apron
 - Port has opportunity to utilize Bipartisan Infrastructure Law (BIL) funding to partially invest in constructing a new T-Hangar block on South Apron
 - Avoid large capital costs to build new taxi lane and taxiway access on East end of the airport.

- Renewable Energy
 - Solar capability at airport being investigated by Port Staff, MCEDD & Solarize Hood River
 - Opportunity directly to offset current electrical costs for the airport
 - Opportunity to create revenue by development of a solar array that can sell power to other users

April 4, 2023
Spring Planning Session

Discussion Topic:

Waterfront Recreation Operations

Overview:

In FY 2020/22 Waterfront Recreation expenses exceeded revenues by **(\$202,436)** see Exhibit "A", Waterfront Financials. The Port's Waterfront Recreation operational center encompasses the Waterfront Trail and the Port's park areas along the waterfront. This will likely never be considered a profit center. Port staff does our best to manage expenses while maintaining the properties to a level considered be a beautiful park, and one of the core allures of Hood River.

The sources of revenue for the waterfront are primarily parking fees, concessions, and events. The expenses are personnel, materials, and services. The deficits of waterfront recreation have been subsidized by the Port's general fund which is also revenue from the bridge.

Because the care of the Waterfront is a primary responsibility of the Port's Facility Department, staff would like to start our conversation with focus on staffing for the waterfront.

Temporary Seasonal Staffing & Service Levels

The success of the Port's Waterfront operations and public safety on the Waterfront depends primarily on the efforts of the Port's Facility Department, followed by the Parking Enforcement and Security teams.

To better understand staffing and the duties performed, here are brief descriptions of our workforce:

Full-time facility help- Consists of 8 people including the Facility Manager. We currently have 3 vacant positions. These positions are the Port's skilled labor that give maintenance and repair attention to the bridge, commercial buildings and properties, Airport, Marina, and Parks. They also handle many of the capital improvement projects along with irrigation and weed control and respond to all bridge and Port emergencies.

Summer facility & parking help- Typically work from May – September and are hired for things like cleaning public restrooms, emptying trash cans, parking enforcement, picnic shelter maintenance, landscape maintenance including lawn mowing and weed whipping, the Event Site parking booth, maintaining dog poop stations and property clean up.

Service levels on the Waterfront depend on the availability of staff and allocated budget. The Port is currently suffering from labor shortages in all 3 departments: facilities (currently in a crisis state), parking enforcement and security. The public's expectations are such that Port properties and services should be provided at a high level, now more than ever with the increase in fees.

In addition to daily maintenance tasks, the Port Facility staff responds to maintenance issues and needs of all things Waterfront which include: 196 Marina tenants, 20 Waterfront Recreation Concessions, and 49 events that are scheduled for this summer. Please see Exhibit "B", 2023 Waterfront Operations for details.

To address the staffing crisis the Port has a few options:

1. Contract labor- Involves hiring out the services. Very expensive but it would allow the Port to continue to provide the level of service that the public expects.

Services that are currently contracted out include some of the Port commercial building janitorial, port-a-pottie service, as well as some maintenance and landscape services.

2. Use full-time facility staff to provide services instead of summer help- This is not feasible. Our crew may be willing to do these tasks, however we would be using our skilled labor and would not have time for the projects that need attention. This is not an efficient option because we would need to hire out for the services that they would normally provide, costing the Port more in the long run.

3. Raise wages to attract qualified help- As much as we all appreciate benefits, and opportunities for learning, the bottom line is that the majority people applying for these positions are looking at the pay. If we raise the pay for summer help it will exceed the full-time wages, causing disenchantment and likely end in having these crucial employees look elsewhere for employment.

- a. Seasonal- Last year we raised the wages from \$15 up to \$20 per hour and ended up with 4 positions unfilled.
- b. Full time- The entry level pay is at \$21 with benefits and there are 3 open positions right now.

4. Offer reduced services- Limit the number and hours the restrooms are open, minimize trash cans using dumpsters only, Picnic Shelter not available for reservations, property upkeep cut back, and so on. This action creates public push back and phone calls to Commissioners.

Considerations and Potential Actions

Previous Commission directives to staff have been to look for efficiencies, reduce expenses and cut costs where possible, and to evaluate and increase fees in areas that showed potential.

Action taken FY 2022/2023 as compared to pre-pandemic levels to address labor shortage and Commission directives:

1. Cut back seasonal staff hours 20%
2. Cut back the hours restrooms are open
3. Discontinue rental of the Picnic Shelter

4. Discontinue doggie-poop bag stations along the waterfront
5. Raise Parking Pass and kiosk rates
6. Raise Event Fees
7. Raise Concession Fees
8. Raise Marina Fees
9. Source creative ways to attract qualified applicants

Current Commission directives to staff are to work towards a target date to no longer utilize bridge revenue for anything but the bridge. Waterfront Recreation is an operational cost center that will never turn a profit or break even, so the Port must develop a new plan to subsidize the property to meet that goal. Port assets that are revenue positive will then need to support the Parks.

To address the labor shortage, and at the same time address the Commission directives, staff recommends a combination of potential actions that would entail hiring out more services, raising pay for summer and full-time facility and parking enforcement positions, and reducing certain services.

Proposed actions for FY 2023/2024:

1. Fees- Evaluate waterfront fees in October when we have seasonal data to analyze and propose increases in areas that seem feasible. Current fees were set in November 2022.
2. Parking-
 - a. Shift to Pay by Text (benefits will get reviewed in Genevieve’s presentation) Event Site Day passes and street parking will be available by using the Pay by Text App.
 - b. Include The Hook as a paid parking area.
 - c. Continue with 2 seasonal parking enforcement positions, increase the pay to to attract quality applicants.
 - d. Include parking enforcement as part of their duties (John is currently developing an RFP that should be ready for our next Commission meeting).
 - e. Eliminate operating the Event Site booth (4 seasonal full-time positions).
 - f. Shift sales of season Passes to Port Office. (Already happening)

	Per Week	14 weeks	Total Labor with benefits
Total ES Booth open daily	\$ 1,463.00	\$ 20,482.00	\$ 30,723.00
Total Office Close outs for 14 weeks= 196 close outs	\$ 420.00	\$ 5,880.00	\$ 8,820.00
Office time 196 hours @ \$30 per hour	\$ 1,883.00	\$ -	\$ 26,362.00
Total	\$ 1,883.00	\$ -	\$ 39,543.00
Total No booth only Enforcement per week:	\$ 1,760.00	\$ 24,640.00	\$ 36,960.00

3. Restrooms
 - a. Close the Marina Boat Ramp Restroom, HRYC Public Restroom, and the Marina Jetty Restroom and put out 2+ port-a-potties in each location. Hire out the cleaning to Bishops.

- b. Keep the Event Site Restroom open limited hours 8am-6pm. This is the one restroom that Facilities will need to keep open. Station port-a-potties to accommodate overflow and times the restroom is closed.
4. Trash
- a. Last resort, go to dumpsters, make it a priority for what little staff we have to empty trash cans.
 - b. Dog Stations- even though the public frequently requests the Port to maintain and stock dog stations, our recommendation is to continue to not offer this service.
5. Wages
- a. Facility Summer Help- raise the starting pay. Even with an increase, it could be unlikely that we would be able to fill all needed positions. Unfortunately, not very many people are interested in cleaning restrooms, picking up trash, and lawn mowing. McDonalds is starting at \$20 and hour.
 - b. Facility Full Time Help- We are hitting roadblocks with this and it's a real problem. Port managers have had several meetings looking for ways to raise pay scales for Facilities or to offer incentive programs and came up with some great ideas but to no avail. We have also sought legal counsel. The bottom line is the entire department pay needs to get moved up, and by doing that the Port is required to move up all departments. Debbie and Kristen are working with the managers on this issue.
 - c. Parking Enforcement- raise pay or include in a security services contract. This is a key position that must be filled.
6. Security
- a. Looking at new firms that offer expanded coverage that would help with current facilities tasks such as parking enforcement and writing tickets, locking and unlocking gates to the parks, dock walks, and responding to emergency calls.
 - b. RFP- should be ready for the next meeting. Staff recommends new plan to start June 1, 2023.

Key Question:

How should the Port proceed with level of service and maintenance along the Waterfront?

Potential Actions/Alternatives:

- A. Expand The Hook to paid parking. (Part of Genevieve's presentation for Pay by Text)
 - i. Pros: Increase revenues, by selling more season passes and paid hourly parking
 - ii. Cons: Reduction in free parking for people who struggle to afford it
- B. Increase wages for Facility Summer Help and Parking Enforcement to attract qualified applicants. (Please see Genevieve's Memo regarding wages)
 - i. Pros: Maintain Waterfront services at levels similar to last year
 - ii. Cons: It will require the Port to look at pay scale increases in all departments

- C. Reduce trash and restroom services to address the labor shortage and aid in the reduction of expenses.
 - i. Pros: Reducing the hours the Event Site restrooms are open and going from trash cans to dumpsters will take some burden off the facility crew.
 - ii. Cons: Public push back for clean, neat parks with restrooms open extended hours is expected by the public. Unfortunately, if we don't find facility staff this will happen whether we want it to or not.
- D. Close the Event Site Booth.
 - i. Pros: Reduces overhead and cuts expenses significantly.
 - ii. Cons: Cuts 4 jobs, requires parking enforcement to make sure people have paid for day passes or that they have season passes.

Key Waterfront Issues/Budget considerations:

1. Security
2. Parking
3. Unauthorized Camping/Bad Behavior
 - a. ORDINANCE 24- Port Legal team spending time on revisions to true up ability for the Port to implement an exclusion process. If person violates then trespassing charges would get filed (Kristen will present at our next meeting).
4. Waterfront Improvements- looking forward 5-10 years
 - a. Additional access sites or upgrades to property
 - i. Picnic areas
 - ii. ADA access
 - iii. Art
 - b. Additional Restrooms, remodel Event Site Restroom
 - c. Changing rooms at the Event Site
 - d. Landscaping enhancements- replant trees, road grading, etc.
5. Revenue Opportunities
 - a. Large Event rate increases 10% 2024
 - b. Increase areas that are paid parking

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Fiscal Year 2021-2022 Waterfront Financials	2017-18	2018-19	2019-20	2020-21	2021-22
EXPENSES					
Event Site					
Personnel Services	\$ 80,021	\$ 102,936	\$ 97,239	\$ 126,563	\$ 116,036
Materials and Services	\$ 46,650	\$ 58,188	\$ 54,840	\$ 75,555	\$ 78,253
Total	\$ 126,671	\$ 161,124	\$ 152,079	\$ 202,118	\$ 194,289
Hook, Spit and Nichols					
Personnel Services	\$ 42,144	\$ 42,817	\$ 45,518	\$ 26,073	\$ 47,340
Materials and Services	\$ 35,249	\$ 30,335	\$ 46,652	\$ 38,081	\$ 48,718
Total	\$ 77,393	\$ 73,152	\$ 92,170	\$ 64,154	\$ 96,058
Marina Park					
Personnel Services	\$ 141,524	\$ 153,425	\$ 149,177	\$ 172,317	\$ 170,095
Materials and Services	\$ 34,167	\$ 30,335	\$ 50,153	\$ 65,730	\$ 44,829
Total	\$ 175,691	\$ 183,760	\$ 199,330	\$ 238,047	\$ 214,924
Total Waterfront Recreation Expenses	\$ 379,755	\$ 418,036	\$ 443,579	\$ 504,319	\$ 505,271
CIP Projects Not Included in formula	\$ 28,659		\$ 50,197	\$ 72,649	\$ 64,232
REVENUE					
Events, Parking Passes, Parking Fees, Concessions, HRYC	\$ 183,499	\$ 217,110	\$ 310,411	\$ 258,897	\$ 302,835
Grant-Contributed Capital			0\$	\$ 36,000	\$ -
Total Waterfront Recreation Revenue	\$ 183,499	\$ 217,110	\$ 310,411	\$ 294,897	\$ 302,835
2022 Expenses Exceeding Revenue					\$ (202,436)
2021 Expenses Exceeding Revenue				\$ (245,422)	
2020 Expenses Exceeding Revenue			(\$133,168)		
2019 Expenses Exceeding Revenue		(200,926)			
2018 Expenses Exceeding Revenue	(\$196,256)				

Port of Hood River
Waterfront Recreation Financial Activity- Expenses
as of 9/30/2022

Note: These are not audited financials

	Maintenance											
	Event Site			Nichols Basin			Hook / Spit			Marina Park		
	FY 2020-21	FY 2021-2022	FY 2022-23	FY 2020-21	FY 2021-2022	FY 2022-23	FY 2020-21	FY 2021-2022	FY 2022-23	FY 2020-21	FY 2021-2022	FY 2022-23
July	2,912.70	1,501.15	598.84	145.71	153.46	137.92	1,655.02	313.70	661.55	2,304.33	2,420.49	1,326.63
August	1,186.87	1,026.27	669.09	502.13	112.70	68.48	734.24	2,015.79	1,375.31	4,465.78	1,127.83	2,610.55
September	456.13	698.96	877.41	46.31	98.28	120.58	142.31	203.54	241.16	3,081.94	828.01	1,155.07
October	1,624.15	170.40	-	291.05	69.18	-	682.17	387.88	-	1,102.41	119.02	-
November	-	85.31	-	0	42.22	-	-	84.44	-	4.08	2.19	-
December	1.20	652.71	-	1.20	132.27	-	20.98	550.64	-	66.30	1,040.85	-
January	92.98	-	-	9.23	-	-	4,244.20	-	-	2,057.03	-	-
February	-	602.79	-	680.00	124.22	-	930.76	248.42	-	129.21	1,081.37	-
March	888.71	3,297.10	-	173.11	711.02	-	1,049.61	6,569.70	-	1,285.74	4,953.19	-
April	3,267.06	1,252.59	-	775.13	392.86	-	1,096.63	3,997.07	-	3,616.35	2,715.09	-
May	3,427.50	599.60	-	1,853.36	332.18	-	471.80	838.14	-	2,108.83	772.92	-
June	1,662.65	1,219.23	-	199.51	730.75	-	691.45	1,170.42	-	4,995.98	1,820.74	-
Total	\$ 15,519.95	\$ 11,106.11	\$ 2,145.34	\$ 4,676.74	\$ 2,899.14	\$ 326.98	\$ 11,719.17	\$ 16,379.74	\$ 2,278.02	\$ 25,217.98	\$ 16,881.70	\$ 5,092.25

	Miscellaneous*											
	Event Site			Nichols Basin			Hook / Spit			Marina Park		
	FY 2020-21	FY 2021-2022	FY 2022-23	FY 2020-21	FY 2021-2022	FY 2022-23	FY 2020-21	FY 2021-2022	FY 2022-23	FY 2020-21	FY 2021-2022	FY 2022-23
July	7,753.77	1,803.70	5,084.00	2,051.03	981.64	756.43	3,621.66	1,359.45	2,498.85	5056.97	1,582.02	3,293.11
August	5,857.66	2,505.72	1,734.50	1,529.14	880.20	448.78	3,083.04	1,192.11	2,080.02	5233.48	2,150.73	1,693.44
September	5,850.94	962.10	1,366.13	1,723.77	532.47	336.40	3,285.76	1,068.70	696.54	4380.88	379.34	1,055.86
October	4,137.26	319.90	-	1,170.99	300.00	-	2,550.90	621.80	-	3926.59	372.49	-
November	978.55	582.04	-	179.31	315.50	-	1,317.58	652.83	-	1791.21	619.33	-
December	1,809.50	936.55	-	178.89	212.21	-	805.67	432.00	-	225	99.41	-
January	497.09	878.29	-	241.67	418.89	-	778.27	840.68	-	875.26	684.01	-
February	175.00	5,056.25	-	175.00	114.78	-	700.00	658.49	-	175	758.57	-
March	304.29	606.84	-	190.08	512.17	-	866.63	1,053.52	-	449.65	701.10	-
April	(11.84)	1,412.97	-	175.00	575.22	-	808.00	1,073.28	-	19.08	700.97	-
May	2,476.95	1,839.50	-	258.21	615.20	-	1,994.29	1,506.06	-	1336.07	1,663.91	-
June	1,246.96	3,199.74	-	558.96	607.95	-	1,128.47	1,356.36	-	490.79	1,254.98	-
Total	\$ 31,076.13	\$ 20,103.60	\$ 8,184.63	\$ 8,432.05	\$ 6,066.23	\$ 1,541.61	\$ 20,940.27	\$ 11,815.28	\$ 5,275.41	\$ 23,959.98	\$ 10,966.86	\$ 6,042.41

*includes but not limited to Portable Toilet Services, Painting, Janitorial Supplies, Signage, etc.

	Professional Services*														
	Event Site			Nichols Basin			Hook / Spit			Marina Park			Parking Mngt Fees		
	FY 2020-21	FY 2021-2022	FY 2022-23	FY 2020-21	FY 2021-2022	FY 2022-23	FY 2020-21	FY 2021-2022	FY 2022-23	FY 2020-21	FY 2021-2022	FY 2022-23	FY 2020-21	FY 2021-2022	FY 2022-23
July	-	-	-	-	-	-	-	625.00	-	-	-	-	3,124.72	4,757.51	1,816.59
August	-	-	-	-	-	-	-	-	-	-	-	-	4,596.27	4,707.02	7,073.97
September	-	-	-	-	-	-	-	-	-	490.00	-	-	4,368.51	4,640.58	1,231.60
October	-	-	-	-	-	-	-	-	-	-	-	-	5,658.62	4,050.95	-
November	-	-	-	-	-	-	-	-	-	-	-	-	1,234.85	3,922.44	-
December	750.00	-	-	-	-	-	-	-	-	-	-	-	4,312.43	4,338.16	-
January	-	-	-	-	-	-	-	-	-	-	-	-	3,903.14	3,943.25	-
February	1,125.00	-	-	-	-	-	-	-	-	-	-	-	2,620.33	3,925.17	-
March	-	-	-	-	-	-	-	-	-	-	-	-	2,953.88	3,989.92	-
April	-	-	-	-	-	-	-	-	-	-	-	-	4,002.20	4,413.80	-
May	-	-	-	-	-	-	-	-	-	-	-	-	4,149.31	9,750.00	-
June	-	604.59	-	-	604.59	-	-	1,209.18	-	-	604.59	-	4,311.84	4,380.43	-
Total	\$ 1,875.00	\$ 604.59	\$ -	\$ -	\$ 604.59	\$ -	\$ -	\$ 1,834.18	\$ -	\$ 490.00	\$ 604.59	\$ -	\$ 45,236.10	\$ 56,819.23	\$ 10,122.16

*includes but not limited to parking management services, legal fees, Waterfront Recreation Safety Study, etc.

Port of Hood River
Waterfront Recreation Financial Activity- Revenues

as of 9/30/2022

Note: These are not audited financials

	Waterfront Parking								
	Fees			Fines / Collections			Commercial		
	FY 2020-2021	FY 2021-2022	FY 2022-23	FY 2020-2021	FY 2021-2022	FY 2022-23	FY 2020-2021	FY 2021-2022	FY 2022-23
July	29,183.21	33,480.91	35,195.77	3,386.30	3,369.40	1,906.40	450.00	450.00	450.00
August	31,003.96	22,246.51	23,421.79	4,459.45	4,043.35	3,274.15	450.00	450.00	450.00
September	12,087.00	13,351.59	13,084.50	4,056.70	3,717.00	1,964.80	450.00	450.00	450.00
October	3,975.41	2,577.50	-	1,930.90	2,275.10	-	450.00	450.00	-
November	542.10	376.55	-	1,366.80	906.05	-	450.00	450.00	-
December	329.85	414.79	-	1,339.10	-	-	450.00	450.00	-
January	603.40	469.44	-	736.65	(15.05)	-	450.00	450.00	-
February	437.25	1,039.89	-	639.60	23,407.90	-	450.00	450.00	-
March	1,394.45	1,722.66	-	375.80	92.75	-	450.00	450.00	-
April	4,187.82	1,976.05	-	169.85	8.85	-	450.00	450.00	-
May	14,738.90	5,792.57	-	595.00	-	-	450.00	450.00	-
June	17,459.92	11,812.83	-	1,571.20	154.55	-	450.00	450.00	-
Total	\$ 115,943.27	\$ 95,261.29	\$ 71,702.06	\$ 20,627.35	\$ 37,959.90	\$ 7,145.35	\$ 5,400.00	\$ 5,400.00	\$ 1,350.00

	Event Site Parking					
	Season Passes			Daily Passes		
	FY 2020-2021	FY 2021-2022	FY 2022-23	FY 2020-2021	FY 2021-2022	FY 2022-23
July	15,292.00	15,825.00	20,860.00	17,188.00	22,506.00	21,320.03
August	9,800.00	3,450.00	2,950.00	7,958.00	15,986.00	18,344.00
September	625.00	-	-	1,286.00	2,531.00	3,390.00
October	(1.00)	-	-	-	-	-
November	126.00	-	-	-	-	-
December	3,300.00	1,050.00	3,350.00	-	-	-
January	4,680.00	6,450.00	10,800.00	-	-	-
February	4,680.00	10,000.00	10,900.00	-	-	-
March	16,280.00	21,150.00	-	-	-	-
April	30,320.00	28,300.00	-	-	-	-
May	50,970.00	51,050.00	-	3,429.00	582.00	-
June	26,882.00	47,650.00	-	13,181.00	9,123.68	-
Total	\$ 162,954.00	\$ 184,925.00	\$ 48,860.00	\$ 43,042.00	\$ 50,728.68	\$ 43,054.03

	Concessions											
	Event Site			Nichols Basin			Hook / Spit			Marina Park*		
	FY 2020-2021	FY 2021-2022	FY 2022-23	FY 2020-2021	FY 2021-2022	FY 2022-23	FY 2020-2021	FY 2021-2022	FY 2022-23	FY 2020-2021	FY 2021-2022	FY 2022-23
July	6,410.00	3,700.01	6,037.67	1,200.00	175.00	204.17	2,400.00	1,860.00	2,448.00	-	1,148.99	1,449.59
August	8,062.48	3,700.01	4,237.67	-	175.00	204.17	-	1,860.00	1,848.00	-	1,145.99	1,443.74
September	-	3,562.51	4,087.67	-	175.00	204.17	-	1,860.00	1,848.00	-	1,129.49	1,246.03
October	-	1,887.49	1,371.33	-	87.50	102.08	-	980.00	924.00	-	440.01	462.01
November	-	-	-	-	-	-	-	-	-	-	-	-
December	-	-	-	-	-	-	-	-	-	-	4.75	-
January	-	-	-	-	-	-	-	-	-	-	-	-
February	-	-	-	-	-	-	-	-	-	-	-	-
March	-	-	-	-	1,000.00	-	-	-	-	84.00	-	-
April	-	9,396.67	-	437.50	510.42	-	4,400.00	4,620.00	-	-	2,310.00	-
May	400.00	1,500.00	-	-	-	-	250.00	-	-	13.25	39.75	-
June	687.50	300.00	-	-	-	-	-	-	-	124.00	209.25	-
Total	\$ 15,559.98	\$ 24,046.69	\$ 15,734.34	\$ 1,637.50	\$ 2,122.92	\$ 714.59	\$ 7,050.00	\$ 11,180.00	\$ 7,068.00	\$ 221.25	\$ 6,428.23	\$ 4,601.37

PORT OF HOOD RIVER
WATERFRONT RECREATION REVENUES AND EXPENDITURES

	Actuals								Budget
	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
<i>Operating Revenues</i>									
Event Site passes	\$ 108,486	\$ 99,246	\$ 109,984	\$ 141,775	155,977	155,630	\$ 205,996	\$ 235,654	\$ 208,000
Event Site special events	8,350	8,100	12,733	9,832	12,550	8,800	2,604	14,100	16,200
Event site sailing schools/concessions	3,900	17,532	16,730	21,325	18,233	20,073	54,899	18,072	14,500
Total Event Site	120,736	124,878	139,447	172,932	186,760	184,503	263,499	267,826	238,700
Hook/Spit/Nichols sailing schools/special events	1,595	3,450	7,669	8,495	7,812	3,514	4,850	8,710	10,000
Nichols concession/special events/lease	-	7,833	5,170	4,288	3,280	1,468	1,638	2,123	2,600
Grant	65,250	148,733	-	-	-	-	27,000	-	-
Total Hook/Spit/Nichols	66,845	160,016	12,839	12,783	11,092	4,982	33,488	10,833	12,600
Marina Park shop building #3	6,240	6,532	6,518	6,693	7,061	7,303	7,426	7,562	7,800
Marina Park utilities/taxes	600	1,934	1,994	2,032	860	2,581	11,739	5,690	2,800
Marina Park other	375	533	2,914	4,936	4,434	2,832	8,200	5,610	6,000
Marina Park showers	2,255	2,699	3,114	4,319	3,798	2,144	221	1,038	1,000
Marina Park special events	3,200	3,450	3,075	2,475	3,105	2,400	1,050	1,150	3,300
Grant	-	-	-	-	-	-	9,000	-	-
Total Marina Park	12,670	15,148	17,615	20,455	19,258	17,260	37,636	21,050	20,900
Total Parking	-	-	-	6,355	87,313	104,558	141,970	133,218	154,300
<i>Operating Revenues</i>	200,251	300,042	169,901	212,525	304,423	311,303	476,593	432,927	426,500
<i>Operating Expenses</i>									
Labor, taxes and burden	290,737	312,914	285,711	263,689	299,178	291,935	350,817	333,472	461,300
Electric, water and garbage	34,995	51,293	34,855	32,592	37,050	32,350	34,321	57,020	57,000
Insurance	2,112	2,130	3,773	5,111	5,511	6,425	6,924	7,480	7,500
Maintenance	32,982	46,287	61,876	39,586	53,437	48,261	57,135	47,273	53,000
Miscellaneous	27,714	21,976	19,371	38,131	39,786	50,415	91,369	48,557	56,000
Property tax	-	-	1,351	1,387	1,413	1,442	1,545	-	1,600
Professional Services	11,745	1,204	27,486	586	14,442	13,725	1,615	10,445	18,000
Legal	285	2,523	2,136	60	616	-	2,900	1,025	9,000
<i>Operating Expenses before Capital Outlay</i>	400,570	438,327	436,559	381,142	451,433	444,553	546,626	505,272	663,400
<i>Net Cashflow before Capital Outlay</i>	(200,319)	(138,285)	(266,658)	(168,617)	(147,010)	(133,250)	(70,033)	(72,345)	(236,900)
<i>Capital Outlay</i>	138,094	\$ 302,008	\$ 61,375	\$ 28,659	29,450	50,197	\$ 72,679	\$ -	\$ 238,000

EXHIBIT “B” - 2023 WATERFRONT OPERATIONS

MARINA

2023 Marina Tenants	
Moorage Boat Slips	155
Boathouses	11
Shell Dock	6
South Basin Lottery Slips	6
South Basin School Jet Ski Slips	17
Float Plane Slip	1
Total Tenants	196

2023 WATERFRONT RECREATION CONCESSIONS

	Category	Concession Name	Description
1	Marina Cruise Ship	ACL	4 large cruise ships 250' plus
2	Marina Cruise Ship	Lindblad Cruise Lines	3 Cruise Ships 100-150'
3	Marina Sailboat Charter	Gorge Sailing Ventures	35' Sailboat Charter business
4	Marina Sailing	Gorge Jr. Sailing	Kids Sailing Program
5	Marina Sailing	Gorge Sailing Team	High School Sailing Team
6	Marina Sailing	Hood River Yacht Club	Dock Rental- Sailboat Club
7	Waterfront Misc.	Gorge Pedicab	E-Bike taxi tours on the waterfront
8	Waterfront Recreation	Big Winds	SUP, Wing Foil- Lesson & rental
9	Waterfront Recreation	Brian's	SUP, Kite, Wingfoil Lesson & rental
10	Waterfront Recreation	Cascade Kiteboarding	Kite & Wingfoil Lesson & Rental
11	Waterfront Recreation	CGWA- Gorge Groms	SUP & Windsurf club
12	Waterfront Recreation	Doug's HR Water Adventures	Kite & Wingfoil Lesson & Rental
13	Waterfront Recreation	Gorge Kiteboard School	Kite & Wingfoil Lesson & Rental
14	Waterfront Recreation	Gorge Paddle Center	Kayak & SUP lesson & rental
15	Waterfront Recreation	Hood River Outrigger Canoe Club	Canoe Club- Adults and children
16	Waterfront Recreation	Hood River SUP & Kayak	Kayak & SUP lesson & rental
17	Waterfront Recreation	Kite the Gorge	Kite & Wingfoil Lesson & Rental
18	Waterfront Recreation	Oregon Kiteboarding	Kite & Wingfoil Lesson & Rental
19	Waterfront Recreation	Stoke on the Water	Downwind SUP tour guide
20	Waterfront Recreation	Wylde Wind & Water	Kids SUP & Wing Foil camps

2023 EVENT SCHEDULE

Location	Start Date	Event Name	Expected Number of People
Lot #1	Wednesday, February 1, 2023	Pacific Northwest Search and Rescue	25
Marina	Saturday, March 25, 2023	Oregon Bass Federation Fishing Tournament	100
Marina Beach	Saturday, April 8, 2023	Gorge High School Sailing Team Regatta	30
Frog Beach	Saturday, April 22, 2023	24 Hour Paddle for Cancer Fundraiser	25
Marina	Saturday, April 22, 2023	Oregon Bass Federation Fishing Tournament	100
Frog Beach	Sunday, April 23, 2023	24 Hour Paddle for Cancer Fundraiser	25
Event Site/Lot #1	Saturday, April 29, 2023	Ciderfest	2500
Marina	Sunday, April 30, 2023	Oregon Bass Federation Fishing Tournament	100
Marina	Saturday, May 27, 2023	Oregon Bass Federation Fishing Tournament	100
Lot #1	Sunday, May 28, 2023	CGW2 Gear Swap	500
Marina	Sunday, May 28, 2023	Oregon Bass Federation Fishing Tournament	100
Marina	Saturday, June 17, 2023	Oregon Bass Federation Fishing Tournament	100
Marina Beach	Monday, June 26, 2023	Wet Planet Kayak School- First Descents Camp	25
Frog Beach	Tuesday, June 27, 2023	Wet Planet Kayak School- Avid 4 Adventure Camp	25
Lot #1	Sunday, July 2, 2023	CGW2 Gear Swap	500
Marina Beach	Monday, July 3, 2023	Wet Planet Kayak School- First Descents Camp	25
Marina	Tuesday, July 4, 2023	Jr. Sailing Program Kids Programs	25
Waterfront	Tuesday, July 4, 2023	Lions Club Eyeopener Fireworks	10,000
Marina	Wednesday, July 5, 2023	Jr. Sailing Program Kids Programs	25
Marina	Thursday, July 6, 2023	Jr. Sailing Program Kids Programs	25
Marina	Friday, July 7, 2023	Jr. Sailing Program Kids Programs	25
Event Site	Friday, July 7, 2023	KB4C (Kiteboard for Cancer)	700
Event Site	Saturday, July 8, 2023	KB4C (Kiteboard for Cancer)	700
Event Site	Sunday, July 9, 2023	KB4C (Kiteboard for Cancer)	700
Marina Beach	Sunday, July 9, 2023	Wet Planet Kayak School- Adventure Treks	25
Waterfront Park/Lot	Monday, July 10, 2023	Downwind Paddle Champs- Canoe/Outrigger Race	800

#1/Maritime Parking			
Marina	Monday, July 10, 2023	Jr. Sailing Program Kids Program	25
Waterfront Park/Lot #1/Maritime Parking	Tuesday, July 11, 2023	Downwind Paddle Champs- Canoe/Outrigger Race	800
Marina	Tuesday, July 11, 2023	Jr. Sailing Program Kids Program	25
Waterfront Park/Lot #1/Maritime Parking	Wednesday, July 12, 2023	Downwind Paddle Champs- Canoe/Outrigger Race	800
Marina	Wednesday, July 12, 2023	Jr. Sailing Program Kids Program	25
Waterfront Park/Lot #1/Maritime Parking	Thursday, July 13, 2023	Downwind Paddle Champs- Canoe/Outrigger Race	800
Marina	Thursday, July 13, 2023	Jr. Sailing Program Kids Program	25
Event Site	Friday, July 14, 2023	Bridge of the Gods Kitefest and the Gorge Blowout holding period	100
Waterfront Park/Lot #1/Maritime Parking	Friday, July 14, 2023	Downwind Paddle Champs- Canoe/Outrigger Race	800
Marina	Friday, July 14, 2023	Jr. Sailing Program Kids Program	25
Event Site	Saturday, July 15, 2023	Bridge of the Gods Kitefest and the Gorge Blowout holding period	100
Waterfront Park/Lot #1/Maritime Parking	Saturday, July 15, 2023	Downwind Paddle Champs- Canoe/Outrigger Race	800
Event Site	Sunday, July 16, 2023	Bridge of the Gods Kitefest and the Gorge Blowout holding period	100
Marina	Monday, July 17, 2023	Jr. Sailing Program Kids Program	25
Marina	Tuesday, July 18, 2023	Jr. Sailing Program Kids Program	25
Frog Beach	Tuesday, July 18, 2023	Wet Planet Kayak School- Kids Kayak Camp	25
Marina	Wednesday, July 19, 2023	Jr. Sailing Program Kids Program	25
Marina	Thursday, July 20, 2023	Jr. Sailing Program Kids Program	25
Marina	Friday, July 21, 2023	Jr. Sailing Program Kids Program	25
Waterfront Park	Friday, July 21, 2023	SIC Gorge Paddle Challenge- SUP, OC, Foil, Wing Race	600
Waterfront Park	Saturday, July 22, 2023	SIC Gorge Paddle Challenge- SUP, OC, Foil, Wing Race	600

Marina Green	Saturday, July 22, 2023	Windy River Marathon Relay- Hood to Coast Series	1200
Waterfront Park	Sunday, July 23, 2023	SIC Gorge Paddle Challenge- SUP, OC, Foil, Wing Race	600
Marina	Monday, July 24, 2023	Jr. Sailing Program Kids Program	25
Frog Beach	Monday, July 24, 2023	Wet Planet Kayak School- Avid 4 Adventure Camp	25
Marina	Tuesday, July 25, 2023	Jr. Sailing Program Kids Program	25
Marina	Wednesday, July 26, 2023	Jr. Sailing Program Kids Program	25
Marina	Thursday, July 27, 2023	Jr. Sailing Program Kids Program	25
Marina	Friday, July 28, 2023	Jr. Sailing Program Kids Program	25
Marina	Saturday, July 29, 2023	HR1D Regatta	50
Marina	Sunday, July 30, 2023	HR1D Regatta	50
Marina	Monday, July 31, 2023	Jr. Sailing Program Kids Program	25
Marina Beach	Monday, July 31, 2023	Wet Planet Kayak School- Adventure Treks	25
Marina	Tuesday, August 1, 2023	Jr. Sailing Program Kids Program	25
Marina	Wednesday, August 2, 2023	Jr. Sailing Program Kids Program	25
Marina	Thursday, August 3, 2023	Jr. Sailing Program Kids Program	25
Marina	Friday, August 4, 2023	Jr. Sailing Program Kids Program	25
Marina	Sunday, August 6, 2023	HRYC Double Damned Regatta	50
Marina Beach	Monday, August 7, 2023	ABK Windsurfing Clinics	30
Marina	Monday, August 7, 2023	Jr. Sailing Program Kids Program	25
Marina Beach	Tuesday, August 8, 2023	ABK Windsurfing Clinics	30
Marina	Tuesday, August 8, 2023	Jr. Sailing Program Kids Program	25
Marina Beach	Wednesday, August 9, 2023	ABK Windsurfing Clinics	30
Marina	Wednesday, August 9, 2023	Jr. Sailing Program Kids Program	25
Marina Beach	Thursday, August 10, 2023	ABK Windsurfing Clinics	30
Marina	Thursday, August 10, 2023	Jr. Sailing Program Kids Program	25
Marina Beach	Friday, August 11, 2023	ABK Windsurfing Clinics	30
Marina	Friday, August 11, 2023	Jr. Sailing Program Kids Program	25
Marina Beach	Monday, August 14, 2023	ABK Windsurfing Clinics	30

Marina	Monday, August 14, 2023	Jr. Sailing Program Kids Program	25
Marina Beach	Tuesday, August 15, 2023	ABK Windsurfing Clinics	30
Marina	Tuesday, August 15, 2023	Jr. Sailing Program Kids Program	25
Marina Beach	Wednesday, August 16, 2023	ABK Windsurfing Clinics	30
Marina	Wednesday, August 16, 2023	Jr. Sailing Program Kids Program	25
Marina Beach	Thursday, August 17, 2023	ABK Windsurfing Clinics	30
Marina	Thursday, August 17, 2023	Jr. Sailing Program Kids Program	25
Marina Beach	Friday, August 18, 2023	ABK Windsurfing Clinics	30
Marina	Friday, August 18, 2023	Jr. Sailing Program Kids Program	25
Lot #1	Sunday, September 3, 2023	CGW2 Gear Swap	500
Event Site	Tuesday, September 5, 2023	AWSI Trade Show- Private Event	600
Event Site	Wednesday, September 6, 2023	AWSI Trade Show- Private Event	600
Event Site	Thursday, September 7, 2023	AWSI Trade Show- Private Event	600
Event Site	Friday, September 8, 2023	AWSI Trade Show- Private Event	600
Event Site	Saturday, September 9, 2023	AWSI Trade Show- Private Event	600
Marina	Saturday, September 9, 2023	Oregon Bass Federation Fishing Tournament	100
Event Site/Lot #1	Friday, October 13, 2023	Harvest Fest	10,000
Event Site/Lot #1	Saturday, October 14, 2023	Harvest Fest	10,000
Event Site/Lot #1	Sunday, October 15, 2023	Harvest Fest	10,000
Marina	Saturday, October 21, 2023	Oregon Bass Federation Fishing Tournament	100
Event Site/Lot #1	Sunday, October 22, 2023	Columbia Gorge Marathon	2000
Marina	Sunday, October 22, 2023	Oregon Bass Federation Fishing Tournament	100
Marina	Saturday, November 4, 2023	Oregon Bass Federation Fishing Tournament	100
The SPIT	TBD	Slider Project Kite Park league KPL Team Battle	50

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2023 CRUISE SHIP SCHEDULE- MARINA JETTY

	Company	Vessel	Arrival Date	Arrival Time	Departure Date	Departure Time	Dock Requested
1	Linblad	Sea Bird	4/3/2023	8:00am	4/4/2023	9:00pm	Inside Jetty Commercial Dock
2	HRYC	High School Sailing Team Regatta	4/8/2023		4/9/2023	8:00AM	Inside Jetty Commercial Dock
3	Linblad	Sea Bird	4/14/2023	6:00am	4/15/2023	6:00pm	Inside Jetty Commercial Dock
4	Linblad	Sea Lion	4/16/2023	8:00am	4/17/2022	9:00pm	Inside Jetty Commercial Dock
5	Linblad	Sea Bird	4/17/2023	8:00am	4/18/2023	9:00pm	Inside Jetty Commercial Dock
6	ACL	American West	4/25/2023	9:00AM	4/26/2023	8:00AM	Outside Jetty bollard moorage
7	Lindblad	Sea Bird	4/28/2023	8am	4/28/2023	8pm	Inside Jetty Commercial Dock
8	ACL	American Song	5/3/2023	9:00AM	5/4/2023	8:00AM	Outside Jetty bollard moorage
9	ACL	American West	5/9/2023	9:00AM	5/10/2023	8:00AM	Outside Jetty bollard moorage
10	ACL	American West	5/15/2023	6:00PM	5/16/2023	5:00PM	Outside Jetty bollard moorage
11	ACL	American Jazz	5/17/2023	6:00PM	5/18/2023	5:00PM	Outside Jetty bollard moorage
12	ACL	American Harmony	5/21/2023	9:00AM	5/22/2023	8:00AM	Outside Jetty bollard moorage
13	ACL	American West	5/23/2023	9:00AM	5/24/2023	8:00AM	Outside Jetty bollard moorage
14	ACL	American West	5/29/2023	6:00PM	5/30/2023	5:00PM	Outside Jetty bollard moorage
15	ACL	American Jazz	5/31/2023	6:00PM	6/1/2023	5:00PM	Outside Jetty bollard moorage
16	ACL	American Pride	6/4/2023	6:00PM	6/5/2023	5:00PM	Outside Jetty bollard moorage
17	ACL	American West	6/6/2023	9:00AM	6/7/2023	8:00AM	Outside Jetty bollard moorage
18	ACL	American West	6/12/2023	6:00PM	6/13/2023	5:00PM	Outside Jetty bollard moorage

19	ACL	American Jazz	6/14/2023	6:00PM	6/15/2023	5:00PM	Outside Jetty bollard moorage
20	ACL	American West	6/20/2023	9:00AM	6/21/2023	8:00AM	Outside Jetty bollard moorage
21	ACL	American Jazz	6/28/2023	6:00PM	6/29/2023	5:00PM	Outside Jetty bollard moorage
22	ACL	American Pride	7/2/2023	8:00AM	7/3/2023	8:00AM	Outside Jetty bollard moorage
23	ACL	American Song	7/4/2023	8:00AM	7/5/2023	8:00AM	Outside Jetty bollard moorage
24	ACL	American Jazz	7/6/2023	8:00AM	7/6/2023	6:00PM	Outside Jetty bollard moorage
25	ACL	American Pride	7/9/2023	6:00PM	7/10/2023	5:00PM	Outside Jetty bollard moorage
26	ACL	American Song	7/11/2023	6:00PM	7/12/2023	5:00PM	Outside Jetty bollard moorage
27	ACL	American West	7/17/2023	6:00PM	7/18/2023	5:00PM	Outside Jetty bollard moorage
28	ACL	American Song	7/19/2023	9:00AM	7/20/2023	8:00AM	Outside Jetty bollard moorage
29	ACL	American Harmony	7/23/2023	9:00AM	7/24/2023	8:00AM	Outside Jetty bollard moorage
30	ACL	American West	7/25/2023	9:00AM	7/26/2023	8:00AM	Outside Jetty bollard moorage
31	HRYC	HR1D Race Boats	7/28/2023	Tbd	8/6/2023	Tbd	Inside Jetty Commercial Dock
32	ACL	American West	7/31/2023	6:00PM	8/1/2023	5:00PM	Outside Jetty bollard moorage
33	ACL	American Jazz	8/2/2023	6:00PM	8/3/2023	5:00PM	Outside Jetty bollard moorage
34	ACL	American Pride	8/6/2023	6:00PM	8/7/2023	5:00PM	Outside Jetty bollard moorage
35	ACL	American West	8/8/2023	9:00AM	8/9/2023	5:00PM	Outside Jetty bollard moorage
36	ACL	American West	8/15/2023	6:00PM	8/16/2023	5:00PM	Outside Jetty bollard moorage
37	ACL	American Jazz	8/16/2023	6:00PM	8/17/2023	5:00PM	Outside Jetty bollard moorage
38	ACL	American Harmony	8/20/2023	9:00AM	8/21/2023	8:00AM	Outside Jetty bollard moorage

39	ACL	American West	8/22/2023	9:00AM	8/23/2023	8:00AM	Outside Jetty bollard moorage
40	ACL	American Jazz	8/24/2023	9:00AM	8/25/2023	8:00AM	Outside Jetty bollard moorage
41	ACL	American Song	8/30/2023	9:00AM	8/31/2023	8:00AM	Outside Jetty bollard moorage
42	ACL	American Pride	9/3/2023	6:00PM	9/4/2023	5:00PM	Outside Jetty bollard moorage
43	ACL	American West	9/5/2023	9:00AM	9/6/2023	8:00AM	Outside Jetty bollard moorage
44	ACL	American West	9/12/2023	6:00PM	9/13/2023	5:00PM	Outside Jetty bollard moorage
45	ACL	American Jazz	9/13/2023	6:00PM	9/14/2023	5:00PM	Outside Jetty bollard moorage
46	ACL	American Harmony	9/17/2023	9:00AM	9/18/2023	8:00AM	Outside Jetty bollard moorage
47	ACL	American West	9/19/2023	9:00AM	9/20/2023	8:00AM	Outside Jetty bollard moorage
48	ACL	American Jazz	9/21/2023	9:00AM	9/22/2023	8:00AM	Outside Jetty bollard moorage
49	Linblad	Sea Lion	9/25/2023	10:00am	9/26/2023	6:00am	Inside Jetty Commercial Dock
50	ACL	American West	9/26/2023	6:00PM	9/27/2023	5:00PM	Outside Jetty bollard moorage
51	Linblad	Sea Bird	9/26/2023	10:00am	9/27/2023	6:00am	Inside Jetty Commercial Dock
52	ACL	American Pride	10/1/2023	8:00AM	10/2/2023	8:00AM	Outside Jetty bollard moorage
53	ACL	American Song	10/3/2023	8:00AM	10/4/2023	8:00AM	Outside Jetty bollard moorage
54	Linblad	Sea Lion	10/5/2023	8:00am	10/5/2023	4:00pm	Inside Jetty Commercial Dock
55	Linblad	Sea Bird	10/6/2023	8:00am	10/6/2023	4:00pm	Inside Jetty Commercial Dock
56	ACL	American Harmony	10/7/2023	8:00AM	10/8/2023	8:00AM	Outside Jetty bollard moorage
57	ACL	American West	10/9/2023	8:00AM	10/10/2023	8:00pm	Outside Jetty bollard moorage
58	ACL	American Jazz	10/11/2023	8:00AM	10/12/2023	8:00AM	Outside Jetty bollard moorage
59	ACL	American Song	10/18/2023	9:00AM	10/19/2023	8:00AM	Outside Jetty bollard moorage

60	Linblad	Sea Lion	10/19/2023	8:00am	10/19/2023	4:00pm	Inside Jetty
61	Linblad	Sea Bird	10/20/2023	8:00am	10/20/2023	4:00pm	Inside Jetty
62	ACL	American Pride	10/22/2023	6:00PM	10/23/2023	5:00PM	Outside Jetty bollard moorage
63	ACL	American West	10/24/2023	9:00AM	10/25/2023	8:00AM	Outside Jetty bollard moorage
64	Linblad	Sea Bird	10/25/2023	6:00am	10/25/2023	10:00pm	Inside Jetty
65	ACL	American West	10/31/2023	6:00PM	11/1/2023	5:00PM	Outside Jetty bollard moorage
66	Lindblad	Sea Bird	11/3/2023	5:00am	11/3/2023	5:00pm	Inside Jetty
67	ACL	American Harmony	11/5/2023	9:00AM	11/6/2023	8:00AM	Outside Jetty bollard moorage

April 4, 2023
Fall Planning Session

Discussion Topic:

Waterfront Paid Parking

Overview:

The Waterfront Parking Plan was first implemented in late June of 2018. Adjustments to the rate and fee schedule, rules and fines, and management of zones and kiosks have been made each year since implementation. For this year, staff recommends the Commission make the following changes to the parking system:

1. Transition to 100% mobile payment, via Text-To-Pay and mobile payment apps. Parking kiosk-based payment systems are not well suited to the large, shadeless areas they are currently located and are much better suited to city streets. The kiosks are constantly overheating in the sun, have communication problems due to outdated hardware, and are expensive to maintain. Staff recommends removal of the existing kiosks and sale to another municipality or to the City of Hood River if there is interest in them for parts. This action will save approximately \$1,200 per month in service costs for the kiosks, eliminate the field service costs that are frequently required to keep them in operation, avoid the need to purchase new kiosks or upgrades, and enable payment at any location on the waterfront (without having to walk to the nearest kiosk). This change would continue the license-plate based enforcement system we now use.
2. Terminate trucking company parking agreements in Zone 6 (westernmost block of Portway Avenue) and allow passenger vehicles in that Zone seven days a week. This action will provide more available parking to visitors near the Hook and thereby help to alleviate the dangerous congestion that occurs there in summer months. The Commission should also consider extending the paid parking Zone to include the parking at the Hook as well to increase revenue, encourage turnover, and enhance control and enforcement.
3. Consider extending paid parking zones. Currently, parking is free at the Hook, the Spit, the Marina Beach, and the Marina. The Commission should discuss whether it would like to add new pay-to-park zones to increase revenue for the waterfront, but at the same time, consider potential added enforcement costs. If the Commission chooses to charge for parking at the Marina lot, the Port would lose eligibility for an annual maintenance grant from OSMB that totals approximately \$6,000 per year.
4. Consider increasing rates and fees for parking and violations. Event Site parking passes for regular length vehicles have increased in price \$50 each year for the past two years, with no significant negative impact on sales. Preseason sales this year from December 15 – March 30 are down only 44 orders, but up \$450 dollars. Daily parking rates should not exceed \$15 per day, as that is the apparent limit for recreational immunity.

5. Change the payment processing for parking tickets to enable customers to pay their tickets at the Port office instead of utilizing Professional Accounts Management (“PAM”) to process payments. Originally intended to alleviate staff time and workload for payment processing, this agreement has proved to be unreliable, overly difficult for customers, and requires more staff time than a simpler approach would. This change would end the part of our service contract with PAM for parking ticket payment processing and require a reprint of the current stock of parking ticket paper.
6. Discuss discontinuing Event Site Parking Booth staffing. The Commission should discuss whether the seasonal staffing of the Event Site Parking Booth should continue. Daryl will provide more background on this topic during the meeting.

Key Questions:

1. What is the Commission’s direction on each of these actions?
2. What other actions, or approaches would the Commission like to pursue?

Port of Hood River
Waterfront Pay Station Parking Financial Summary
 January 1, 2022 - December 31, 2022

*excludes Event Site parking pass sales

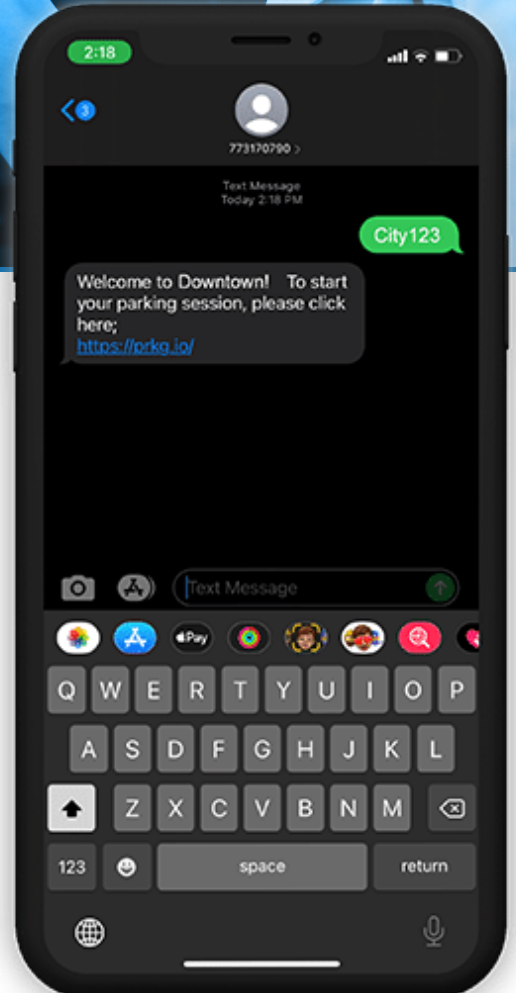
	2020	2021	2022		2023-24 Projected
Revenues					
Parking Fees (Cale)	\$ 93,166	\$ 111,270	\$ 95,261	-14%	\$ 104,787
Fines (Duncan)	\$ 18,399	\$ 20,976	\$ 30,181	44%	\$ 37,726
Truck Co. Use Payments (Zone 6)	\$ 6,750	\$ 6,750	\$ 6,750	0%	\$ 6,750
Total Annual Revenues	\$ 118,315	\$ 138,996	\$ 132,192	-5%	\$ 149,263
Expenses					
Port Enforcement Staff (1)	\$ 35,062	\$ 37,494	\$ 17,249	-54%	\$ 35,000
			short staffed		
Parking Management / Repair / Software Upgrades (2)					
Duncan	\$ 28,201	\$ 33,135	\$ 26,585	-20%	\$ 29,244
Cale	\$ 14,443	\$ 15,223	\$ 35,145	131%	\$ 30,000
Sub-Total	\$ 77,706	\$ 85,852	\$ 78,980	-8%	\$ 94,244
Period Net Operating Income	\$ 40,609	\$ 53,144	\$ 53,212	0.13%	\$ 55,019

(1) Includes 40 hr. /week staffing from May to September

(2) Includes Software, Handhelds, LPR Framework

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Pay-by-Text



PARK AND PAY WITH JUST A TEXT!

The easy to use web-based solution that lets customers park their vehicles and conveniently pay via mobile phone.

- No account or app set-up required
- Generates additional revenues for your operation
- Compatible with both Pay-by-Plate and Pay-by-Space

WHAT IS PAY-BY-TEXT?

Pay-by-text is a fast and contactless parking solution for drivers to keep payment simple. With Pay-by-Text, you start by texting a code that directs you to a secure web page. Then, enter your plate and payment information, and you are on your way. No app download or kiosk required.

BENEFITS FOR PARKING OPERATORS

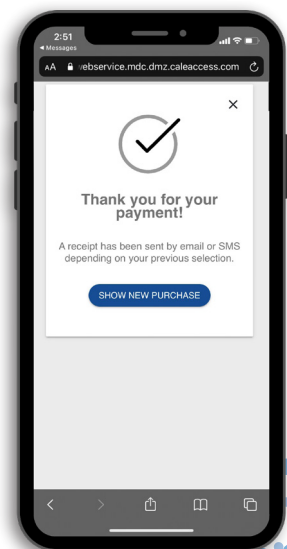
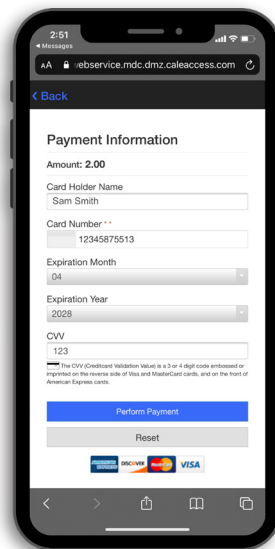
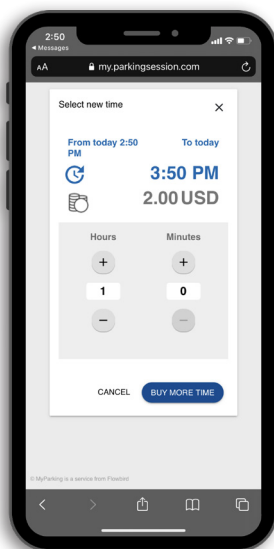
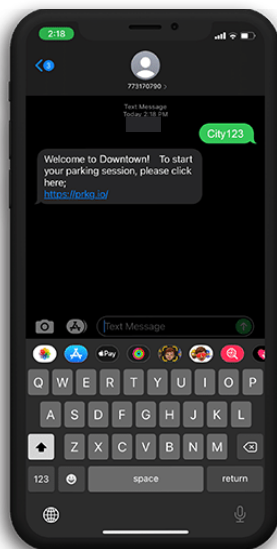
- Stand alone service or offered together with your Flowbird meters
- Integrated with your Flowbird back-office and preferred enforcement solution
- Encourages higher rates of compliance
- Increases customer satisfaction
- Secure payment following PCI standards

BENEFITS FOR END USERS

- Quick, convenient cashless parking
- Effortless parking transactions without downloading an app
- Provides an additional payment option to make parking simpler
- Text notification is provided prior to time expiration to help stay in compliance
- Allows customers to choose their preferred payment method

HOW DOES IT WORK?

1. Text a code to the number provided on the sign or sticker displayed at the parking location
2. You will receive a text reply immediately. Follow the secure link to input your plate or parking space number.
3. Choose your length of stay.
4. Enter your payment information.
5. Your parking session is now started!



April 4, 2023
Fall Planning Session

Discussion Topic:
Developable Land

Overview:

The Port currently owns approximately 22.5 acres of developable Light Industrial or Commercial zoned land in Hood River and Odell. The value and future development potential of each of the parcels is dependent on the current condition and location.

- Hood River
 - Lot 1 – Approx 7 acres
 - Lot 900 – Approx 1 acres
- Odell
 - Lower Mill – Approx 11.5 acres
 - John Webber Business Park – Approx 3 acres

Key Questions:

1. What is the Port's strategic vision for its developable land inventory.
2. How does the Port's strategic vision fit with the Port's mission to support economic development?
3. Where is the greatest rate of return for capital outlay should the Port finance its own construction?

Pros & Cons Considerations:

- A. Hood River
 - Lot 1 (Light Industrial)
 - Pro
 - Desirable location
 - Ability to program a landmark development
 - Con
 - Traffic count considerations for any future development may trigger cost expensive offsite improvements
 - Requires additional infrastructure improvements to be shovel ready
 - Lot 900 (Commercial)
 - Pro
 - Desirable location
 - One of few Commercial properties left on the Waterfront
 - Con
 - Traffic count considerations for any future development may trigger cost expensive offsite improvements
 - Requires additional infrastructure improvements to be shovel ready
 - Existing utility locations require relocation to ROW

B. Odell

- Lower Mill (Light Industrial)
 - Pro
 - Strategic location off HWY 35
 - Shovel Ready
 - Utility infrastructure in place
 - Con
 - Unknown industry desire for facility type
 - Unknown market rate value for sale
- John Webber Business Park
 - Pro
 - Located in existing business park
 - Con
 - Wetland constraints to access and development
 - Costly mitigation

Actions/Alternatives:

- Lower Mill: Market Analysis has been contracted
 - Confirm market value
 - Illustrate strategic development scenarios
- Lot 1: RFP for C/E Design Services for Anchor Way extension & 1st Street realignment
 - Seek to install necessary infrastructure
 - Seek to create developable “Commercial Zoned” land East of 1st Street.

April 4, 2023
Fall Planning Session

Discussion Topic:
Existing Buildings

Overview:

The Port currently owns and leases out several Light Industrial or Commercial zoned buildings in Hood River and Odell. The age, disposition and performance level vary across real estate inventory. Below are the estimated revenues over (under) expenditures for each building.

- Hood River
 - Big 7 Building \$134,263
 - Wasco Building \$160,899
- Odell
 - Timber Incubator \$29,988
- Waterfront Industrial
 - Jensen Building \$156,020
 - Halyard Building \$547,397
 - Maritime Building \$326,899
- Marina Commercial
 - Marina Park #1 \$(19,847)
 - Marina Park #2 \$(91,606)

Key Questions:

1. What is the current performance level for each one of our facilities?
2. What is the current condition of each one of our facilities?
3. Can we identify capital expenditures that will be required to maintain our facilities over time?
4. What is real estate's role in supporting the Port's current vs future mission statement?

Pros & Cons Considerations:

- Pro
 - The Port's commercial and industrial leaseholds are producing positive net income.
 - The Port has been able to support its mission of promoting Economic Growth by providing less than market lease rates to smaller businesses.
- Con
 - Revenue will need to cover depreciation of assets over time and subsidize other operational centers that will never be cash positive, such as our parks.
 - Most Port real estate inventory is old and will likely require capital investment in the short to mid-term.

Actions/Alternatives:

- Financial forecast reports for each facility recently made available to Operational Center managers.
 - Allows greater assessment of performance level on individual facility level
 - Opportunity to consider long term strategy for underperforming facilities

- All Buildings Inspection/Assessment
 - Budgeted for in FY 22/23. Unable to achieve. Included in FY 23/24 Budget
 - Will provide clearer picture of existing buildings conditions.
 - Data will be used to inform facility financial forecast and allow for greater strategic decision making for each facility

April 4, 2023
Fall Planning Session

Discussion Topic:

Existing Bridge Capital Outlook for 2023-2024

Overview:

We talk a lot about the needed repairs on the existing bridge and the engineers recommendations for repairs so I plan to keep this brief. We have a couple projects that will straddle the new budget year with our current budget year. The projects listed below are underway or in the bid process currently and will most likely carry over into the 2023-2024 budget year. Please find attached the Draft Bridge CIP outlook spread sheet for reference. This spread sheet will become final with board budget approval.

1. Wire Ropes Project. \$1,119,250.00
2. Underwater Pier Repairs \$300,000.00
3. Miscellaneous Steel Repairs contract. \$100,000

Please find attached the Draft Bridge CIP outlook spread sheet for reference. This spread sheet will become final with board budget approval.

For the budget year 2023-2024 the projects recommended by our engineers that should not be pushed out on the Bridge CIP any further are:

1. Maintenance Painting \$600,000.
2. Scour evaluation \$16,000.
3. Rehab Live loads \$100,000
4. Replace Rack and Pinion Coupling keys \$250,000
5. Embankment Slough repair \$40,000
6. Pier Cap Repairs \$34,000

Key Questions:

1. It is the Facilities Directors recommendation that the board approves these engineer recommendations for repairs and maintenance in the 2023-2024 budget cycle. Is there approval for this action?

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April 4, 2023
Spring Planning Session

Discussion Topic:

Hood River White Salmon Bridge Replacement

Overview:

The Replacement Bridge Management Consultant Contract was a one-year work plan that will end on June 30th, 2023. The RBMC will be working over the next couple of months with the BSWG and Port Commission Staff to develop and finalize a 3-year work plan and budget.

Key activities of the 3-year work plan for July 2023 to June 2024:

- Continue strategic communications and outreach with elected officials
- Continue grant application cycle for any outstanding funding
- Completion of Treaty MOA's
- Completion of the Geotechnical Investigation
- Completion of the RFP/RFQ for the procurement of a PDB Team
- Selection of the PDB Team and provide Notice to Proceed
 - Oversee final negotiations and contacting
- Completion of Survey Data Collection
- Begin Right of Way acquisition of full take or partial take impacts
 - Relocation of Port facilities
- Oversight of PDB Team on Phase 1A – Planning Phase
 - Phase 1A Activities are still being identified but will include:
 - Development of the Project Management Plan and associated Project Plans
 - Begin the validation of the Preferred Alternative identified in the NEPA process
 - Begin updating the Project Risk Register, identifying risk allocation and mitigation strategies.
 - Being the development of a Basis of Design (Governing Criteria for the project)
 - Advance the permitting process
 - Startup of PDB Team Office
 - Set up key project meetings and stakeholder outreach

Budget:

The funding for this 3-year work plan and the PDB Team will come from existing and future grants funding on the project. It would be anticipated that toll revenues would only be needed for items not eligible for grant reimbursement (i.e., lobbying activities).

The RBMC is in the processes of developing the budget for their 3 – year work plan. The current estimate for a per year budget is \$5M per year. This budget will be refined as the scope of work is defined over the next couple of months.

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April 4, 2023
Fall Planning Session

Discussion Topic:

Staffing for Adequate Service Levels

Overview:

Since the start of the pandemic in 2020, agencies and organizations of every type have experienced significant challenges in employee recruitment and retention. For the Port, at every level and department, the difficulties have been quite stark. Staff and the Commission have discussed various ways to address this problem, specifically during the Spring Planning meetings of 2021 and 2022, but the problem persists. Listed below are some recommendations from the management team the Commission could consider for FY 23-24.

1. Increase wage levels for non-management staff in all departments. Front-line positions in the customer service, toll collection, and facilities departments have many unfavorable market conditions working against the Port as a public employer versus a private company. Despite being able to provide excellent medical and retirement benefits compared to what is offered in the private sector, wages are generally set by a study of job-specific comparables across the government sector. This results in lower average starting wages, generally, than those available in the private sector for similarly skilled workers. Further, part-time, and seasonal employees do not currently receive medical or retirement benefits.
2. Implement and incentivize career-track professional development and skills training programs for all positions. Currently, the Port uses a Step system that sets wages at a maximum 5% merit increase per year up to 7 years, with a subsequent 3-year wage freeze for the next 5% increase at Step 8 and a 10-year freeze for the next 5% at Step 9. Annually, the Commission considers and approves a cost-of-living increase tied to the local consumer price index, but there are no incentives or rewards for completing any skills training or professional development courses, beyond a small allowance for tuition assistance for college courses relative to the position. Apprenticeships and internships for seasonal employees that could provide pre-requisite entry into a certain career-track program at the Port could also help with seasonal staff recruitment.

Staff recommends development and implementation of a job-specific training curricula that would support career development and improve KSAs for every job at the Port, and tie salary incentives to completion and retention of certain trainings and certifications. While the Step system provides employees with reliable projections of wage increases over time, it does not reward efforts to learn new skills and grow a worker's abilities and capacities. This action could help to retain current employees and attract new workers looking to learn and grow in their jobs.

3. Improve paid time off policies ("PTO") and consider offering 4-day work week option. Currently the Port provides 10 days for vacation plus 2 personal days to full-time employees per year. Additionally, three federally recognized holidays are not observed at the Port (Martin Luther King Day, Juneteenth, and Indigenous Peoples Day). Employees accrue sick leave according to hours worked. Improving the PTO and work

schedule options for employees could help with employee morale, retention, and recruitment.

4. Consider commuter benefits or assistance. Of the 32 current Port employees, 50% live outside of Hood River, with an average 30-mile daily commute to and from work. This is of course mostly due to the lack of affordable and attainable housing closer to Hood River. Fuel costs and travel time are a burden on employees that could be a deterrent for potential applicants living outside of the city. Staff recommends the Commission authorize staff to explore potential solutions to this issue.
5. Enhance recruitment outreach activities to area high schools and colleges. The Port should participate in all hiring fairs at the high school and conduct direct outreach throughout the year to recruit potential new employees that already live in the area and have suitable housing.
6. Improve and ensure hiring opportunities in the Spanish-speaking community. The Port has made a concerted effort to ensure that its customer service front line personnel are bilingual fluent in English and Spanish to better serve our customers. The Port should explore other avenues to this workforce for all other departments and ensure that opportunities to hire are not being missed due to language or cultural barriers that could be corrected.
7. Move toward automation during off-peak hours at the toll booth. With the implementation of both license-plate recognition infrastructure and the ability to omit Ancillary Fees to toll invoices, the Port now has the opportunity to move to all-electronic tolling for off-peak hours between 10PM and 6AM. This action would bring the required staffing levels to the current level and avoid the need to recruit graveyard shift workers. Breezeby customers would see no change in operation. Pay by Mail customers would pay the cost of the toll only for crossings that occur during these hours. Marcela Diaz, Office Manager, has already built and scheduled for a two-month pilot project starting May 1 if the Commission approves.
8. Explore hiring bonus options. This practice is currently not allowed for government entities, which creates a disadvantage in the hiring arena when the private sector is able to provide bonuses. There is legislation currently pending that would allow government employers to provide bonuses and staff will report to the Commission if that option becomes available.
9. Consider including some public safety, parking enforcement, and building security response duties in a potential contract with an outside security services firm. This action would alleviate the need to recruit and hire parking enforcement personnel.

Key Questions:

1. What is the Commission's direction on each of these actions?
2. What other actions, or approaches would the Commission like to pursue?

April 4, 2023
Fall Planning Session

Discussion Topic:

Financial Software Procurement

Overview:

The accounting software that has been utilized by the Port for many years now is not fund accounting software and is not designed for local governments. It does not currently meet any of the Port's known needs for automation, property and project management, customer communications and billing, proper allocation of overhead expenditures, and would not meet the new needs for future relationship with the Bi-State Bridge Authority. In March, the Commission approved a contract with Merina & Company to assist in selection and procurement of the proper software.

New functions that should be provided by the new system include:

1. Fund Accounting
2. General Ledger
3. Budgeting
4. Accounts Payable
5. Accounts Receivable
6. Cash Receipts
7. Human Resources
8. Payroll
9. Project Management
10. Timekeeping (if not part of payroll)

The Port currently has a tolling system that tracks a significant portion of the Port's revenue (tolls). The new financial accounting software would need to be able to interface with this system to record cash, revenue, accounts receivable, and unearned revenue into the General Ledger. The Port could consider separate software programs if they can be seamlessly integrated.

Key Questions:

1. Is there Commission support for this move?
2. What other actions, or approaches would the Commission like to pursue?