



**PORT OF HOOD RIVER COMMISSION
MEETING AGENDA
Tuesday, May 7, 2019
Marina Center Boardroom**

**12:00 P.M.
BUDGET COMMITTEE MEETING**

1. Call to Order
2. Election of Officers
3. Budget Officer's Message
4. Proposed Budget Review
5. Budget Deliberations
6. Action Items
 - a. Move to Approve a Property Tax Levy at the Rate of \$.0332 per Thousand of Assessed Value for FY 2019-2020
 - b. Move to Approve the FY 2019-2020 Budget as Amended
7. Adjourn

Immediately Following Adjournment of Budget Committee Meeting

Regular Session

1. Call to Order
 - a. Modifications, Additions to Agenda
 2. Public Comment (5 minutes per person per subject; 30-minute limit)
 3. Consent Agenda
 - a. Approve Minutes of April 23, 2019 Regular Session ([Maria Diaz – Page 3](#))
 - b. Ratify Change Order No. 1 with Beam Excavating at Lower Mill ([Anne Medenbach – Page 7](#))
 4. Reports, Presentations and Discussion Items
 - a. Leasing Policy Draft Review ([Anne Medenbach – Page 13](#))
 - b. Financial Report for the Quarter Ending March 31, 2019 ([Fred Kowell – Page 37](#))
 - c. Executive Director Review Process ([Michael McElwee – Page 49](#))
 - d. Bridge Replacement Project Update ([Kevin Greenwood – Page 85](#))
 5. Director's Report ([Michael McElwee – Verbal](#))
 6. Commissioner, Committee Reports
 7. Action Items
 - a. Approve Lease Terms with Cloud Cap Technologies in the Wasco Building ([Anne Medenbach – Page 101](#))
 8. Commission Call
-
9. Executive Session under ORS 192.660(2)(e) Real estate negotiations and ORS 192.660(2)(h) Consultation with legal counsel regarding current litigation or litigation likely to be filed.
 10. Possible Action
 11. Adjourn

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

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

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

**5:10 P.M.
Regular Session**

Present: Commissioners Hoby Streich (arrived at 6:38 p.m.), John Everitt, Brian Shortt, Ben Sheppard (via telephone from 5:10pm-6:40 p.m.); Legal Counsel Jerry Jaques; from staff, Michael McElwee, Fred Kowell, Kevin Greenwood, Genevieve Scholl, Anne Medenbach, Daryl Stafford, and Maria Diaz.

Absent: David Meriwether

Media: Emily Fitzgerald, Hood River News

1. CALL TO ORDER: Commissioner Brian Short called the regular session to order at 5:10 p.m.

a. Modification, Addition to Agenda:

1. Table discussion item (c.) Executive Director Review Process to May 7, 2019 meeting
2. Table discussion item (e.) Hood River Marina Future Planning to May 7, 2019 meeting
3. Table Commissioners report – Urban Renewal Agency report to May 7, 2019 meeting
4. Action Item (a) Approve Contract with Pageworks for Wayfinding and Interpretive Signage to be presented by Michael McElwee.
5. Action Item (b) Approve Intergovernmental Agreement with Hood River County for Museum Lawn Irrigation be presented by Michael McElwee

2. PUBLIC COMMENT:

a. Water Park- Bart Vervloet representing the Columbia Gorge Wind & Water Association. Vervloet spoke in opposition to the proposed aquapark that is being proposed at Nichols Basin. Vervloet reiterated that this would be the second time the CGWW Association would be opposing a water park in Nichols Basin. Vervloet's opinion was that there is no infrastructure to support the crowds, raising the concern for safety. Vervloet also opposed of the Nichols Basin becoming an exclusionary area, and urged that public access to the entire basin should never be impeded.

3. CONSENT AGENDA:

- a. Approve Minutes of April 9, 2019 Spring Planning Work Session and Regular Session
- b. Approve Budget Committee Membership and Terms
- c. Approve Accounts Payable to Jaques Sharp in the Amount of \$6,116

Motion: Move to Approve Consent Agenda

Move: Everitt

Second: Sheppard

Discussion: None

Vote: Unanimous

4. REPORTS, PRESENTATIONS AND DISCUSSION ITEMS:

a. Waterfront Wayfinding and Interpretive Signage Project Update - Genevieve Scholl reported on the Waterfront Wayfinding and Interpretive Signage project that was approved to move forward during the January 22, 2019 meeting. Scholl detailed the development and ongoing efforts of project since 2015 and thanked former staff members and community partners that have work in collaboration on the project. Scholl presented a preliminary project design and proposed styles guides from Pageworks Design that included the type of content and locations for various types of signs as well as cost estimates for comprehensive signage plan. Scholl informed that expected installation time is September 2019 for two larger signs at each end of the pedestrian bridge and 12 small signs for the trail.

b. Community Support Initiative - Genevieve Scholl gave a short report on the Port's "Community Support Initiative", (CSI). Scholl noted the program's intent has been to leverage Port activities to enhance local workforce development efforts by providing opportunities for students in high school and college to experience some aspect of the wide range of technical areas of Ports operations and to support specific projects that demonstrate the ways the Port provides tangible value to the community. Scholl familiarized Commissioners with steps Port staff takes to identify an actual project within the Port's work plan that could use help and provide an opportunity for students and interns. Scholl highlighted staff-proposed intern projects including market research for BreezeBy Electronic Tolling System, safety procedures and protocol evaluation and documentation, and habitat restoration and landscape design for areas along the waterfront including Nichols Basin. Scholl asked for input from Commissioners for additional projects they may want to include. Scholl also highlighted a concept for a new phase of the CSI that would allow a group of students within a school to work on a project for monies to go into the school.

c. Building & Facility Naming list - Michael McElwee provided Commissioners with list of consistent place names for key Port properties and facilities. McElwee reported that President Streich suggested the Jensen Building be called the Luhr Building. Commissioner Everitt suggested to add raw land parcels on list. Commissioner Sheppard suggested further discussion regarding the removing of any significant names of the building that have had a historical impact in the community. Staff seeking for additional input and direction from Commissioners before finalizing this document for the record.

d. Bridge Replacement Project - Kevin Greenwood summarized Bridge Replacement Project activities for the period of April 5-17, 2019. Greenwood started by informing Commission on the Schedule Change Log, noting any changes to the schedule. Greenwood noted a team meeting in Portland will be held on April 24, 2019. He highlighted that Chuck Green; Port consultant, will be attending this meeting and the May meeting with a purpose to gain a better understanding of the industry scheduling protocols. Commissioner Everitt requested to be able to attend team meeting as well. Greenwood noted the team is about 20% through the NEPA process and are scheduled to meet the Record of Decision by the end of 2020, but that a full schedule has not been received for the project. Greenwood intends to bring issues that would delay schedule to Commission with enough adequate time to discuss and understand issue presented. Greenwood continued with his report regarding his presentation during the Hood River City Council Meeting, he noted that he presented a variation of the Spring Planning presentation. He noted discussion on the Council for participation during Phase 3 of the Bridge Replacement funding. Greenwood reported one councilor suggestion for an iconic bridge. He then provided a recap of the Community Survey and noted that theme of the discussion was that this effort was a continuation of the prior work and effort that had been done going back to 1999. Commissioner Everitt added that landscape is a theme topic for this working group. Greenwood added that comments will be worked into the NEPA report and emphasized the working group is a great opportunity for discussions but at the same time suggestions could set back and delay project. Greenwood reported the working group suggested to meet once a quarter for updates on project. Greenwood noted the next working group meeting is scheduled for May 23, 2019 at Port of Hood River conference room. Greenwood lastly reported Mayor David Poucher would not be running for re-election and emphasized the loss of institutional knowledge.

5. Director's Report: Michael McElwee commenced his report with noting that the Spring Planning Meeting was very positive and helpful, and reported that minor changes to the agenda would be done, but overall the model will be the same for next Spring Planning Meeting. McElwee reported the minutes for the Waterfront Recreation Committee meeting prepared by Daryl Stafford, Marina Manager were attached to meeting packet. McElwee briefly summarized the status of the C Dock main power line and noted contractors are working on a providing a full report. McElwee noted work on replacing the main power line A Dock is being done. McElwee suggested that further development work for a proposed SUP/Kayak storage facility should be terminated and that staff is discussing alternative ideas with Hood River Outrigger Canoe Club. McElwee noted a discussion to add a container would be supported by him, but a possible modification amendment to the concession agreement would need to be approved by the Commission. McElwee noted a couple topics that he felt were small but important to mention; the placement of a couple of art pieces for improvements to the public transit transfer area and one at the Port office building,

and the sea lion spotted at the Marina dock, preparation of agreement for placement on Barman site for bus shelter purchased by CAT. McElwee asked Anne Medenbach, Development and Property Manager, to report on several projects underway. Medenbach reported on the Chamber Building roof project with an expected completion by the end of the week, Groat Brothers are expected to start grading and seeding on April 23, 2019 per contract, Wetland submissions for airport is being submitted, fire hydrant and water services are being installed at Lower Mill property and preparation for bid documents for the re-roof of the Big 7 Building is being prepared. Lastly Medenbach reported discussion with the local tech companies at the airport to send proper notification to Port staff regarding test flights to be able to send to advisory committee and neighbors around the area. McElwee reported on the I-84 Bridged Deck Replacement Project and detailing the construction impacts the community will have due to required one lane traffic in each direction to be closed and noted approved agreement contract with ODOT to allow access on the north side will be signed. McElwee finalized his report to explain that the full closure of the bridge from 9am-3pm on Thursday April 25, 2019 due to the recommissioning the newly installed electrical system, which required multiple lifts to obtain accuracy measurements in the skew instrumentation and the sequencing of the different lifts. McElwee noted all proper agencies have been notified of bridged closure and notice for public has been sent and finally advised work could not be done during night due to safety reasons.

6. COMMISSIONER, COMMITTEE REPORTS:

a. NONE

7. ACTION ITEMS:

a. Approve Contract with Pageworks for Wayfinding and Interpretive Signage at the Waterfront- approve contract with Pageworks Design for design and project management services for implementation of the Hood River water Front Signage Plant not to exceed \$22,521.60 plus reasonable reimbursable expenses.

Motion: Approve Contract with Pageworks for Wayfinding and Interpretive Signage at the Waterfront
Move: Everitt
Second: Shortt
Discussion: None
Vote: Unanimous

b. Approve Intergovernmental Agreement with Hood River County for Museum Lawn Irrigation- Authorized Intergovernmental Agreement with Hood River County related to irrigation system maintenance at the Hood River County Historical Museum.

Motion: Approve Intergovernmental Agreement with Hood River County for Museum Lawn Irrigation
Move: Shortt
Second: Everitt
Discussion: None
Vote: Unanimous

c. Approve Port Property Leasing Strategy Implementation Approach

Motion: None
Move: None
Second: None
Discussion: Due to significant and complicated changes to the Property Leasing Strategy Implementation, commissioners concur to bring action item for May 7, 2019 Commissioners Meeting due to two commissioners not present.
Vote:

d. Approve Purchase of Foster Kalama Art Installation “Big River” at the Nichols Basin Plaza- authorize purchase of the sculpture “Big River” from the artist Foster Kamala not to exceed \$8,000.

Motion: Approve Purchase of Foster Kalama Art Installation “Big River” at the Nichols Basin Plaza not to exceed \$8,000.

Move: Shortt

Second: Everitt

Discussion: None

Vote: Unanimous

8. COMMISSION CALL: Commissioner Everitt reflected that during Spring Planning Meeting, he felt that the Port of Hood River industrial development area as unique and cannot be compared to other surrounding areas. Commissioner Shortt concurred with Commissioner Everitt’s observation on the Spring Planning Meeting and added suggestion the Planning Meeting be a two-day meeting to allow topics to be discuss with more adequate time.

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

11. POSSIBLE ACTION: None.

12. ADJOURN: 6:10 p.m.

Motion: Motion to adjourn the meeting.

Move:

Second:

Discussion: None

Vote: Unanimous

MOTION CARRIED

The meeting was adjourned at 6:10 p.m.

Respectfully submitted,

Maria Diaz

ATTEST:

Hoby Streich, President, Port Commission

John Everitt, Secretary, Port Commission

Commission Memo



Prepared by: Anne Medenbach
Date: May 7, 2019
Re: Beam Excavating Inc. – Change Order
No. 1

On April 1, 2019 the Port executed a contract with Beam Excavating Inc. to move a fire hydrant and install a water service at the Lower Mill. This contract was for \$8,430.00 and therefor did not require Commission approval.

When the contractor was moving the pipe, they encountered a large corrugated drainage pipe that was not on any plans and had not been found during Lower Mill excavation activities. This pipe was located in the path of the hydrant location.

Staff consulted with both Beam and HRK engineering to determine the best way to address the issue. The resulting solution required that the new hydrant pipe go under the corrugated pipe. This required additional fittings, concrete and excavation.

The work was completed as it was an existing contract and the estimated additional cost range was near \$10,000. Contracts greater than \$10,000 need to be approved by the Commission. In order to keep the project on schedule, the Executive Director authorized the work to proceed.

This is a small contract that did not require a public bid or a quote process. However, Staff did conduct a quote process to ensure competition.

RECOMMENDATION: Ratify Change Order No. 1 with Beam Excavating Inc. in the amount of \$2,232.84 for a total contract amount of \$10,662.84.



Accounting & Contact Offices:
 Beam Excavating
 Address: 1535 Cherry Drive
 Hood River, Oregon 97031
 Phone: 541-265-5147
 Email: John.beamexcavating@gmail.com

Contract Change Order

Project Name:	Fire Hydrant Relocation	Today's Date:	5/25/2019
Contractor:	Beam Excavating	Our Project Number:	19-032
Address:	1090 E. Port Marina Drive	Change Order:	1
City, State, Zip:	Hood River, OR 97031	Owner Number:	NA
Owner Contact Name:	Anne Isdenbach		
Contractor:	Beam Excavating		

This change order shall constitute full settlement for all known, estimated, or foreseeable costs and time adjustments, including delay and impact costs and direct and indirect damages, including consequential damages regardless of cause related to this change inclusive of the items as listed below.

THE CONTRACT IS CHANGED AS FOLLOWS:


CO#	Quant	CO#	Rev.	Description	Qty	Unit	Unit Price	TOTAL	Cost Code
1			25-Apr	Additional 22 1/2 Bands w Mega Lugs Fittings	1	LS	\$ 2,232.84	\$ 2,232.84	8001
2								\$ -	8001
3								\$ -	8001
4								\$ -	8001
5								\$ -	8001
6								\$ -	8001
7								\$0.00	8001
8								\$0.00	8001
9								\$0.00	8001
10								\$0.00	8001
Total								\$2,232.84	

Original contract sum	\$8,430.00	<i>per contract</i>
Net change by previous changes	\$0.00	
Contract sum prior to this change order	\$8,430.00	
The contract sum will be altered by the amount of	\$2,232.84	<i>- etc</i>
The new contract sum is	\$10,662.84	
Contract Completion Date:	10-May-19	
The contract time will be altered by 1 days:	1	
The date of substantial completion is therefore unchanged:	11-May-19	

Accepted (signature must be by individual who signed contract):

Contractor: <u>Beam Excavating Inc.</u>	Owner: <u>Port of Hood River</u>
Signature: <u></u>	Signature: _____
Title: <u>General Manager</u>	Title: _____
Date: <u>5/25/2019</u>	Date: _____

Had to go under an unanticipated/unknown 24" culvert pipe. Required more time and materials. Approved by engineer - HRK.

Work Authorization Beam Excavating Inc. 1535 Osprey Dr. Hood River, OR 97031 Phone: 541-386-5747 Fax: 541-386-6994				Bid Code: 19-032 Work Authorization No. _____ Work Authorization Status: Open <input type="checkbox"/> Closed <input type="checkbox"/>	
Owner Name:	Port	Date:	5/25/19	Office Use Only	
Owner Address:	BEI Project NO:		19-032	Owner Change Order No.	
Owner Contact:	AM	BEI Project Name:	Port	Beam Invoice No.	
Owner Job Name:	Port	Project #	19-032	Beam Invoice No.	

Description of Issue:
 Change vertical alignment using 22.5 degree bends to avoid 24" existing storm line on Neal Creek Mill Road and move line 6' to the north.

EQUIPMENT					MATERIALS				
Number	Type	Hours	Rate	Total	Description & Supplier	Quantity	Unit	Unit Price	Total
902	Dump Truck Orange	2	\$ 50.00	\$ 100.00	Fittings 22.5 Bends	4	EA	\$ 72.77	291.08
203	Trackhoe 306	4	\$ 65.00	\$ 260.00	ODF Concrete	2	CY	\$ 120.00	240.00
907	2500 Serive Truck - Grey	8	\$ 20.00	\$ 160.00	Mega Lugs	8	EA	\$ 63.13	505.04
	0		\$ -	\$ -					-
	0		\$ -	\$ -					-
	0		\$ -	\$ -					-
	0		\$ -	\$ -					-
	0		\$ -	\$ -					-
	0		\$ -	\$ -					-
	0		\$ -	\$ -					-
			\$ -	\$ -					-
EQUIP MARKUP @ 15%				\$ 78.00	MATERIAL MARKUP @ 10%				\$ 103.61
EQUIPMENT SUB-TOTAL				\$ 598.00	MATERIAL SUB-TOTAL				\$ 1,139.73

RENTAL EQUIPMENT				SUBCONTRACTOR					
PO#	Quantity	Rate	Total	PO #	Quantity	Unit	Unit Price	Total	
			\$ -					\$ -	
			\$ -					\$ -	
			\$ -					\$ -	
			\$ -					\$ -	
			\$ -					\$ -	
			\$ -					\$ -	
			\$ -					\$ -	
			\$ -					\$ -	
			\$ -					\$ -	
			\$ -					\$ -	
			\$ -					\$ -	
			\$ -					\$ -	
			\$ -					\$ -	
			\$ -					\$ -	
RENTAL Markup @ 10%					SUB Markup @ 5%				\$ -
RENTAL SUB-TOTAL				\$ -	SUBCONTRACTOR SUB-TOTAL				\$ -

Foreman-Operators-Labors-Drivers						SUMMARY	
Bill Code	Regular		Sub-Total	OverTime		Sub-Total	Total
	Hours	Rate		Hours	Rate		
F	8	\$ 39.90	\$ 319.20		\$ 62.55	\$ -	\$ 319.20
L1	8	\$ 28.10	\$ 224.80		\$ 43.20	\$ -	\$ 224.80
L2		\$ 28.10	\$ -		\$ 43.20	\$ -	\$ -
OP2	8	\$ 32.82	\$ 262.56		\$ 50.94	\$ -	\$ 262.56
TD1		\$ 32.82	\$ -		\$ 50.94	\$ -	\$ -
		\$ -	\$ -		\$ -	\$ -	\$ -
		\$ -	\$ -		\$ -	\$ -	\$ -
		\$ -	\$ -		\$ -	\$ -	\$ -
LABOR W/ 15% Markup TOTAL							120.96
LABOR SUB-TOTAL							\$ 927.54

Signature: _____ Print Name: _____ Attach Copy of All Invoices, Purchase Orders and Rental Contracts		OWNERS AUTHORIZED REPRESENTATIVE Signature: _____ Date: _____ By signing this Work Authorization, Owner agrees to pay for all work associated with this WA. Owner agrees to issue a Change Order for payment of the work if the price total above.	
--	--	---	--

Commission Memo



Prepared by: Anne Medenbach
Date: May 7, 2019
Re: Lease Strategy

For the past several meetings, the Commission has discussed a new approach to leasing of the Port's commercial and industrial properties ("Lease Strategy"). At the April 23, 2019 meeting, the Commission identified specific goals for this Lease Strategy and directed staff to prepare a more detailed description, including specific implementation steps.

Attached is a sample of the financial impact of the proposed Lease Strategy on one building. An estimate of the aggregate impact on all Port buildings is also provided. A draft letter that would be sent to tenants explaining the change and a roll out schedule is also attached.

The Lease Strategy and the draft Lease Template are included for Commission review and input. Staff will seek final approval of the Lease Strategy and Lease Template at the **May 21st meeting**.

RECOMMENDATION: Discussion.

This page intentionally left blank.

Big Seven

Actual 2017-18

Personal services	FY 2017-18
Wages	33,185
Benefits and taxes	14,875
subtotal	48,060
Materials and services	
Electric	48,572
Gas	5,939
Garbage	2,886
Water	9,065
Insurance	9,275
Maintenance	29,302
Miscellaneous	25,627
Professional services	1,552
Property taxes	19,496
subtotal	151,714
Debt service	0
Depreciation	90,544

Proposed

Base Rent	FY 2017-18
Wages	33,185
Benefits and taxes	14,875
Depreciation	90,544
Debt service	0
4% return on costs	11,613
Maintenance	
Miscellaneous	
subtotal	150,217
	263,331

*pink = reimbursable rent

*blue = base rent

Reimbursable Rent

Electric	48,572
Gas	5,939
Garbage	2,886
Water	9,065
Insurance	9,275
Maintenance	29,302
Miscellaneous	25,627
Professional services	1,552
Property taxes	19,496
subtotal	151,714
	83,592

actual costs 2017-18
act. revenue 2017-18

3.57 sq'/yr
6.25 sq'/yr

actual costs 2017-18
act. revenue 2017-18

3.60 sq'/yr
1.99 sq'/yr

	Base rent per/sq'/yr	Base rent per/yr	Reimbursable rent per sq'/yr	Reimbursable rent per yr	Total rent per sq'/yr	Rented sq'	Total rent per yr	Total rent per mnth
Actual 2017-18	6.25	263,331	1.99	83,592	8.24	42,103	346,923	28,910
Target	3.57	150,217	3.60	151,714	7.17	42,103	301,931	25,161
Recommended	6.25		3.60		9.86		415,045	34,587
						Increase	68,122	19.6%
								5,677

Total Bldg. sq'	Occupied sq'	Halls and Bathroom	Load Factor
42,103	36,980	5,123	0.1385

Capital outlay 9,132 Capital outlay 9,132

* Neither Current nor Proposed scenarios capture any money for Capital outlay

This page intentionally left blank.

Estimated Aggregate impact

	Big 7	Jensen	Maritime	Halyard	Timber Incubator	Wasco	Marina Office	DMV	
Old rent rate/ yr	8.24	8.67	6.10	21.87	8.69	14.03	15.15	19.31	
New rent rate/ yr	9.86	9.33	6.84	23.09	10.58	17.01	18.79	20.50	
New rent rate/ mnth	0.82	0.78	0.57	1.92	0.88	1.42	1.57	1.71	
Increase %	19.7%	7.6%	12.1%	5.6%	21.8%	21.3%	24.0%	6.2%	
Increase \$/yr	68,112	35,879	28,414	24,188	18,941	44,292	20,926	2,762	total
Depreciation/ yr	90,544	108,008	46,913	111,551	25,563	84,590	21,494	1,336	total

This page intentionally left blank.



INDUSTRIAL/COMMERCIAL FACILITIES • AIRPORT • INTERSTATE BRIDGE • MARINA

1000 E. Port Marina Drive • Hood River, OR 97031 • (541) 386-1645 • Fax: (541) 386-1395 • portofhoodriver.com • Email: porthr@gorge.net

Tenant Name

June 1, 2019

Address

Hood River, OR 98031

Re: New lease structure for Port-owned properties

[Tenant Business Name]

Dear [Business Owner Name]:

You have been a tenant in Port of Hood River buildings since [First Year of Lease], The Port values you as a tenant and hopes to continue to lease the [Property Address] property to you in the future. This letter is to inform you of coming changes to the Port's leasing policies that will result in important changes to all Port tenant leases upon Lease expiration.

The Port is an economic development agency that utilizes Port-owned lands and other assets to foster business development within the Port district, and a stable, livable economy throughout the Mid-Columbia. In addition, the Port owns and operates the Hood River Marina, the Ken Jernstedt Airfield, the Hood River-White Salmon Interstate Bridge, and many parks and open spaces along the Hood River Waterfront. As the Port prepares for the most significant change to its business structure, the replacement of the Bridge, operations and policies in all other business areas are being evaluated for self-sustainability and best practices. More so than ever before, the Port must ensure that each asset can stand on its own.

To that end, the Port is now working to revise its property leasing policies and standard lease structure. Currently, the Port does not charge for common areas, maintenance, and other operating costs. Further, leases have been allowed to renew for 15-20 years with no check to market rates. As a result, many Port buildings operate at a deficit that is annually subsidized by Port revenue. In order to sustain these properties, provide improved maintenance services, and continue to foster new businesses and economic development, the Port Commission has directed staff to update the lease structure to recover all building operating costs and bring lease rates to market. This may result in increased rents for you.

Attached to this letter is a spreadsheet that outlines:

- Your current lease term (renewals, expirations)
- Your current lease rate
- The proposed impact of the new lease on your rate
- Your proposed new rate

Your lease expires on [Month, Date, Year]. I would like to meet with you as soon as is convenient to discuss the new lease changes and any impacts to your business, your needs, and how we can

work together to move forward. The Port wants to ensure tenant businesses are not overly burdened with these changes and seeks to implement a timeline of changes to minimize negative impacts while achieving Port objectives.

I will follow up this letter within the next few days to arrange a meeting time with you to address any questions you may have and to ensure I have a full understanding of how these changes will impact your business. My phone number and email are below should you wish to contact me sooner.

Sincerely,

Anne Medenbach
Development and Property Manager
(541) 386-5116
amedenbach@portofhoodriver.com

DRAFT

Roll out schedule

Date	Action	Responsible Party
7-May	Input on Lease Strategy	Commission
15-May	Lease and Tenant impact spreadsheet finalized	Staff
15-May	Legal review of Lease completed	Legal Counsel
21-May	Approval Lease document	Commission
22-May	Send out tenant letters	Staff
May 22-July	Face to face meetings with all tenants	Staff
1-Jun	Lease study completion	Consultant

This page intentionally left blank.

Port of Hood River
2019 Lease Strategy
DRAFT: May 2, 2019

Goals

1. Maximize recovery of operating costs including reserves (depreciation)
2. Achieve a minimum 4% annual return on cost.
3. Fully inform tenants well in advance of changes to lease
4. Implement the strategy by 2023 based on expiration of existing leases.

Lease Template

For future lease negotiations, staff shall utilize the Lease Template (Attachment 'A'. Although each lease or renewal will be negotiated individually, all negotiations shall take place within the framework of the Lease Template and shall seek to achieve the terms outlined below:

1. Recovery of Operating Costs
 - a. Clearly define Port and tenant maintenance obligations.
 - b. Clearly define square footage allocations using a load factor.
 - c. Ensure that reconciliations fit current financial process.
 - d. Ensure that Base rate includes all non-reimbursables.
 - e. Ensure that all potential and current operating costs are included.
2. Recovery of Depreciation
 - a. Ensure that capital improvement replacement responsibilities are clearly outlined.
 - b. Ensure that the reserve amount is sufficient to cover capital improvements that are the Port's responsibility within 3 year timeframe.
 - c. Create a separate reserve account for all leased buildings (aggregate).
 - d. Analyze large capital improvements on a cost/benefits basis and ability to recoup costs through rate escalations.
3. Achieve 4% return on all costs, excluding capital.
 - a. Ensure that all costs are accounted for in initial rate set.
 - b. Base 4% profit on existing costs and maintain it through annual CPI base rent adjustments
 - c. Insure rates are consistent with market comparables.

4. Update standard clauses regularly to allow for longevity of the Lease document.
 - a. Ensure insurance coverages are adequate and flexible.
 - b. Ensure that all standard lease clauses conform with industry standards.
 - c. Ensure that lease terms do not go beyond 10 years so that terms, rates and clauses can be updated on a scheduled basis.

Lease Negotiations

Staff shall take the following steps in negotiating new leases:

1. Expiring Leases.
 - a. Provide tenant with new Lease Template at least six months prior to lease expiration.
 - b. Implement new rates immediately for tenants experiencing a less than 5% total annual increase.
 - c. Rates for those with over a 5% increase will be phased in based on tenant needs and staff recommendations.
2. New Leases
 - a. The new lease will be fully implemented for new tenants and/or new buildings.
3. Missed Lease Renewal Notification Periods
 - a. If one renewal option exists when notification period is missed, Tenant will be allowed to continue under the existing lease until such time as that lease expires. When that lease expires, tenant will go directly to full implementation of the new Lease with no rate phasing.
 - b. If more than one renewal option exists, then at the time of expiration, the Tenant will sign a new lease with the Port. The first term will equal the existing renewal option length and will allow the same total lease amount. Any additional renewal terms will be at the new lease rate. Or the Tenant can choose to not include additional renewal terms.
4. Staff shall consider utilization of the Draft Tenant Letter attached as **Exhibit 'B'**.

Exhibits:

- A. Draft Lease document

LEASE

THIS LEASE is entered into at Hood River, Oregon by and between PORT OF HOOD RIVER, an Oregon municipal corporation, hereinafter referred to as "Lessor," and _____, an Oregon _____ Company, hereinafter referred to as "Lessee."

1. **Leased Premises Description.** In consideration of the covenants of the parties, Lessor Leases to Lessee approximately _____ square feet of space in Lessor's building commonly known as the _____ ("building") located at _____, Oregon ("Leased Premises"). The Leased Premises are identified in the attached "Exhibit A."

Building Name:
Building Address:
Lessee Suite:
Leased Premises Useable Square footage:

2. **Leased Premises Square Footage and Load Factor.** Common areas are shared areas in the building that benefit each tenant. Each tenant must pay for their share of the Common Areas. Premises square footage is calculated by the square footage of the Lessee Suite plus the proportionate share of the Common Areas. The Proportionate Share is calculated using a Load Factor. The total Building square footage is _____. The total Common Area Square footage is _____.

Load Factor Formula: The total Building square footage (_____) / total Building square footage – Common Area square footage (_____) = Load Factor (_____).

Load Factor (_____) x Lessee Suite square footage (_____) = Leased Premises Square Footage or Rentable Square footage.

Rentable Square Footage:

3. **Term.** The Lease term shall be for the period Effective on _____ and continuing through _____. The Effective Date of the Lease is the date on which Rent payment begins. Commencement Date is the date which the Lease was fully executed. If not in default, and if Lessee pays Lessor all Additional Rent Lessee owes or may be responsible to pay under the terms of the Lease, Lessee has the option to extend the Lease for _____ extension term(s) of _____ years, through _____, provided Lessee gives Lessor written notice of Lessee's intent to renew the Lease for the additional term while the Lease is in effect. To be effective, Lessee's notice to renew must be given to Lessor no later than 90 days prior to the Lease termination date.

Effective Date:
Lease Expiration Date:
Renewal Options:
Renewal Notice Requirement:

4. Allowed Use. Lessee shall use the Leased Premises for _____. The Leased Premises shall not be used for any other purposes without the written consent of Lessor.

5. Rents

The rents shall be and consist of Base Rent (herein called “Base Rent”) and Additional Rent (herein called “Additional Rent”). For purposes of this Lease, Base Rent and Additional Rent are referred to collectively as “Rent”.

5.1 Base Rent. Beginning on the Effective Date, Base Rent shall be payable in equal monthly installments in advance on the first day of each and every calendar month during the Term of this Lease, except to the extent otherwise specifically provide elsewhere in this Lease. However, if the Lease does not begin on the first day of a month, rental for the first month shall be prorated to reflect the actual number of days in that month that the Lease is in effect and shall be payable immediately.

<u>Suite #</u>	<u>Rentable square Footage</u>	<u>Rate per s.f. per month</u>	<u>Monthly Base Rent</u>

5.1.1 Consumer Price Index (CPI). Starting on the first anniversary of the Effective Date, and occurring annually thereafter, including any extensions of this Lease, Base Rent will be adjusted by adding to the monthly rental amount payable during the previous 12-month period a percentage increase equal to the percentage change in the Consumer Price Index (CPI) for the most recent 12-month period for which a published CPI is available. However, in no event will the annual increase be less than 1 percent or more than 5 percent.

5.2 Additional Rent. Additional Rent shall be all other sums of money that shall become due from and payable by Lessee to Lessor under this Lease including without limitations, Operating Expenses as defined in Section 3.2.1 and Taxes and Assessments(as defined in Section 3.2.2).

5.2.1 Operating Expenses. Operating Expenses shall include all costs for the operation, repair and maintenance of the Building, Building Common Areas and Exterior Common Areas and the real property on which they are situated. Operating expenses may include but are not limited to:

5.2.1.1 All costs and expenses incurred by Lessor in maintaining and repairing the Building, the Building Common Areas and the Exterior Common Areas, including but not limited to:

5.2.1.1.1 General Exterior Common Area maintenance and repairs of paved areas including; resurfacing, painting, restriping, cleaning, sidewalks, curbs, snow removal, storm systems, drainage systems and sweeping.

5.2.1.1.2 Maintenance and repair of landscaping including plantings, irrigation and sprinkler systems, general landscaping maintenance.

5.2.1.1.3 Services for interior common areas such as Janitorial, fire suppression, security and door locking system, elevator and HVAC maintenance.

5.2.1.1.4 General maintenance and repair of Building systems including plumbing, lighting and fixtures, siding and trim, flooring and fixtures and garbage service.

5.2.1.2 All costs and expenses incurred by Lessor for Utility usage and provision that is not separately metered, including but not limited to: Electricity, gas, water, telecommunications and internet provided in suite, Interior and exterior Common Areas.

5.2.1.3 Operating Expenses shall not include capital expenditures, as determined pursuant to Generally Accepted Accounting Principles, consistently applied, made in connection with the Building or Property or any equipment therein or thereon, except for those (i) required to comply with laws enacted after the date of this Lease, and (ii) made for the purpose of reducing Operating Expenses.

<u>Rentable square Footage</u>	<u>Rate per s.f. per month</u>	<u>Monthly Estimated Additional Rent</u>

5.2.2 Taxes and Assessments. Lessee shall pay its proportionate share of all current assessments, real estates taxes, other taxes, fees and other charges levied or imposed by any governmental body against the Premises, the Building and the property on which it sits, either directly or indirectly, whether now customary or within the contemplation of the parties. Payment of the taxes shall be made as an Additional Rent charge. Lessee’s proportionate share of any Taxes shall be based only on that portion of the Taxes which is allocatable to the Premises during the Lease Term. Lessee shall pay directly all taxes levied on or with respect to Lessees personal property located on the Premises. [Note: Under current law, Port real property is exempt from property taxation during an upcoming fiscal tax year (July 1 through June 30) unless a private party occupies such Port property on June 30. If a private party is in possession of Port property on June 30, that Port property is taxed for the entire subsequent fiscal tax year “as a result of Lessee’s occupancy.”]

5.2.3 Annual Adjustment/reconciliations. Within a reasonable time following the end of each fiscal year (end June 30) during the Term, Lessor shall furnish to Lessee an itemized statement certified as correct by Lessor, setting forth the total and actual Additional Rent for the preceding fiscal year, the estimated amount of Lessees share of such Additional Rent and the payments made by Lessee toward the actual Additional Rent. The three shall be reconciled. Should Lessees payments exceed the actual Additional Rent, then Lessor shall credit Lessee that over payment for the next fiscal year’s Additional Rent expenses. Should Lessees payments be deficient of actual Additional Rent, then Lessee shall pay for such deficiency in a lump sum within thirty (30) days after receipt of the itemized statement.

The proceeding year’s Additional Rent will be based on the average of the preceding years actual expenses. The new monthly Additional Rent amount will be sent to Lessee in the annual itemized statement. Lessee will need to adjust the monthly payment every July 1 of the Term to coincide with the revised Additional Rent amount.

6. Common Areas. "Common areas" shall be defined as all areas and improvements provided by Lessor for the joint use or benefit of Lessees, their employees, customers, suppliers and other invitees. Use of available common areas shall be subject to like, non-exclusive use on the part of other Lessees who occupy space in the building or any addition thereto. Lessee agrees that its usage of such common areas shall not interfere with or be inconsistent with the similar rights of other Lessees. All common areas shall be subject to the exclusive control and management of Lessor. Lessor shall have the right from time to time to establish, modify and enforce equitable rules with respect to all common areas, which Lessee agrees to abide by. Lessee understands and agrees that other Lessees may occupy the building. This Lease grants to Lessee and to Lessee's agents, employees, business invitees, customers and suppliers in connection with Lessee's business in the Leased Premises the non-exclusive right to use and enjoy throughout the existence of this Lease all the "common areas" associated with the building.

6.1 Exterior Common Areas include: public parking areas, access roads, driveways, entrances and exits, landscaped areas, and sidewalks, excepting those parking spaces that may be designated for use by other building Lessees.

6.2 Building Common Areas include that interior Building space which is not available for lease to a third party and that is shared by Lessees and shall include, but is not limited to: entry areas, hallways, stairwells, mechanical, IT, electrical and janitorial closets, shared restrooms and elevators.

7. Parking. Lessee shall have five (5) designated parking spaces located in the North parking lot on the 1st building level.

8. Maintenance and Repair.

8.1 Lessor Obligations. Lessor shall maintain the Property including: (i) Exterior Common Areas (ii) Building (exclusive of the Premises), and (iii) any Building Common Areas, (including stairs, corridors, restrooms, exterior and interior windows, plumbing and electrical equipment serving the Building, roof and elevators), except for equipment specifically servicing the Premises ("Lessee's Equipment"), in reasonably good order and condition except for damage occasioned by the act of the Lessee, which damage shall be repaired by Lessor at Lessee's expense.

8.2 Lessee Obligations. Lessee shall at all times during the Term at Lessees sole cost and expense, keep the Premises in good order, condition and repair. This obligation shall include, without limitation, the obligation to maintain, repair and replace as necessary: floor coverings, wall coverings and paint, casework, ceiling tiles, HVAC exclusively serving the Premises, Window coverings, light bulbs, ballasts and fixtures, locks and hardware and all Tenant Improvements.

9. Insurance

9.1 Lessors Insurance. During the Lease Term, Lessor shall maintain property insurance covering the Premises, the Building and the Land on which it sits. Such policy shall provide protection against “all risk of physical loss”. Lessor shall also maintain commercial general liability and property damage insurance with respect to the operation and management of the Premises. Such insurance shall be in amounts and with deductibles as Lessor deems appropriate. Lessor may, but shall not be obligated to, obtain and carry other form or forms of insurance as Lessor or Lessor’s mortgagees required.

9.2 Lessees Hold Harmless Agreement. Lessee agrees to indemnify and save Lessor, Lessor’s Port Commissioners, officers, employees and agents harmless from any claims by any persons, firms, or corporations arising from business conducted on the Leased Premises or from anything done by Lessee at the Leased Premises, and will further indemnify and save Lessor harmless from all claims arising as a result of any breach or default on the part of Lessee under the terms of this lease, or arising from any willful or negligent act or omission of Lessee’s agents, contractors, employees, or licensees in or about the Leased Premises, and from all costs, counsel fees, and liabilities incurred in any action or proceeding brought thereon; and in case any action or proceeding is brought against Lessor by reason of any such claim, Lessee, upon notice from Lessor, covenants to resist and defend such action or proceeding by counsel.

9.3 Lessees Insurance. On or before the Effective Date of the Lease and thereafter during the Lease Term, Lessee shall provide Lessee with current certificates of insurance, including and additional insured endorsement ensuring coverage of

(a). Commercial General Liability insurance covering the insured against claims arising out of Lessees operations, assumed liabilities or use of the Premises. The combined single limit shall not be less than One Million Dollars (\$1,000,000) and per occurrence with a Two Million Dollar (\$2,000,000) aggregate limit. Lessee agrees to keep the policy for the duration of the Lease Term. The policy shall name Lessor as additional insured, and expressly include Lessor’s Port Commissioners, officers, employees, and agents as additional named insured. The policies shall state that the coverage is primary and will not seek any contribution from any insurance or self-insurance carried by Lessee and shall contain a clause that the insurer will not cancel or change the insurance without first giving Lessor at least fourteen days prior written notice. The insurance shall be provided by an insurance company registered to do business in the State of Oregon, or by a company approved by Lessor.

(b). Property Damage insurance covering (a) all furniture, trade fixtures, equipment, merchandise and all other items of Lessees property on the Leased Premises and all alterations and other improvements and additions to the Premises whether owned or constructed by Lessee or Lessor pursuant to the Lease. Such insurance shall be written on an “all risks” of physical loss or damage basis, for the guaranteed replacement costs value new without deduction for depreciation of the covered items and in amounts that meet any co-insurance clauses of the policies.

9.4 Waiver of Subrogation. If the Leased Premises or building where the Leased Premises are located are partially or destroyed by fire or other casualty, Lessor may decide to repair the Leased Premises or building, or not, in Lessor’s sole discretion. Lessor shall notify Lessee in writing of Lessor’s intent regarding repair within 30 days after the date of the damage. If

Lessor notifies Lessee that Lessor does not intend to repair the damage the lease shall terminate effectively at the date of the damage. If Lessor notifies Lessee that Lessor intends to repair the damage the lease shall continue, and Lessor shall return the Leased Premises or building to as good a condition as existed prior to the damage, in a prompt manner reasonable under the circumstances. If Lessee's use of the Leased Premises is disrupted during Lessor's repairs a reasonable portion of the rent shall be abated during the disruption. In no event shall Lessor be required to repair or replace Lessee's property including Lessee's fixtures, furniture, floor coverings or equipment. In no event shall Lessee be entitled to recover damages from Lessor related to destruction of the Leased Premises or building or related to repairs undertaken by Lessor.

10. Tenant Improvements. Lessor agrees to make improvements to the Leased Premises prior to Lessee's right to occupy the Leased Premises, including a _____. Lessor will use its best efforts to complete construction of the improvements prior to _____ [date], however, Lessor does not represent or warrant that the improvements will be completed by _____. The improvements Lessor intends to make prior to Lessee's occupancy will be described in bid documents prepared by Lessor's architect and/or engineer. Lessor's improvements may be modified by Lessor prior to or after commencement of construction. Lessor's improvements to the Leased Premises shall be deemed acceptable to the Lessee. If Lessee requests Lessor to make Lessee improvement changes that will increase the construction cost or project soft costs, and Lessor in Lessor's discretion agrees to make changes, Lessor and Lessee will promptly execute a written agreement describing the changes and agree how the costs will be paid.]

11. Alterations. Lessee shall not make any alterations, additions, or improvements ("Alterations") in, on or to the Premises or any part thereof without the prior written consent of Lessor. Lessor will not unreasonably withhold its consent to any Alterations provided (i) the Alterations are nonstructural, do not impair the strength of the Building or any part thereof, and are not visible from the exterior of the Premises; (ii) the Alterations do not affect the proper functioning of the Buildings Heating, Ventilation and Air Conditioning, mechanical, electrical, sanitary or other utilities, systems and services of the Building ("Building Systems"); (iii) Lessor shall have approved the final plans and specifications for the Alterations; (iv) Lessee pays Lessor a fee for Lessors indirect costs, field supervision or coordination in connection with the Alterations equal to five percent (5%) of the actual cost of such Alterations; (v) Materials used are consistent with existing materials in the Premises and Building and comply with Building Standards; and (vi) before proceeding with any Alteration, which will cost more than \$10,000, Lessee obtains and delivers to Lessor a performance bond and a labor and materials payment bond for the benefit of Lessor, issued by a corporate surety licensed to do business in Oregon each in an amount equal to one hundred twenty five percent (125%) of the estimated cost of the Alterations and in form satisfactory o Lessor, or such other security as shall be satisfactory to Lessor. Unless all the foregoing conditions are satisfied, Lessor shall have the right to withhold its consent to the Alterations in Lessors sole discretion.

12. Fixtures and Personal Property.

Lessee shall not suffer or give cause for the filing of any lien against the Leased Premises. Lessee shall notify Lessor of, and shall defend, indemnify and save harmless, Lessor and any Superior Mortgagee from and against any and all construction gnd other liens and encumbrances filed in connection with Alterations, or any other work, labor, services or materials done for or supplied to Lessee.

Unless otherwise agreed in writing, all permanent improvements now located or hereafter placed on the Leased Premises during the term of the Lease, other than Lessee's trade fixtures, equipment, and items related to Lessee's equipment, shall be the property of Lessor, and shall remain on the Leased Premises at the expiration or termination of the Lease, provided that Lessor reserves the right within 30 days after the Lease term ends to require Lessee to promptly remove any improvements which Lessee has placed on the Leased Premises at Lessee's expense, in a way which does not cause damage to the Leased Premises and repairs or restores the Premises to its original condition.

At the expiration or earlier termination of the Lease term Lessee shall remove all furnishings, furniture, equipment, goods of any kind and trade fixtures from the Leased Premises in a way that does not cause damage to the Leased Premises. If Lessee fails to remove any personal property, this shall be an abandonment of such property, and Lessor may retain Lessee's abandoned property and all rights of Lessee with respect to it shall cease; provided however, that Lessor may give Lessee written notice within 30 days after the Lease expiration or termination date electing to hold Lessee to its obligation of removal. If Lessor elects to require Lessee to remove personal property and Lessee fails to promptly do so, Lessor may affect a removal and place the property in storage for Lessee's account. Lessee shall be liable to Lessor for the cost of removal, transportation to storage, storage, disposal, and other costs incurred by Lessor with regard to such personal property.

13. Damage or destruction; Condemnation.

13.1 Casualty. If the Premises or the Building are damaged by fire or another casualty, Lessor shall forthwith repair the same unless this Lease is terminated as permitted herein. Within forty-five (45) calendar days from the date of such damage, Lessor shall notify Lessee if the Premises or the Building is damaged more than twenty-five percent (25%) of the pre-casualty value, as reasonably determined by Lessor. (Damage more than 25% is considered "Major Damage".) If Major Damage occurs, Lessor may elect to terminate the Lease or rebuild. If Lessor gives notice to Lessee, electing to rebuild, then within sixty (60) days of the date of the damage, then the Lease remains in full force and effect if the rebuild is complete within one hundred and eighty days (180). If Lessor elects by written notice to Lessor not to rebuild, then this Lease shall automatically terminate as of the effective date of such notice, the Rent shall be reduced by a proportionate amount based upon the extent to which Lessee's use of the Premises is impaired, and the Lessee shall pay such reduced Rent up to the date of termination.

13.2 Condemnation. If more than twenty-five percent (25%) of the Premises and/or Building shall be taken or appropriated under the power of eminent domain or conveyed in lieu thereof, Lessor shall have the right to terminate this Lease. If the Lease is terminated, Lessor shall receive all income, rent award or any interest thereon which may be paid or owned in connection with the exercise of such power of eminent domain or convey in lieu thereof, and Lessee shall have no claim against the agency exercising such power or receiving such conveyance, for any part of such. If Lessor elects not to terminate the Lease, Lessor shall receive any and all income, rent, award or any interest thereon paid or owed in connection with such taking, appropriation or condemnation.

14. Signs. Lessee shall not erect or install any signs, flags, lights or advertising media nor window or door lettering or placards visible from outside the Leased Premises or visible from building

common areas without the prior written consent of Lessor, which consent shall not be unreasonably withheld. Lessee agrees to maintain in good condition any signs or displays which are allowed.

15. Lessor's Access to Premises. Lessor shall have the right to enter upon the Leased Premises at all reasonable hours after 24 hours oral notice (without notice to protect public health and safety in an emergency) to inspecting it, or to make repairs, additions or alterations to the premises or any property owned or controlled by Lessor. E-mail from Lessor to Lessee (or Lessee's on-site manager) may serve as notice of inspection of the Leased Premises. If Lessor deems any repairs reasonably required to be made by Lessee to be necessary, Lessor may give notice that Lessee shall make the same within 30 days (immediately in an emergency involving public health and safety), and if Lessee refuses or neglects to commence such repairs and complete the same in a timely manner, Lessor may make or cause such repairs to be made. If Lessor makes or causes such repairs to be made Lessee agrees that it will, within 30 days, pay to Lessor the cost thereof.

Lessor shall provide up to 5 access keys to the Leased Premises and up to 5 access cards. Additional keys or lost keys may be purchased from Lessor for \$20 per key. Additional key cards may be purchased from Lessor for an additional \$25 per card. Should a key be lost and a rekey be required by the Lessee, the Lessee will be responsible to pay for such a rekey.

16. Entire Agreement; Amendments. This Lease contains the entire agreement of the parties with respect to the Leased Premises. No prior agreement, statement, or promise made by any party to the other not contained herein shall be valid or binding. This Lease may not be modified, supplemented or amended in any manner except by written instrument signed by both parties.

17. Quiet Enjoyment. From the date the Lease commences Lessee will have the right to use the Leased Premises consistent with this Lease without hindrance or interruption by Lessor or any other persons claiming by, through or under Lessor, subject, however, to the terms and conditions of this Lease. The foregoing notwithstanding, Lessee agrees that Lessor may make improvements to the building and adjacent areas which may cause noise or otherwise temporarily disrupt Lessee's quiet enjoyment of the Leased Premises.

18. Waiver. One or more waivers of any covenants or conditions by either party shall not be construed as a waiver of a subsequent breach of the same covenant or condition, and the consent or approval by Lessor to any act by Lessee requiring Lessor's consent or approval shall not be construed as consent or approval to any subsequent similar act by Lessee.

19. Assignment. Lessee agrees not to assign or in any manner transfer this Lease or any estate or interest therein without the previous written consent of Lessor, and not to sublet the premises or part or parts thereof without like consent. Lessor will not unreasonably withhold its consent. [This Lease will not be assigned, sub Leased, or otherwise transferred except with the consent of Lessor, which consent may be granted or denied in Lessor's sole discretion. Any transfer of an ownership interest in Lessee of _____ percent (___%) or more will be deemed an assignment.]

20. Default. Time is of the essence of performance of all the requirements of this Lease. If any rental or other sums payable by Lessee to Lessor shall be and remain unpaid for more than ten (10) days after the same are due and payable, or if Lessee shall fail to comply with any term or condition or fulfill any obligation of the Lease (other than the payment of rent or other charges)

within fourteen (14) days after written notice to Lessee specifying the nature of the default with reasonable particularity, or if Lessee shall declare bankruptcy or be insolvent according to law or if an assignment of Lessee's property shall be made for the benefit of creditors or if Lessee shall abandon the premises, then in any of said events Lessee shall be deemed in default hereunder. In the event of a default the Lease may be terminated at the option of Lessor. If the Lease is terminated, Lessee's liability to Lessor for rents and damages shall survive such termination and Lessor may re-enter, take possession of the premises, and remove any persons or property by legal action or by self-help with the use of reasonable force and without liability for damages. The foregoing remedies shall be in addition to and shall not exclude any other remedy available to Lessor under applicable law.

21. Holdover.

If Lessee does not vacate the Leased Premises when the Lease term expires, Lessor shall have the option to treat Lessee as a Lessee from month to month, subject to all the provisions of this Lease except the provisions for term and renewal, and at a rental rate equal to one hundred and fifty percent (150%) of the daily prorated amount of the Rent for the last period prior to the date of expiration. Lessor may choose to lower the rental rate and will notify Lessee of such choice in writing once Lessee is Holding over. Failure by Lessee to remove fixtures, furnishings, trade fixtures, or other personal property which Lessee is required to remove under this Lease shall constitute a failure to vacate to which this paragraph shall apply. If a month-to-month tenancy results from holdover by Lessee under this paragraph, the tenancy shall be terminable at the end of any monthly rental period on written notice from Lessor given to Lessee not less than 10 days prior to the termination date specified in Lessor's notice. Lessee waives any notice which would otherwise be required by this Lease or by law with respect to month-to-month tenancy.

22. Notices. Whenever under this Lease a provision is made for notice of any kind, it shall be deemed sufficient if such notice to Lessee is in writing delivered personally to Lessee's registered agent, to the person signing the Lease, or to Lessee's on site manager who at the date of this Lease is _____, or sent by certified mail with postage prepaid to the address indicated on the signature page of this Lease; and if such notice is to Lessor, delivered personally to the Executive Director, 1000 E. Port Marina Drive, Hood River, OR 97031 or sent by certified mail with postage prepaid to the address indicated on the signature page of this Lease. Notice shall be deemed given on the date of personal delivery or if mailed, two business days after the date of mailing.

23. Dispute Resolution. Any dispute involving this Lease may be resolved by court action or mediation if both parties agree. If the parties agree to use a mediator, they will each pay one half the costs of mediation. If mediation does not occur or does not result in a solution satisfactory to both parties, the dispute shall be resolved by arbitration. Any arbitration shall be in accordance with the rules of the Arbitration Service of Portland then in effect. The parties shall use a single arbitrator mutually agreeable to them. If they are unable to agree on an arbitrator, or a process to select one, either party may apply to the Hood River County Circuit Court to appoint an arbitrator. The award rendered by an arbitrator shall be binding on the parties and may be entered in the Hood River County Circuit Court. The prevailing party in court action or an arbitration proceeding, including any appeal therefrom or enforcement action, shall be entitled to recover their reasonable attorney's fees and costs and disbursements incident thereto.

24. Authority to Execute. The persons executing this Lease on behalf of Lessee and Lessor warrant that they have the authority to do so.

DATED this ____ day of _____, 2017.

Lessee:

Lessor:

Port of Hood River

Signed: _____

Signed: _____

By:

By:

Michael McElwee

Its:

Its:

Executive Director

Address:

Address:

1000 E. Port Marina Drive

Hood River, OR 97031

Email/phone:

Email/phone:

(541) 386-1645

DRAFT

**Exhibit A
Premises Floor Plan**

DRAFT

**Exhibit B
Building Site Plan and Parking**

DRAFT

Commission Memo



Prepared by: Fred Kowell
Date: May 7, 2019
Re: Financial Review for the Nine Months
Ended March 31, 2019

You will find four attachments regarding this financial review as follows:

- Bridge Traffic and Revenue Report
- Schedule of Expenditures by Asset Center by Fund
- Schedule of Revenues by Asset Center by Fund
- Statement of Operating Revenues, Expenditures and Other Sources and Uses

Bridge Traffic and Revenue Report

With regard to the Bridge Traffic and Revenue report you can see our traffic is slightly below from last year for the 9 months ended March 31, 2019 (3,326,361 versus 3,233,248) or a difference of 93,113. February depicts the bad weather we had similar to the January we had in 2017. The flattening of our bridge traffic will continue in April and May due to the bridge closures being incurred for lift span work being completed. This is an interesting development that will need further time to see if it continues. June and July should be a bell weather months that will indicate elasticity of our toll increase and may require changes to our financial forecast model.

Schedule of Expenditures by Cost Center by Fund

Personnel services is below budget for most asset centers with the exception of the bridge and Lower Mills. We will most likely come very close to the budget for these two cost centers by year end and might need additional a minor amount of budget transfer dollars from Materials and Services for these cost centers. Otherwise, the rest of the asset centers look appropriated coming into the 4th quarter.

Materials & Services is tracking below the budget in many areas. I have highlighted in red and orange color those asset centers that are spending slightly ahead of their budget but in most cases they represent higher utilities than anticipated in the budget which is reflected as a positive variance on the revenue side with the reimbursement of those utilities.

Marina Park depicts a higher level of maintenance than budgeted and will need a budget transfer their Capital Outlay budget.

Maintenance will be over budget for the year due to higher vehicle repair costs during the year. If the winter weather had NOT occurred Maintenance might have been able to catch up to their budget but the additional expenses incurred during recent winter weather will have them overspending their budget by 10%.

A budget transfer from Administration's Materials & Services will be needed to shore up this variance by year end.

Capital Outlay is tracking below budget in all asset centers but the Waterfront Land due to the hand held parking enforcement tools being budgeted in FY 2017-18 but were delivered in July 2018. In addition, we have incurred legal and other professional services costs of \$48,716 related to infrastructure issues on the Waterfront Industrial land. This variance will require a budget transfer by year end.

Schedule of Revenues

Toll revenues (dollars) are down by 6% to our budget due to a harsh February and the flattening of our bridge traffic. In my model, I had hoped for a more drastic swing of cash paying customers moving to Breezeby and making up 75% of our customers but we are still at 66%. The good news is that this helps our revenues but the bad news is that we need more of our customers to move to Breezeby to move to All Electronic Tolling.

Lease revenues from our industrial and commercial properties are right on target, however reimburseable costs such as utilities/taxes are ahead of budget due to higher usage. The Marina and Airport leases reflect the January billings and are either over or close to budgeted targets.

The Waterfront Recreation revenues are below budget due to a partial season (July-September) which included parking kiosk revenues. With the increase in season passes for the 2019 summer season, revenues should exceed the budget target by June 30th. However, parking kiosk revenues will fall shy of their target due to a deferred rollout in 2018.

Statement of Operating Revenues, Expenditures and Other Sources and Uses

Overall, the actuals are tracking according to the activities we have incurred during the nine months of the year as outlined in the budget, with the exceptions noted above. We will need to pay particular attention to our bridge traffic over the coming months as this is a key indicator of how elastic our tolls can be.

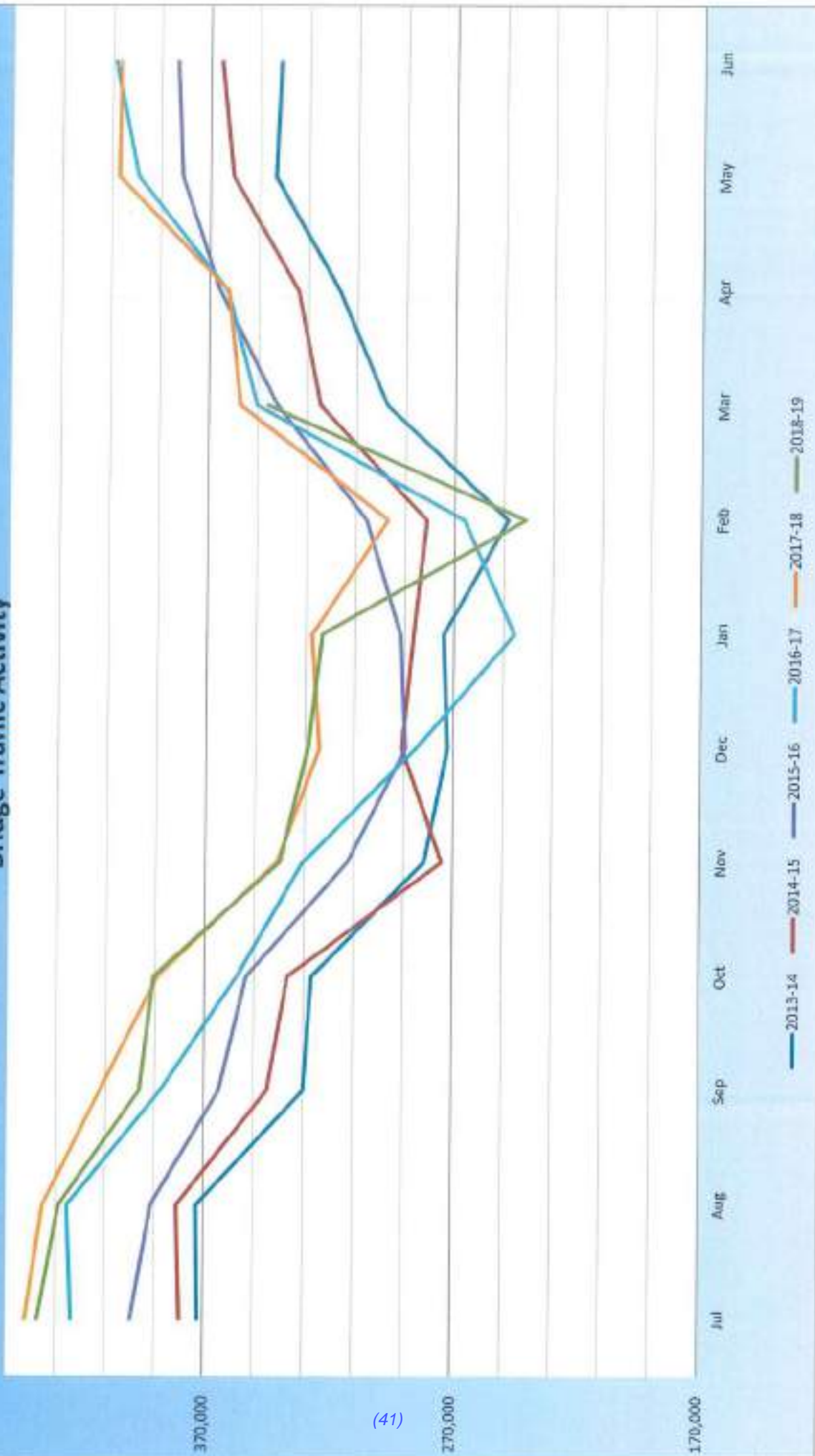
Accounts Receivables Update - For the most part all accounts are caught up with a few exceptions on historical differences that have carried forward over time but are not material. These variances will need to be worked out with individual tenants.

RECOMMENDATION: Discussion.

PORT OF HOOD RIVER
Bridge Traffic and Revenue Report
For the Nine Months Ended March 31, 2019 and Four Prior Years

	2014-15		2015-16		2016-17		2017-18		2018-19		Change from Prior year	
	Traffic	Revenue	Traffic	Revenue	Traffic	Revenue	Traffic	Revenue	Traffic	Revenue	Traffic	Revenue
JUL	379,536	\$ 341,480	399,634	\$ 382,921	423,744	\$ 402,074	442,251	\$ 399,618	437,364	\$ 608,941	0.99	1.52
AUG	380,914	\$ 348,030	391,499	\$ 376,690	425,567	\$ 407,839	435,364	\$ 401,815	428,907	\$ 608,085	0.99	1.51
SEPT	344,693	\$ 317,989	364,125	\$ 350,020	387,860	\$ 372,099	412,452	\$ 332,996	396,517	\$ 558,537	0.96	1.68
OCT	336,623	\$ 303,073	353,313	\$ 339,194	357,180	\$ 337,294	389,210	\$ 361,315	390,814	\$ 527,573	1.00	1.46
NOV	274,601	\$ 244,065	312,731	\$ 297,037	330,795	\$ 313,529	341,147	\$ 312,337	340,044	\$ 452,602	1.00	1.45
DEC	290,855	\$ 249,793	289,296	\$ 269,344	285,209	\$ 260,625	324,278	\$ 298,530	328,913	\$ 408,966	1.01	1.37
Calendar Year Total	3,829,791	\$3,424,449	4,063,317	\$3,914,690	4,280,160	\$4,026,417	4,377,500	\$4,036,137	4,480,038	\$5,969,661	1.02	1.48
JAN	286,390	\$ 259,626	291,674	\$ 272,628	245,670	\$ 238,709	327,522	\$ 293,677	323,461	\$ 428,668	0.99	1.46
FEB	281,351	\$ 259,207	305,800	\$ 286,071	286,202	\$ 244,472	296,977	\$ 387,737	241,313	\$ 302,296	0.81	0.78
MAR	324,912	\$ 299,162	342,162	\$ 317,959	350,470	\$ 324,146	357,160	\$ 501,543	345,915	\$ 437,390	0.97	0.87
APR	334,016	\$ 307,643	366,654	\$ 338,556	362,559	\$ 334,362	362,150	\$ 491,217			1.00	1.47
MAY	360,643	\$ 341,172	381,248	\$ 357,119	399,271	\$ 368,296	407,141	\$ 564,038			1.02	1.53
JUN	365,407	\$ 332,673	383,267	\$ 362,425	408,626	\$ 421,541	406,529	\$ 566,765			0.99	1.34
Fiscal Year Total	3,959,941	\$3,603,914	4,160,463	\$3,960,154	4,243,163	\$4,064,869	4,502,161	\$4,311,969	3,233,248	\$4,333,059	1.06	1.22

Port of Hood River Bridge Traffic Activity



PORT OF HOOD RIVER
SCHEDULE OF EXPENDITURES BY COST CENTER BY FUND
BUDGET AND ACTUAL - 75% THROUGH THE BUDGET
FOR THE NINE MONTHS ENDED MARCH 31, 2019

EXPENDITURES	Personal Services				Materials & Services				Capital Outlay					Debt Service				Total Appropriation		
	Budget	Actual	Unspent	%	Budget	Actual	Unspent	%	Budget	Actual	Total	Unspent	%	Budget	Actual	Unspent	%	Budget	Actual	Unspent
<i>Toll Bridge</i>	957,900	724,107	233,793	76%	1,780,100	548,104	1,231,996	31%	457,000	115,594	115,594	341,406	25%	-	-	-		3,195,000	1,387,805	1,807,195
<i>Industrial Facilities</i>																				
Big 7	53,300	34,226	19,074	64%	166,700	123,298	43,402	74%	280,000	-	-	280,000	0%	-	-	-		500,000	157,524	342,476
Jensen Property	64,000	39,854	24,146	62%	183,000	153,597	29,403	84%	54,000	24,962	24,962	29,038	46%	145,000	108,706	36,294	75%	446,000	327,120	118,880
Maritime Building	39,600	27,046	12,554	68%	92,600	55,535	37,065	60%	5,010,000	-	-	5,010,000	0%	-	-	-		5,142,200	82,581	5,059,619
Halyard Building	62,500	39,497	23,003	63%	259,600	212,246	212,246	82%	10,000	-	-	10,000	0%	-	-	-		332,100	251,743	80,357
Timber Incubator Building	28,200	20,236	7,964	72%	35,300	21,629	13,671	61%	12,000	-	-	12,000	-	-	-	-		75,500	41,866	33,634
Wasco Building	49,900	30,872	19,028	62%	110,000	77,514	32,486	70%	25,000	-	-	25,000	-	-	-	-		184,900	108,387	76,513
Hanel Site	34,800	26,939	7,861	77%	38,800	9,950	28,850	26%	430,000	320,906	320,906	109,094	75%	1,853,800	1,853,771	29	100%	2,357,400	2,211,566	145,834
	332,300	218,671	113,629	66%	886,000	653,770	397,123	74%	5,821,000	345,868	345,868	5,475,132	6%	1,998,800	1,962,478	36,322	98%	9,038,100	3,180,787	5,711,479
<i>Commercial Facilities</i>																				
State Office (DMV) Building	24,600	16,674	7,926	68%	43,500	30,284	13,216	70%	11,000	-	-	11,000	-	-	-	-		79,100	46,958	32,142
Marina Office Building	38,200	24,098	14,102	63%	46,400	35,848	10,552	77%	13,000	-	35,090	(22,090)	0%	-	-	-		97,600	59,945	37,655
Port Office Building	37,400	22,852	14,548	61%	25,600	17,156	8,444	67%	100,000	-	-	100,000	0%	-	-	-		163,000	40,008	122,992
	100,200	63,624	36,576	63%	115,500	83,288	32,213	72%	124,000	-	35,090	88,910	0%	-	-	-		339,700	146,911	192,789
<i>Waterfront Industrial Land</i>																				
	70,900	41,570	32,936	59%	189,400	122,223	67,177	65%	45,000	117,791	117,791	(72,791)	262%	-	-	-		305,300	281,584	23,716
<i>Waterfront Recreation</i>																				
Eventsite	122,700	76,661	46,039	62%	62,800	35,405	27,396	56%	45,000	-	-	45,000	0%	-	-	-		230,500	112,066	118,434
Hook/Spit/Nichols	51,200	32,285	36,841	63%	35,000	18,400	16,600	53%	113,000	5,840	5,840	107,160	5%	-	-	-		199,200	56,525	142,675
Marina Park	175,300	117,364	119,039	67%	45,900	38,693	7,207	84%	65,000	-	-	65,000	0%	-	-	-		286,200	156,057	130,143
	349,200	226,310	201,919	65%	143,700	92,498	51,202	64%	223,000	5,840	5,840	217,160	3%	-	-	-		715,900	324,648	391,252
<i>Marina</i>																				
	154,400	107,612	46,788	70%	109,000	70,575	38,425	65%	130,000	-	-	130,000	0%	94,500	79,560	14,940	84%	487,900	257,747	230,153
<i>Airport</i>																				
	152,700	113,013	39,687	74%	131,000	91,664	104,680	70%	1,606,300	175,169	175,169	1,431,131	11%	-	-	-		1,890,000	379,846	1,510,154
<i>Administration</i>																				
	27,200	-	27,200	0%	265,000	85,221	179,779	32%	20,000	2,415	2,415	17,585	12%	-	-	-		312,200	87,636	224,564
<i>Maintenance</i>																				
	-	-	-	-	107,500	91,154	16,346	85%	64,000	24,835	24,835	39,165	39%	-	-	-		171,500	115,989	55,511
<i>Total Expenditures</i>	2,144,800	1,494,908	732,527	70%	3,727,200	1,838,496	2,118,941	49%	8,490,300	787,512	822,602	7,667,698	9%	2,093,300	2,042,038	51,262	98%	16,455,600	6,162,954	10,146,812
<i>Bridge Repair & Replacement Fund</i>																				
	264,000	193,735	70,265	73%	2,631,700	641,834	1,989,866	24%	749,000	149,468	149,468	599,532	20%	486,000	485,775	225	100%	4,130,700	1,470,813	2,659,887
<i>General Fund</i>																				
	175,400	128,236	47,164	73%	471,950	255,844	216,106	54%										647,350	384,079	263,271

Unfavorable Variance - Expenditures

Personnel Services is in line with the budget with the exception of the bridge where additional maintenance occurred over the last quarter.

Materials & Services is in line with the budget with just a couple of exceptions. Property taxes were paid in the second quarter, but higher utility costs are causing a variance. Revenues likewise are showing a favorable variance.

The Jensen building as well as the Halyard building have higher utility costs as compared to the budget. These costs are reimburseable which is depicted by a favorable revenue variance.

Maintenance is incurring higher than expected maintenance on equipment and vehicles and also gasoline. Admin will do a budget transfer by year end to shore up this variance.

Marina Park is experiencing higher than budget maintenance over the winter. A Budget transfer will be needed at year end to compensate for this variance.

PORT OF HOOD RIVER
Schedule of Revenues by Cost Center By Fund
Budget to Actuals - 75% Through Budget
For the Nine Months Ended March 31, 2019

	REVENUES				
	Budget	Actual	Total	Variance	%
REVENUE FUND					
Toll Bridge					
Bridge Tolls	6,260,000	4,321,031	4,321,031	(1,938,969)	69%
Cable Crossing Leases	10,000	12,500	12,500	2,500	115%
Other	71,000	5,130	5,130	(65,870)	7%
	<u>6,341,000</u>	<u>4,338,661</u>	<u>4,338,661</u>	<u>(2,002,339)</u>	<u>68%</u>
Industrial Facilities					
Big 7					
Lease Revenues	284,500	212,317	\$ 212,317	(72,183)	75%
Reimbursements/Other	86,200	74,593	\$ 74,593	(11,607)	87%
Jensen Property					
Lease Revenues	357,100	266,946	266,946	(90,154)	75%
Reimbursements/Other	130,300	107,404	107,404	(22,896)	82%
Maritime Building					
Lease Revenues	149,000	110,169	110,169	(38,831)	74%
Reimbursements/Other	52,000	33,813	33,813	(18,187)	65%
Financing	5,050,000				
Halyard Building					
Lease Revenues	228,100	170,777	170,777	(57,323)	75%
Reimbursements/Other	213,000	194,257	194,257	(18,743)	91%
Note Receivable	19,550	89,854	89,854	70,304	460%
Timberline Incubator Building					
Lease Revenues	75,300	56,827	56,827	(18,473)	75%
Reimbursements	15,800	13,032	13,032	(2,768)	82%
Wasco Building					
Lease Revenues	167,400	122,638	122,638	(44,762)	73%
Reimbursements	50,600	46,690	46,690	(3,910)	92%
Hanel					
Reimbursements	-	-	-	-	
Sale of Property	1,424,400	-	-	(1,424,400)	0%
	<u>8,303,150</u>	<u>1,499,318</u>	<u>1,499,318</u>	<u>(1,753,932)</u>	<u>18%</u>
Commercial Facilities					
State Office (DMV) Building					
Lease Revenues	45,200	34,063	34,063	(11,137)	75%
Reimbursements	-	7,231	7,231	7,231	#DIV/0!
Marina Office Building					
Lease Revenues	73,100	54,813	54,813	(18,287)	75%
Reimbursements	22,300	16,684	16,684	(5,616)	75%
Port Office Building					
Lease Revenues	48,550	36,412	36,412	(12,138)	75%
Reimbursements	1,000	-	-	(1,000)	0%
	<u>190,150</u>	<u>149,204</u>	<u>149,204</u>	<u>(40,946)</u>	<u>78%</u>
Waterfront Industrial Land					
Lease Revenues	600	900	900	300	150%
Land Sale	-	-	-	-	
Parking	207,500	68,775	68,775	(138,725)	33%
Other Income	1,500	1,650	1,650	150	110%
URA Payments	-	-	-	-	
	<u>209,600</u>	<u>71,325</u>	<u>71,325</u>	<u>(138,275)</u>	<u>34%</u>
Waterfront Recreation					
Eventsite, Hook and Spit					
Eventsite - Passes/Permits and Concessions	142,300	65,587	65,587	(76,713)	46%
Hook/Spit/Nichols	21,700	6,061	6,061	(15,639)	28%
Marina Park					
Sailing Schools, Showers and Events	9,100	8,625	8,625	(475)	95%
Lease Revenues	6,600	5,224	5,224	(1,376)	79%
Reimbursements	2,100	468	468	(1,632)	22%
Grant	-	-	-	-	
	<u>181,800</u>	<u>85,965</u>	<u>85,965</u>	<u>(95,835)</u>	<u>47%</u>
Marina					
Lease Revenues	202,800	210,405	210,405	7,605	104%
Moorage Assessment	84,900	87,296	87,296	2,396	103%
Reimbursements/Other	65,350	42,624	42,624	(22,726)	65%
Grant	16,050	7,050	7,050	(9,000)	44%
Other Financing Sources	-	-	-	-	
	<u>369,100</u>	<u>347,375</u>	<u>347,375</u>	<u>(21,725)</u>	<u>94%</u>
Airport					
Lease Revenues	186,500	171,908	171,908	(14,592)	92%
Reimbursements	20,700	15,821	15,821	(4,879)	76%
Grants	1,057,300	116,309	116,309	(940,991)	11%
Other Financing Sources	-	-	-	-	
	<u>1,264,500</u>	<u>304,039</u>	<u>304,039</u>	<u>(960,461)</u>	<u>24%</u>
Budget to Actual Revenues	<u>16,859,400</u>	<u>6,795,886</u>	<u>6,724,561</u>	<u>(4,875,239)</u>	<u>40%</u>
Revenues less Other financing sources	<u>14,271,100</u>	<u>6,577,543</u>	<u>6,506,218</u>	<u>(2,505,282)</u>	<u>46%</u>
GENERAL FUND					
Property taxes	68,000	69,909	69,909	1,909	103%
Transfers from other funds	579,350	396,017	396,017	(183,333)	68%
	<u>\$ 647,350</u>	<u>\$ 465,926</u>	<u>\$ 465,926</u>	<u>\$ (181,424)</u>	<u>72%</u>
BRIDGE REPAIR & REPLACEMENT FUND					
Transfers from other funds	\$ 2,191,000	\$ 584,489	584,489	(1,606,511)	27%

PORT OF HOOD RIVER
STATEMENT OF OPERATING REVENUES, EXPENDITURES AND OTHER SOURCES AND USES OF FUNDS
AND BUDGET VS ACTUAL PERFORMANCE
FOR THE NINE MONTHS ENDED MARCH 31, 2019

	REVENUE FUND							GENERAL FUND	BRIDGE REPAIR & REPLACEMENT FUND	TOTAL	
	Bridge	Industrial Buildings	Commercial Buildings	Waterfront Land	Waterfront Recreation	Marina	Airport				Administration Maintenance
OPERATING REVENUES											
Totals	\$ 4,338,661									\$ 4,338,661	
Leases		\$ 139,673	\$ 175,788	\$ 900	\$ 5,224	\$ 297,701	\$ 171,908			1,540,696	
Reimbursements		469,789	23,915	68,775	468	42,624	15,821			621,393	
Fees, Events, Passes and Concessions					80,273					80,273	
Property taxes								69,900		69,900	
Total Operating Revenues	4,338,661	1,400,463	149,204	69,675	85,965	340,325	187,730	69,900	-	6,650,332	
Operating Expenses											
Personnel Services	724,107	218,671	63,624	41,570	226,310	107,612	113,013	-	128,235	1,816,878	
Materials & Services	548,104	653,770	83,288	122,223	92,498	73,575	91,664	176,375	255,844	2,736,174	
Total Operating Expenses	1,272,211	872,442	146,911	163,793	318,808	178,187	204,677	176,375	584,079	4,553,053	
Operating income/(loss)	3,066,450	528,021	2,293	(94,118)	(232,843)	162,138	(16,948)	(106,475)	(314,170)	2,097,279	
Other Resources											
Income from other sources	-	-	-	1,650	-	-	-	137,176	4,691	15,208	158,725
Grants	-	-	-	-	-	7,050	116,309	-	-	373,848	497,207
Sale of land	-	-	-	-	-	-	-	-	-	-	-
Note receivables	-	89,854	-	-	-	-	-	-	-	-	89,854
Total Other Resources	-	89,854	-	1,650	-	7,050	116,309	137,176	4,691	389,056	745,786
Other (Uses)											
Capital projects	(115,594)	(345,868)	(35,090)	(117,791)	(5,840)	-	(175,169)	(27,250)	-	(140,468)	(972,071)
Debt service	-	(1,952,478)	-	-	-	(79,560)	-	-	-	(480,775)	(2,527,813)
Total Other (Uses)	(115,594)	(2,308,346)	(35,090)	(117,791)	(5,840)	(79,560)	(175,169)	(27,250)	-	(635,244)	(3,499,884)
Transfers In/(Out)	(584,489)							(396,017)	396,017	584,489	-
Net Cashflow	\$ 2,366,367	\$ (1,681,470)	\$ (32,797)	\$ (210,259)	\$ (238,683)	\$ 89,628	\$ (75,808)	\$ (462,466)	\$ 86,538	\$ (497,268)	\$ (656,218)
BUDGET VS ACTUAL PERFORMANCE											
FY 2018-19 Budget											
Operating revenues - Budget	\$ 5,270,000	\$ 6,850,300	\$ 190,150	\$ 209,600	\$ 163,100	\$ 353,050	\$ 297,200	\$ -	\$ 68,000	\$ -	\$ 14,317,400
Operating revenues - Actuals	4,338,661	1,400,463	149,204	69,675	84,515	340,325	187,730	-	69,900	-	6,649,482
Actuals greater/(Less) than budget	(1,931,339)	(5,449,837)	(40,946)	(139,925)	(78,585)	(12,725)	(19,470)	-	1,900	-	(7,667,918)
	82%	21%	78%	33%	52%	96%	63%	-	103%	#DIV/0!	46%
Operating expenses - Budget	2,738,000	1,218,300	215,700	260,900	492,900	263,400	283,700	399,700	647,350	2,895,700	9,415,050
Operating expenses - Actuals	1,272,211	872,442	146,911	163,793	318,808	178,187	204,677	176,375	384,079	835,569	4,553,053
Actuals greater/(Less) than budget	(1,465,789)	(345,858)	(68,789)	(96,507)	(174,092)	(85,213)	(79,023)	(223,325)	(263,271)	(2,060,131)	(4,861,997)
	46%	72%	63%	63%	65%	68%	72%	56%	59%	29%	48%
Other Resources - Budget	71,000	1,443,950	-	-	21,700	16,050	1,057,300	120,000	6,300	2,397,900	5,134,200
Other Resources - Actuals	5,130	89,854	-	1,650	-	7,050	116,309	137,176	4,691	389,056	750,516
Actuals greater/(Less) than budget	(65,870)	(1,354,096)	-	1,650	(21,700)	(9,000)	(940,991)	(17,176)	(1,609)	(2,008,844)	(4,383,684)
Other (Uses) - Budget	437,000	7,819,800	124,000	45,000	223,000	224,500	1,606,300	84,000	-	1,235,000	11,818,600
Other (Uses) - Actuals	115,594	2,308,346	35,090	117,791	5,840	79,560	175,169	27,250	-	635,244	3,499,884
Actuals greater/(Less) than budget	(321,406)	(5,511,454)	(88,910)	(127,209)	(217,160)	(144,940)	(1,431,131)	(56,750)	-	(599,756)	(8,318,716)
	75%	30%	72%	76%	3%	35%	11%	32%	#DIV/0!	51%	30%
Net Position - Budget vs Actuals	\$ (100,014)	\$ (946,620)	\$ 116,753	\$ (114,559)	\$ 293,957	\$ 208,428	\$ 549,692	\$ 297,251	\$ 263,571	\$ 651,043	\$ 1,129,512

Commission Memo



Prepared by: Michael McElwee
Date: May 7, 2019
Re: Executive Director Annual Review

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

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

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

RECOMMENDATION: Discussion.

This page intentionally left blank.



March 22, 2019

Michael McElwee, Executive Director
Port of Hood River

RE: Executive Summary: Evaluation of Performance Evaluation Systems

Michael:

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

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

Staff Performance Evaluations system:

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

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

No changes were recommended for the delivery of evaluations.

Executive Director Evaluation System:

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

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

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

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

360-Degree Peer Review:

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

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

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

No additional recommendations were provided from this project.

Respectfully,

Paul H. Hutter

Paul H. Hutter, SPHR
Senior Consultant



PROPOSAL
for
Executive Evaluation – 360 Degree Peer Review

Port of Hood River

April 2019

Submitted by HR Answers, Inc.

Paul H. Hutter, SPHR

HR Answers, Inc.

7659 SW Beveland St, Suite 130

Tigard, OR 97223

Phone: 503-885-9185

phutter@hranswers.com

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

SECTION 1 – INTRODUCTION TO HR ANSWERS, INC.

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

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

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

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

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

SECTION 2

UNDERSTANDING YOUR NEEDS; DESCRIPTION OF SERVICES; FEES

Our Understanding of Your Needs

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

Process

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

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

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

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

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

SECTION 3

STAFF QUALIFICATIONS AND RESPONSIBILITIES

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

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

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

SECTION 4

REFERENCES

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

**SECTION 5
FEE PROPOSAL**

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

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

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

**SECTION 6
PROJECT TIME TABLE**

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

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

SUMMARY

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

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

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

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

This page intentionally left blank.

363 FOR LEADERS PROFILE

EVERYTHING **DiSC**
363[®] FOR LEADERS

ASSESSMENT TO ACTION.

Taylor Meyer

Thursday, February 04, 2016

This report is provided by:

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

Customize with



WILEY

Welcome to Everything DiSC 363® for Leaders

360° Feedback with 3 Personalized Strategies

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

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



A Three-Step Process

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

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

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

Cornerstone Principles of Everything DiSC 363 for Leaders

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

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

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

Your Leadership Outlook

Everything DiSC 363® for Leaders

Introduction

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

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

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

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

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

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

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

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

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

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

Eight Approaches and their Practices

Everything DISC 363® for Leaders

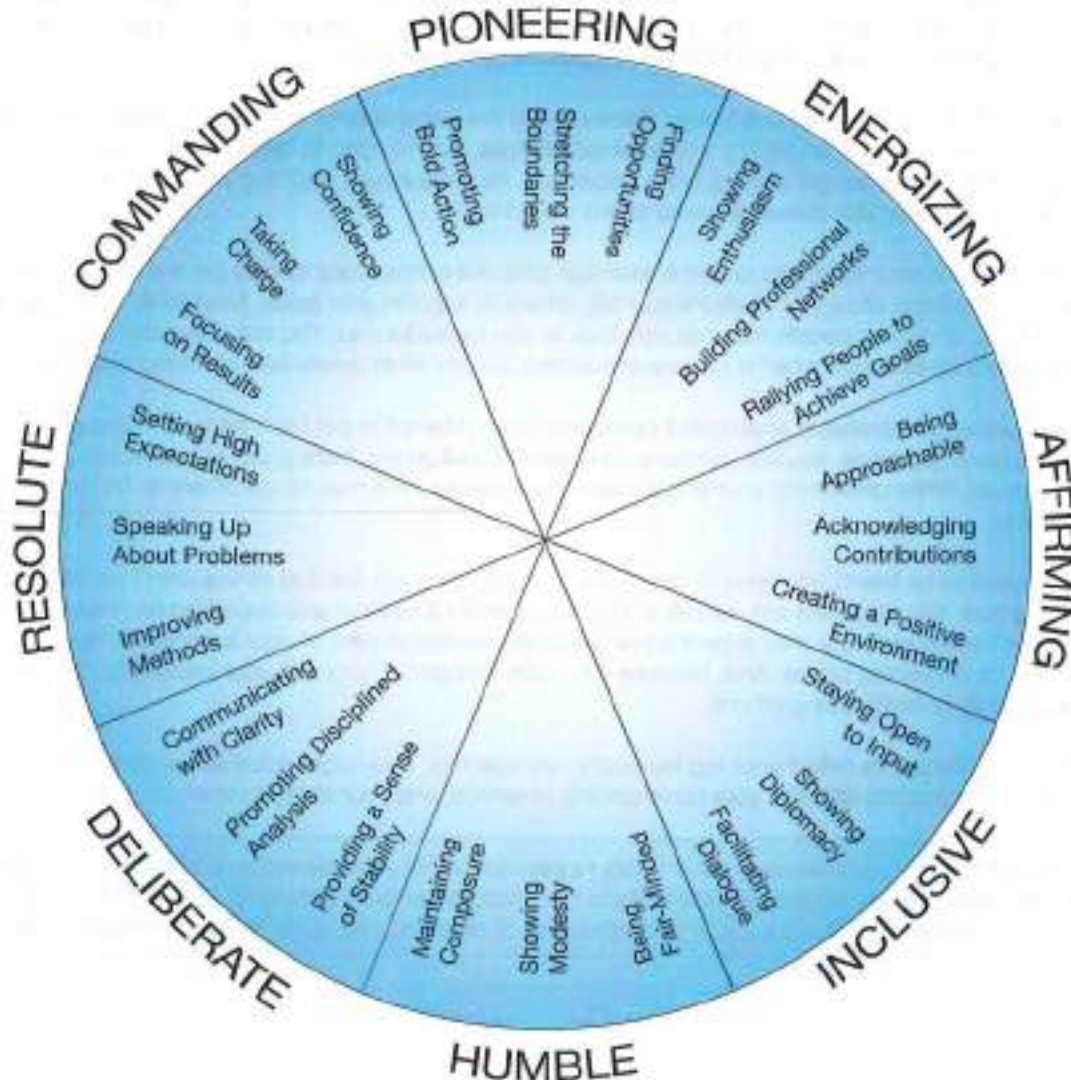
Everything DISC 363® for Leaders is supported by contemporary leadership research into the interpersonal characteristics of leaders. The result is **Eight Approaches to Effective Leadership**, a useful, inclusive framework for discussing the characteristics of effective leaders.

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

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

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

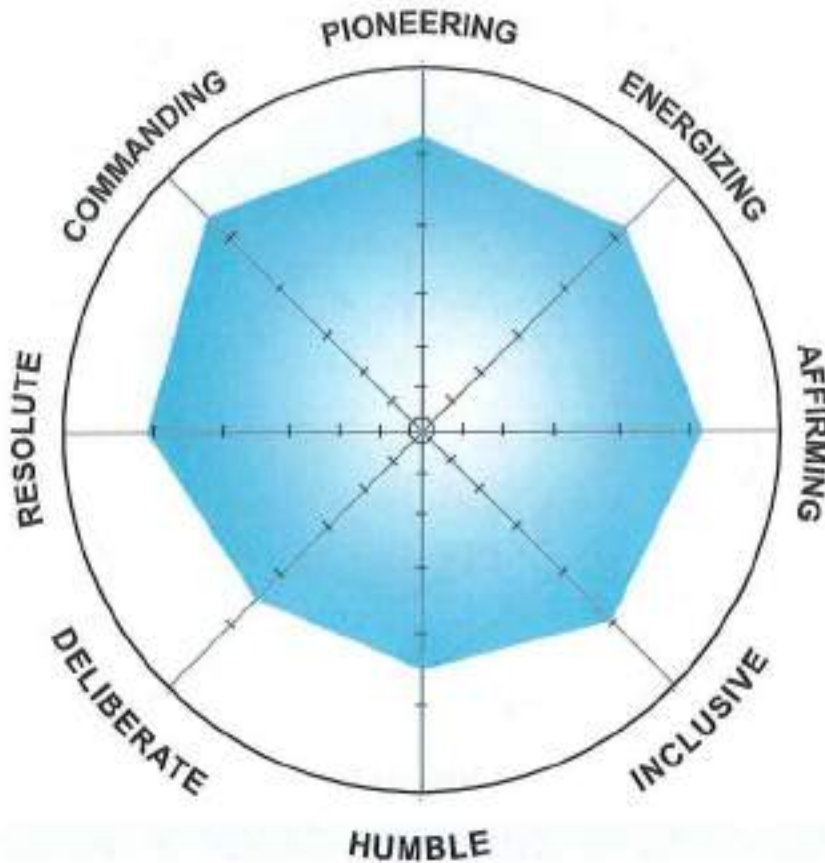
The Eight Approaches and their Practices



How Your Raters See You

Everything DiSC 360® for Leaders

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



Definitions of the Eight Approaches

Pioneering:

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

Energizing:

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

Affirming:

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

Inclusive:

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

Humble:

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

Deliberate:

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

Resolute:

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

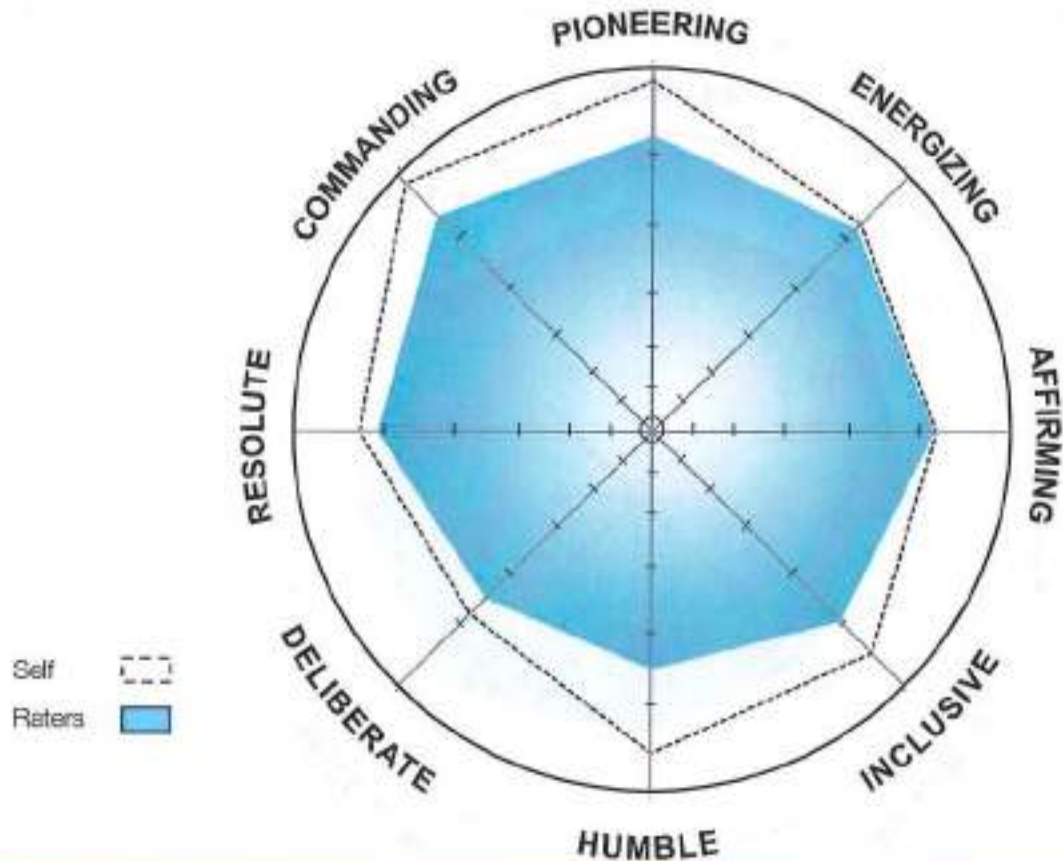
Commanding:

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

Self vs. All Raters

Everything DiSC 363® for Leaders

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

**How Your Ratings Compare**

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

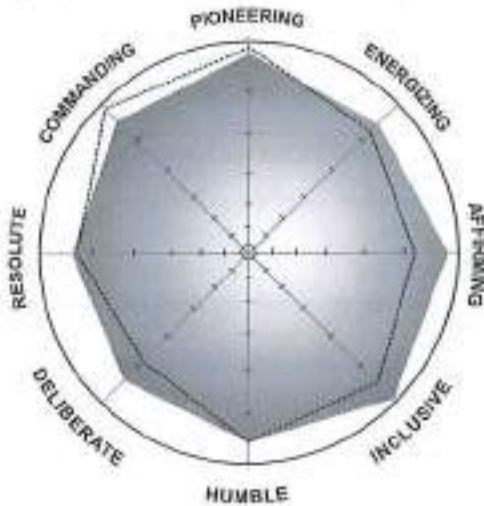
- You tended to see yourself as more Humble than others do. For example, you may overestimate how fair-minded you are when making decisions.
- You tended to see yourself as more Pioneering than others do. For example, you may overestimate how often you find new opportunities for the group.
- You tended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

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

Breakdown by Group

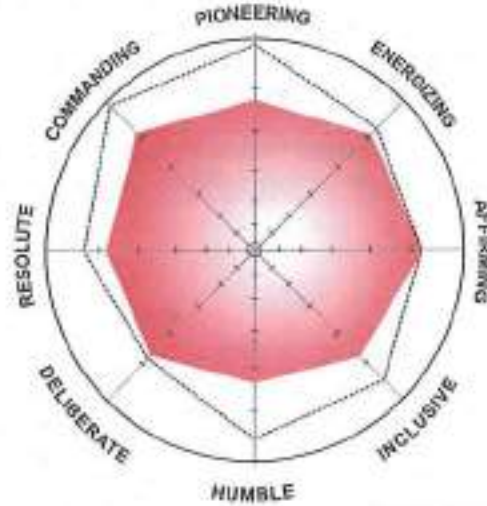
Everything DISC 360[®] for Leaders

Manager (1 rater)



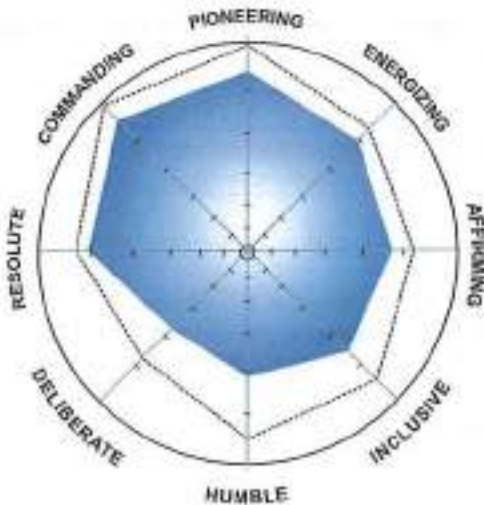
Overall, your manager sees you using the Inclusive Approach most frequently and the Deliberate Approach least frequently. Compared to other leaders who took this assessment, your overall manager ratings are higher than average.*

Peers (6 raters)



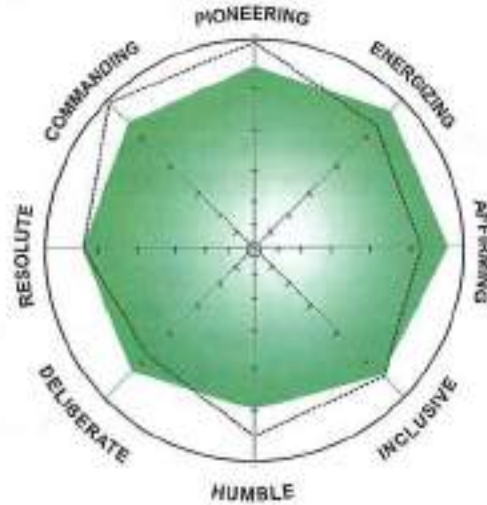
Overall, your peers see you using the Affirming Approach most frequently and the Humble Approach least frequently. Compared to other leaders who took this assessment, your overall peer ratings are in the average range.*

Direct Reports (10 raters)



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

Others (6 raters)



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

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

Three Practices of a Pioneering Approach

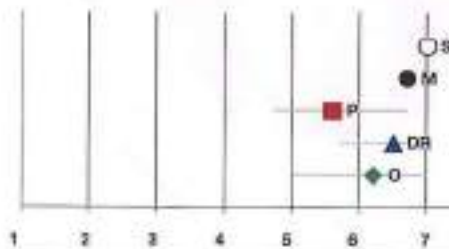
Everything DISC 363® for Leaders

Detailed Feedback

Your Highlights:

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

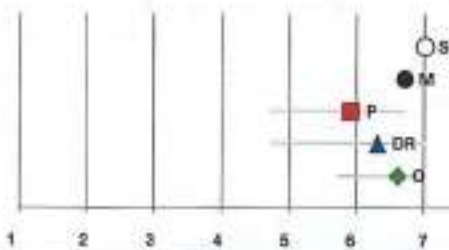
Finding Opportunities: Pioneering leaders are often great at finding new opportunities and directions for the group, and others may admire their ability to uncover new possibilities.



Comments

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

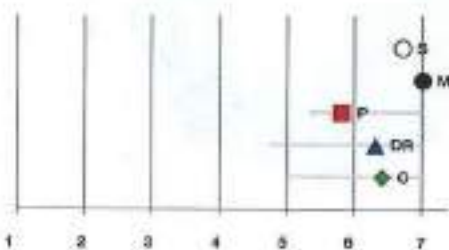
Stretching the Boundaries: Pioneering leaders challenge the group to push beyond their comfort zones, and others may appreciate that they help the group envision a new way of doing things.



Comments

- He's always willing to challenge the status quo. (11 raters)
- He already encourages people to go beyond their comfort zones. (9 raters)
- He already stretches the boundaries, but he would be more effective if he did it even more often. (3 raters)
- (Additional comments in the Appendix)

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



Comments

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

Legend

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

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

Three Practices of an Energizing Approach

Everything DISC 363® for Leaders

Detailed Feedback

Your Highlights:

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

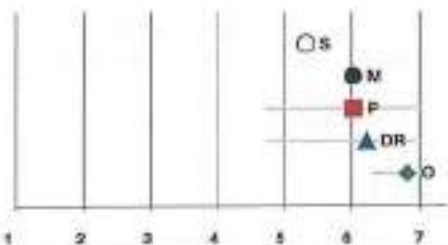
Showing Enthusiasm: Energizing leaders often have a contagious sense of enthusiasm, and others may appreciate that they create a fun, lively environment.



Comments

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

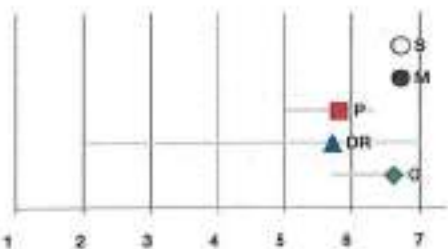
Building Professional Networks: Energizing leaders create a large, influential social network, and others may admire their knack for connecting the group to resources and opportunities.



Comments

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

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



Comments

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

Legend

○ Self ● Manager ■ Peers* ▲ Direct Reports* ◆ Others*

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

Three Practices of an Affirming Approach

Everything DISC 363® for Leaders

Detailed Feedback

Your Highlights:

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

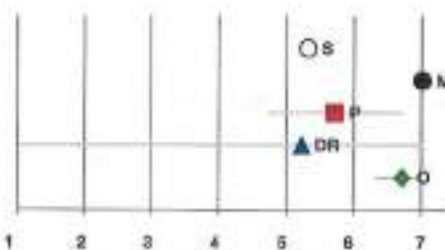
Being Approachable: Affirming leaders often come across as approachable, and others may feel comfortable going to them for help or advice.



Comments

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

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



Comments

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

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



Comments

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

Legend

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

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

Three Practices of an Inclusive Approach

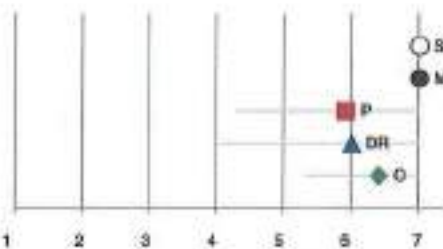
Everything DISC 363® for Leaders

Detailed Feedback

Your Highlights:

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

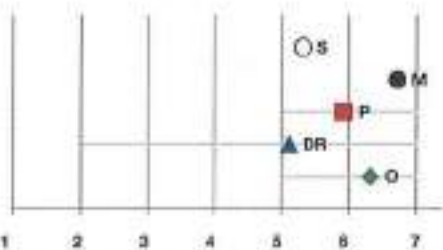
Staying Open to Input: Inclusive leaders show that they're open to input, so people may appreciate that their opinions are taken seriously.



Comments

- He sometimes seems too quick to decide and move on. (7 raters)
- He's open to ideas, even if they might seem inconvenient. (7 raters)
- I feel like he listens and really hears what's being said. (7 raters)
- (Additional comments in the Appendix)

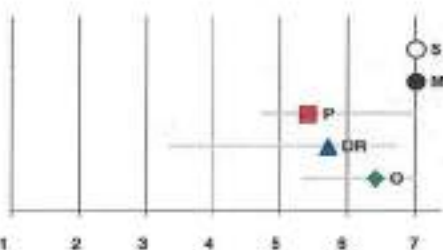
Showing Diplomacy: Inclusive leaders show diplomacy when communicating, and others may appreciate that they show concern for people's feelings.



Comments

- He may not realize that his straightforwardness can come across as blunt or aggressive at times. (7 raters)
- During disagreements, he seems to spend more time making his points than listening to others. (5 raters)
- He's great at helping people work through disagreements. (5 raters)
- (Additional comments in the Appendix)

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



Comments

- He encourages people to share different points of view. (14 raters)
- He does a good job of getting everyone on the same page before moving ahead. (10 raters)
- He's an excellent listener with great people skills. (6 raters)
- (Additional comments in the Appendix)

Legend

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

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

Three Practices of a Humble Approach

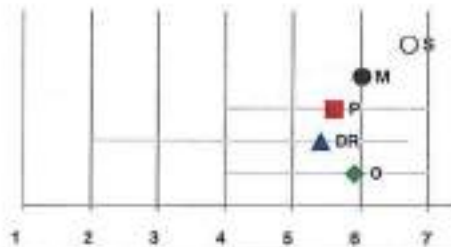
Everything DISC 363® for Leaders

Detailed Feedback

Your Highlights:

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

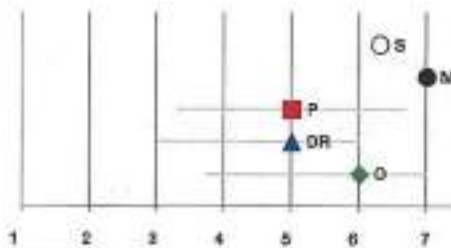
Maintaining Composure: Since Humble leaders tend to maintain composure during stressful situations, people may be less worried about delivering bad news or unfavorable feedback.



Comments

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

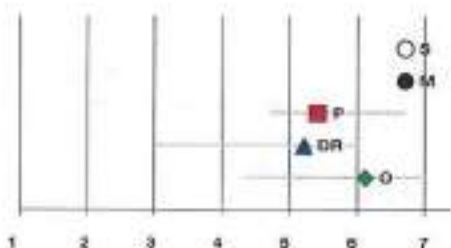
Showing Modesty: Humble leaders are usually quite modest, and people may appreciate that these leaders recognize their limitations and put others' needs above their own.



Comments

- He offers advice but doesn't overstep his bounds. (11 raters)
- He doesn't act arrogant or pushy. (10 raters)
- He puts other people's needs before his own. (8 raters)
- (Additional comments in the Appendix)

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



Comments

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

Legend

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

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

Three Practices of a Deliberate Approach

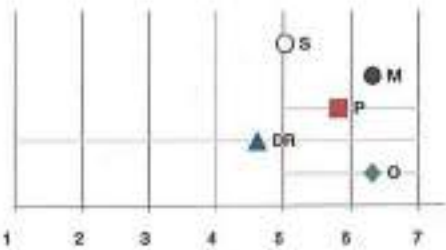
Everything DISC 363® for Leaders

Detailed Feedback

Your Highlights:

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

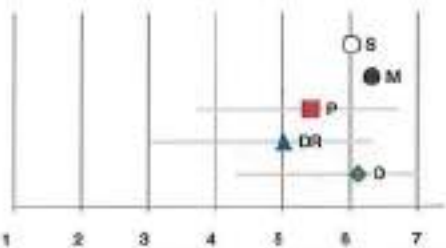
Communicating with Clarity: Since Deliberate leaders make a point of communicating with clarity, people don't have to worry about ambiguous or unclear messages.



Comments

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

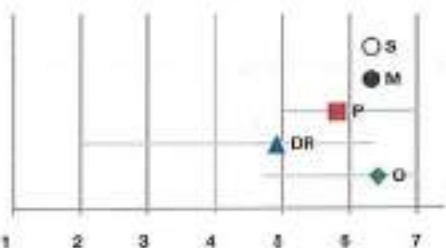
Promoting Disciplined Analysis: Deliberate leaders insist on conducting disciplined analyses before choosing a direction, so people often see them as good decision makers.



Comments

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

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



Comments

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

Legend

○ Self ● Manager ■ Peers* ▲ Direct Reports* ◆ Others*

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

Three Practices of a Resolute Approach

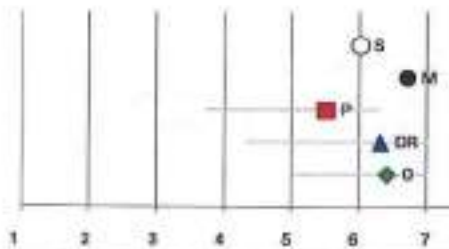
Everything DISC 363® for Leaders

Detailed Feedback

Your Highlights:

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

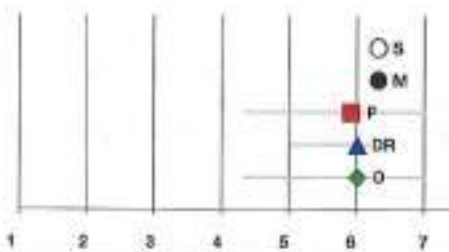
Setting High Expectations: Since Resolute leaders tend to set high expectations, others are likely to have confidence that the group will deliver top results.



Comments

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

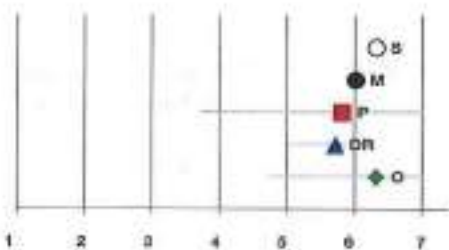
Speaking Up About Problems: Resolute leaders speak up when the group's processes aren't working, and others may appreciate that they don't let problems slip through the cracks.



Comments

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

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



Comments

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

Legend

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

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

Three Practices of a Commanding Approach

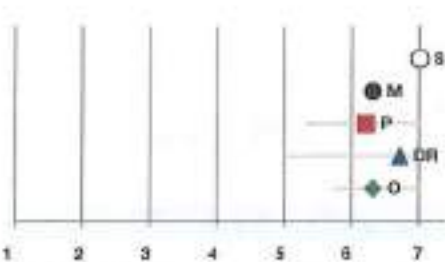
Detailed Feedback

Everything DISC 363® for Leaders

Your Highlights:

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

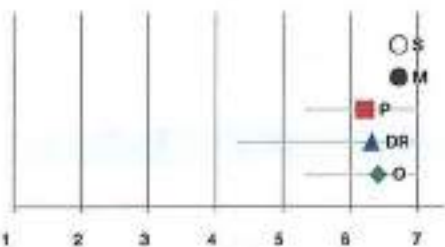
Showing Confidence: Commanding leaders speak and act with conviction, so others are likely to feel assured and confident in these leaders' abilities.



Comments

- He seems pretty confident in his decisions. (15 raters)
- I think he does a great job advocating for his group. (13 raters)
- Actually, he can seem a bit overconfident at times. (4 raters)
- (Additional comments in the Appendix)

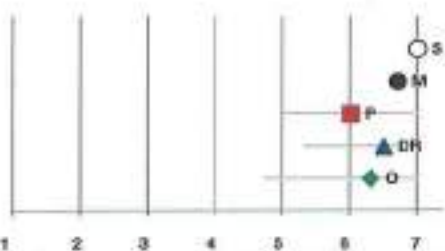
Taking Charge: Commanding leaders tend to step up and take charge when necessary, and people appreciate that they provide direction for the group.



Comments

- You can count on him to step up when people need direction. (15 raters)
- People are willing to follow him because he's good at taking charge. (10 raters)
- He sometimes takes charge but would be even more effective if he did it more often. (2 raters)
- (Additional comments in the Appendix)

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



Comments

- He provides follow-through and sees that we deliver on our commitments. (14 raters)
- He demands results and speaks his mind. (12 raters)
- He provides a sense of urgency when we need it. (9 raters)
- (Additional comments in the Appendix)

Legend

○ Self ● Manager ■ Peers* ▲ Direct Reports* ◆ Others*

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

Your Greatest Strengths as a Leader

Everything DISC 363® for Leaders

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

Strength #1: Being Approachable

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

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

Strength #2: Showing Confidence

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

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

Strength #3: Taking Charge

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

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

Your Three Strategies for Development

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

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

Showing Diplomacy

Everything DISC 360[®] for Leaders

Three Strategies for Development

► DISCOVER

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

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

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

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

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

► PERSONALIZE ✓ X ?

Select the bulleted statements that best describe you.

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

► APPLY ✓ X ?

Choose tips to improve your effectiveness.

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

Communicating with Clarity

Everything DISC 363® for Leaders

Three Strategies for Development

► DISCOVER

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

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

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

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

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

► PERSONALIZE ✓ X ?

Select the bulleted statements that best describe you.

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

► APPLY ✓ X ?

Choose tips to improve your effectiveness.

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

Staying Open to Input

Everything DiSC 363® for Leaders

Three Strategies for Development**▶ DISCOVER**

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

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

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

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

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

▶ PERSONALIZE ✓ X ? Select the bulleted statements that best describe you.

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

▶ APPLY ✓ X ? Choose tips to improve your effectiveness.

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

Data Summary

Everything DISC 363® for Leaders

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

Data Summary

Everything DISC 363[®] for Leaders

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

Data Summary

Everything DISC 363® for Leaders

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

Comments for Taylor

Everything DISC 363® for Leaders

Appendix

TOTAL RATERS: 23

of
Raters

PIONEERING

Finding Opportunities

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

Stretching the Boundaries

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

Promoting Bold Action

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

ENERGIZING

Showing Enthusiasm

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

Building Professional Networks

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

Rallying People to Achieve Goals

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

AFFIRMING

Being Approachable

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

Acknowledging Contributions

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

Comments for Taylor

Everything DISC 363® for Leaders

Appendix

TOTAL RATERS: 23

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

Comments for Taylor

Everything DISC 363® for Leaders

Appendix

TOTAL RATERS: 23

	# of Raters
Although he doesn't show a lot of modesty, it doesn't really bother me.	1
Sometimes he seems to think he has all the answers.	2
He doesn't act arrogant or pushy.	10
He puts other people's needs before his own.	6
He offers advice but doesn't overstep his bounds.	11
Being Fair-Minded	
He sometimes seems to play favorites.	3
It's not always clear how he makes his decisions.	4
He sometimes doesn't give consideration to all sides of an issue.	3
He is already fair and balanced, but he would be more effective if he did it even more often.	1
I sometimes feel like he's too quick to go over the heads of the people involved.	2
People trust him to make fair decisions.	14
I've always found him to be fair-minded.	10
DELIBERATE	
Communicating with Clarity	
At times, it's difficult to understand what he's saying.	5
He doesn't seem to fully form his thoughts before communicating.	4
It would be helpful if he would clearly state the topic before he begins explaining his points.	3
He already does this, but he would be more effective if he did it even more often.	4
I think he's already an excellent communicator.	5
Most of the time, he communicates just fine.	6
Promoting Disciplined Analysis	
He doesn't always make sure we calculate risks before acting.	3
He occasionally promotes ideas that don't seem very well thought out.	5
He sometimes seems dismissive of facts that don't agree with his point of view.	2
While he already promotes disciplined analysis, he would be more effective if he did it even more.	1
Although he doesn't focus on this area, I don't think that's part of his current role.	1
It seems like he sometimes takes action without considering all the relevant information.	4
He can sometimes be too trusting, which can lead to poor decisions based on incorrect information.	1
He makes sure we have all the facts we need before making a decision.	5
He does a good job of calculating risks before acting.	7
I think he's knowledgeable and analytical.	6
Providing a Sense of Stability	
Sometimes he switches directions so quickly that it's hard for people to keep up.	6
I'm not sure he appreciates how hard it is to do our work when things keep changing.	3
I wish he would create the structure that we need.	1
He already does this, but he would be more effective if he did it even more often.	2
I like how he gives people plenty of time to process changes and new information.	3
Providing stability is clearly one of his strengths.	6
He does a great job in offering stable, thoughtful leadership.	7
RESOLUTE	
Setting High Expectations	
He often seems pessimistic about his group's ability to achieve high standards.	1
He seems to have high standards for some people, but not for everyone.	2
He seems uncomfortable holding people accountable.	2
He already does this, but he would be more effective if he did it even more often.	3
Actually, he sometimes sets expectations too high.	3
He seems comfortable holding people accountable.	11
He clearly states his expectations and lets us know what we need to do to exceed them.	10
Speaking Up About Problems	
He sometimes seems to let inefficiencies slide.	2
He sometimes speaks up about problems, but he would be even more effective if he did it more often.	4
I think he's sometimes too eager to point out problems.	1

Comments for Taylor

Everything DISC 363® for Leaders

Appendix

TOTAL RATERS: 23

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



BRIDGE REPLACEMENT PROJECT

Project Director Report

May 7, 2019

The following summarizes Bridge Replacement Project activities from April 18-May 3, 2019.

FINAL ENVIRONMENTAL IMPACT STUDY (FEIS)

REQUEST TO INCREASE MEETING FREQUENCY

ODOT/FHWA are requesting more frequent meetings. The ODOT/FHWA Management team has requested monthly meetings and the ODOT Cultural Resource team is requesting twice monthly meetings. These meetings are helpful to ensure technical work is being completed on schedule and to provide a feedback loop for clarification and next steps. These extra meetings were not included in WSP's scope. The Project Team is looking at the overall affect of these meetings on the Project Management task item. If any changes to the budget or scope are required, the Project Team will present a report to the Commission/Executive Director.

AGENCY COORDINATION PLAN

As noted last month, invitation letters were distributed to a number of local, state and federal agencies, including a number of northwest tribes. The letters asked each agency whether they would like to be a "Cooperating" or "Participating" agency. Lead agencies consult with Participating agencies on certain milestone deliverables/decisions. The Agency Coordination Plan states the project milestones as well as other roles and responsibilities. Participating agencies aren't typically given access to the EIS until it's published. Cooperating agencies will review administrative drafts of the EIS before it's published. Cooperating status typically requires more work by the agency. Responses are due May 4th. Here is a list as of Friday (5/2) on the agency statuses:

COOPERATING

Bureau of Indian Affairs (BIA)
US Coast Guard (USCG)
WSDOT

PARTICIPATING

Environmental Protection
Agency (EPA)
Hood River County
Klickitat County
Oregon Dept. of State Lands
(DSL)
Oregon Historic Preservation
Office (SHPO)
Oregon Marine Board
(OSMB)
SW Washington Reg.
Transportation Council
(RTC)

DECLINED

Wash. Dept. of Natural
Resources (DNR)

PROPERTY SURVEYS

As part of the EIS technical work, environmental surveys will need to be conducted on public and private property on both Oregon and Washington sides. The Oregon side is relatively easy to obtain permissions as the land is owned by the Port, ODOT, and DM Stevenson Ranch (Best Western). The Washington side is more challenging because the three alternatives touch down in different locations. The municipal parcels will be relatively easy to obtain permission but there are 16 parcels owned by ten different private owners. The Port will be attempting to obtain permission from the landowners to conduct pedestrian reconnaissance, cultural resources survey including shovel testing, and wetland surveys. All sites will be returned to original conditions. If we are unable to gain access to the subject properties, then the WSP field crews will observe as much as possible from the property boundary. Mitigation for conducting surveys prior to construction will need to be assessed as well. Ultimately all property having ground disturbance during construction will need to be surveyed.

COLUMBIA RIVER GORGE NSA (CRGNSA) PRE-APPLICATION MEETING

The Project Team is working with the CRGNSA Commission and staff to prepare a memo for NSA Pre-application. Typically, a project will have 15-30% design complete before formally applying for an NSA permit. Though the abutments of the bridge are exempt from NSA regulations since they're located within urban areas, the bridge span will be required to proceed with NSA planning rules. The Team will be meeting with NSA staff to review and clarify the criteria that are included in the Gorge management plan. Once the criteria are properly defined, the design treatments will be more easily considered with further clarification. As an aside, Federal Highway Administration (FHWA) guidelines also requires a technical report on the bridge aesthetics. The Team will look to coordinate requirements of the FHWA work as closely as possible to the NSA criteria.

OTAK NEPA ADVISOR PEER REVIEW REPORT

Chuck Green, the Port's NEPA advisor, will be meeting with the Project Team at their April and May monthly meetings and will attend the May 21st Commission Meeting to give a brief peer review report on progress. The purpose of his brief presentation is to give a critique of the project's progress. I have used Chuck extensively in understanding the industry scheduling protocols. Following is a sample of topics that could be discussed during his report:

1. Satisfaction with schedules and milestone tracking.
2. What are some of the differences between a NEPA project and a typical construction project?
3. Where are the risks for schedule or budget changes on a project like this?

Chuck is planning on handing out a simple one or two page memo with his thoughts and I anticipate the agenda item lasting about 10-15 minutes depending on questions.

LEGISLATIVE UPDATE

OREGON PORTS DAY IN SALEM

With assistance from Miles Pengilly, Thorn Run Partners, I attended an Oregon Public Ports Association (OPPA) legislative update meeting/reception in Salem on May 1st. We met with local Reps. Anna Williams, Daniel Bonham and Sen. Chuck Thomsen. Also met with the Chairs of the respective Transportation Committees, Rep. Caddie McKeown (Coos Bay) and Sen. Lee Beyer (Springfield). Along with networking with other port representatives, we also crossed paths coming out of Sen. Thomsen's office with Mayor Blackburn and CM Fuller who were also touching base with legislators. Main message was appreciation for HB2017, NEPA progress, discussing possible opportunities with WSDOT re-engagement with the I-5 replacement and other association-related issues.

WASHINGTON LEGISLATIVE SUMMARY

The Washington legislature finished last week and, though there was no funding for a new bridge, HB 1160 ("Transportation Bill") did make reference to a new WSDOT project office that will be opening in Vancouver. Section 306 references that the new office will study different governance structures for the joint administration of the bridges over the Columbia...

*"The work of this project office includes, but is not limited to, the reevaluation of the purpose and need identified for the project previously known as the Columbia river crossing, the reevaluation of permits and development of a finance plan, the reengagement of key stakeholders and the public, and the reevaluation of scope, schedule, and budget for a reinvigorated bistate effort for of the Interstate 5 Columbia river bridge. When the finance plan for the project, the department shall assume that some costs of the new facility may be covered by tolls. *The project office must also study the possible different governance structures for a bridge authority that would provide for the joint administration of the bridges over the Columbia river between Oregon and Washington.* As part of this study, the project office must examine the feasibility and necessity of an interstate compact in conjunction with the national center for interstate compacts." - HB1160 (Sec. 306)(24)(c)*

MEETING/OUTREACH SCHEDULE

- CRGNSA Exec. Dir. Meeting, 5/6. To discuss board presentation.
- SW Washington Regional Transportation Council Board Meeting, 5/7
- ODOT EIS, 5/10
- CRGNSA Board Presentation, 5/14
- ODOT Cultural Resources, 5/20
- Coast Guard Industry Breakfast, Portland, 5/16
- Klickitat County Transportation Meeting, Bingen, 6/5
- Hood River Rotary Bridge Update Presentation, 6/6

This page intentionally left blank.



Ok to pay
Kgreenwood
Bridge Replacement

April 27, 2019
2-5500-150

INVOICE

WSP USA
851 SW 6TH AVE
SUITE 1600
PORTLAND, OR 97204
503-478-2800
503-274-1412

KEVIN GREENWOOD
PORT OF HOOD RIVER
1000 EAST PORT MARINA DRIVE
HOOD RIVER, OR 97031

Invoice Date: April 25, 2019
Invoice No: 860588
Project No: 80550A

Company Legal Name: WSP USA Inc.
Company Tax ID: 11-1531569

Project Manager: Angela Findley
Project: 80550A Hood River Bridge Replacement
Customer Order No: 2018-01
Invoice Description: Invoice 08 PE 31Mar19

Services provided from March 01, 2019 to March 31, 2019

**Summary of Costs
by Top Task**

Task Number	Task Name	Contract Value	Current Invoice	Previously Billed	Total Billed To Date	Contract Balance	Percent Invoiced	Physical % Complete
0	Direct Expenses	\$271,914.00	\$107.16	\$4,606.04	\$4,713.20	\$267,200.80	1.73%	3.00%
1	Project Management	\$382,625.00	\$14,751.72	\$103,890.66	\$118,642.38	\$263,982.62	31.01%	28.40%
2	Public Involvement	\$278,002.00	\$10,586.16	\$96,067.68	\$106,653.84	\$171,348.16	38.36%	41.04%
3	Project Delivery Coordination	\$19,440.00	\$0.00	\$0.00	\$0.00	\$19,440.00	0.00%	0.00%
4	Tolling/Revenue Coordination	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	0.00%
5	Environmental	\$1,046,102.00	\$22,757.34	\$145,618.27	\$168,375.61	\$877,726.39	16.10%	17.83%
6	Engineering	\$790,196.00	\$35,612.92	\$52,136.57	\$87,749.49	\$702,446.51	11.10%	12.99%
7	Transportation	\$153,962.00	\$11,389.26	\$69,584.93	\$80,974.19	\$72,987.81	52.59%	57.89%
8	Permit Assistance	\$205,759.00	\$19,186.94	\$42,496.73	\$61,683.67	\$144,075.33	29.98%	31.41%
Totals		\$3,148,000.00	\$114,391.50	\$514,400.88	\$628,792.38	\$2,519,207.62	19.97%	21.40%

I hereby certify that the charges invoiced are true and correct and include only such charges as were directly incurred in the performance of the work on the project, have not been previously submitted, and are in accordance with the terms and conditions of the Agreement.

Angela Findley
Project Manager

		Budget	Current Invoice	Previously Invoiced	To-Date Invoiced	Amount Remaining	Financial % Complete	Physical % Complete	Performance Ratio (Phys/Fin)
0	Direct Expenses	\$271,914.00	\$107.16	\$4,606.04	\$4,713.20	\$267,200.80	1.73%	3.00%	1.73
	DE Direct Expenses	\$271,914.00	\$107.16	\$4,606.04	\$4,713.20	\$267,200.80	1.73%	3%	1.73
1	Project Management	\$382,625.00	\$14,751.72	\$103,890.66	\$118,642.38	\$263,982.62	31.01%	28.40%	0.92
1.1	Project Management and Coordination	\$277,955.00	\$10,616.49	\$75,462.28	\$86,078.77	\$191,876.23	30.97%	27%	0.87
1.2	Client Progress Meetings	\$68,105.00	\$2,154.19	\$20,181.43	\$22,335.62	\$45,769.38	32.80%	38%	1.16
1.3	Consultant Team Coordination Meeting	\$26,773.00	\$1,981.04	\$7,750.82	\$9,731.86	\$17,041.14	36.35%	27%	0.74
1.4	Change Control	\$8,074.00	\$0.00	\$0.00	\$0.00	\$8,074.00	0.00%	0%	n/a
1.5	Risk Management	\$1,718.00	\$0.00	\$496.13	\$496.13	\$1,221.87	28.88%	30%	1.04
2	Public Involvement	\$278,002.00	\$10,586.16	\$96,067.68	\$106,653.84	\$171,348.16	38.36%	41.04%	1.07
2.1	Public Involvement Plan and Task Coc	\$41,553.00	\$873.42	\$19,822.25	\$20,695.67	\$20,857.33	49.81%	55%	1.10
2.2	Stakeholder Interviews	\$20,615.00	\$0.00	\$18,619.47	\$18,619.47	\$1,995.53	90.32%	100%	1.11
2.3	Media Releases, Fact Sheets, and eNe	\$16,257.00	\$528.36	\$3,979.21	\$4,507.57	\$11,749.43	27.73%	30%	1.08
2.4	Social Media, Digital Ads and Videos	\$8,265.00	\$0.00	\$2,338.29	\$2,338.29	\$5,926.71	28.29%	30%	1.06
2.5	Project Website Support	\$24,770.00	\$3,765.73	\$3,185.72	\$6,951.45	\$17,818.55	28.06%	30%	1.07
2.6	Bridge Replacement Advisory Commit	\$58,568.00	\$2,078.80	\$10,801.78	\$12,880.58	\$45,687.42	21.99%	20%	0.91
2.7	Stakeholder Working Groups	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	0%	n/a
2.8	Public Open Houses	\$52,321.00	\$1,141.50	\$23,230.94	\$24,372.44	\$27,948.56	46.58%	50%	1.07
2.9	Public Comments	\$10,776.00	\$0.00	\$1,121.80	\$1,121.80	\$9,654.20	10.41%	13%	1.25
2.10	Community Outreach Events	\$19,482.00	\$1,207.05	\$7,211.70	\$8,418.75	\$11,063.25	43.21%	45%	1.04
2.11	Environmental Justice	\$16,961.00	\$555.69	\$3,317.24	\$3,872.93	\$13,088.07	22.83%	30%	1.31
2.12	Status Reports	\$8,434.00	\$435.61	\$2,439.28	\$2,874.89	\$5,559.11	34.09%	32%	0.94
3	Project Delivery Coordination	\$19,440.00	\$0.00	\$0.00	\$0.00	\$19,440.00	0.00%	0.00%	n/a
3.1	Project Delivery Coordination	\$19,440.00	\$0.00	\$0.00	\$0.00	\$19,440.00	0.00%	0%	n/a
4	Tolling/Revenue Coordination	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	0.00%	n/a
4.1	Tolling/Revenue Coordination	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	0%	n/a
5	Environmental	\$1,046,102.00	\$22,757.34	\$145,618.27	\$168,375.61	\$877,726.39	16.10%	17.83%	1.11
5.1	Environmental Study Plan and Coordin	\$38,626.00	\$536.63	\$16,684.64	\$17,221.27	\$21,404.73	44.58%	45%	1.01
5.2	Agency Coordination	\$115,512.00	\$10,355.20	\$35,695.64	\$46,050.84	\$69,461.16	39.87%	40%	1.00
5.3	Methodology Memoranda	\$28,246.00	\$2,572.05	\$22,955.30	\$25,527.35	\$2,718.65	90.38%	90%	1.00
5.4	Technical Report, Technical Memorand	\$266,994.00	\$4,918.77	\$32,300.49	\$37,219.26	\$229,774.74	13.94%	15%	1.08
5.5	ESA Section 7 Compliance	\$33,681.00	\$0.00	\$0.00	\$0.00	\$33,681.00	0.00%	0%	n/a
5.6	Cultural / NHPA Section 106 Complian	\$94,111.00	\$1,752.24	\$3,496.67	\$5,248.91	\$88,862.09	5.58%	10%	1.79
5.7	Section 4(f)/Section 6(f)	\$21,595.00	\$352.33	\$0.00	\$352.33	\$21,242.67	1.63%	2%	1.23
5.8	Draft EIS Re-Evaluation	\$48,384.00	\$1,917.78	\$34,274.13	\$36,191.91	\$12,192.09	74.80%	95%	1.27
5.9	Supplemental Draft EIS	\$165,337.00	\$352.34	\$211.40	\$563.74	\$164,773.26	0.34%	1%	2.93
5.10	Responses to Comments on the 2003	\$76,199.00	\$0.00	\$0.00	\$0.00	\$76,199.00	0.00%	0%	n/a
5.11	Mitigation Plan	\$25,668.00	\$0.00	\$0.00	\$0.00	\$25,668.00	0.00%	0%	n/a
5.12	Final EIS	\$95,877.00	\$0.00	\$0.00	\$0.00	\$95,877.00	0.00%	0%	n/a
5.13	Record of Decision, Notice of Availabil	\$29,562.00	\$0.00	\$0.00	\$0.00	\$29,562.00	0.00%	0%	n/a
5.14	Administrative Record	\$6,310.00	\$0.00	\$0.00	\$0.00	\$6,310.00	0.00%	0%	n/a
6	Engineering	\$790,196.00	\$35,612.92	\$52,136.57	\$87,749.49	\$702,446.51	11.10%	12.99%	1.17
6.1	Engineering Coordination	\$147,696.00	\$4,465.00	\$20,971.84	\$25,436.84	\$122,259.16	17.22%	20%	1.16
6.2	Land Survey	\$14,740.00	\$0.00	\$3,980.00	\$3,980.00	\$10,760.00	27.00%	50%	1.85
6.3	Geotechnical	\$174,924.00	\$0.00	\$0.00	\$0.00	\$174,924.00	0.00%	0%	n/a
6.4	Hydraulics	\$30,851.00	\$1,116.88	\$183.49	\$1,300.37	\$29,550.63	4.22%	5%	1.19
6.5	Civil	\$157,499.00	\$29,180.87	\$21,587.28	\$50,768.15	\$106,730.85	32.23%	35%	1.09
6.6	Bridge	\$150,796.00	\$850.17	\$5,413.96	\$6,264.13	\$144,531.87	4.15%	6%	1.44
6.7	Wind Analysis	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	0%	n/a
6.8	Architecture and Simulations	\$73,695.00	\$0.00	\$0.00	\$0.00	\$73,695.00	0.00%	0%	n/a
6.9	Cost Estimating	\$39,995.00	\$0.00	\$0.00	\$0.00	\$39,995.00	0.00%	0%	n/a
7	Transportation	\$153,962.00	\$11,389.26	\$69,584.93	\$80,974.19	\$72,987.81	52.59%	57.89%	1.10
7.1	Methodology Memorandum	\$12,930.00	\$0.00	\$7,785.98	\$7,785.98	\$5,144.02	60.22%	75%	1.25
7.2	Data Review and Collection	\$15,760.00	\$0.00	\$11,308.30	\$11,308.30	\$4,451.70	71.75%	100%	1.39
7.3	Existing and Future No Build Condition	\$42,275.00	\$0.00	\$42,068.26	\$42,068.26	\$206.74	99.51%	100%	1.00
7.4	Build Alternatives Analysis Update	\$29,116.00	\$11,389.26	\$7,424.17	\$18,813.43	\$10,302.57	64.62%	70%	1.08
7.5	Transportation Technical Report	\$28,629.00	\$0.00	\$0.00	\$0.00	\$28,629.00	0.00%	0%	n/a
7.6	Tolling/Revenue Coordination	\$25,252.00	\$0.00	\$998.22	\$998.22	\$24,253.78	3.95%	4%	1.01
8	Permit Assistance	\$205,759.00	\$19,186.94	\$42,496.73	\$61,683.67	\$144,075.33	29.98%	31.41%	1.05
8.1	Permit Plan and Coordination	\$27,552.00	\$956.41	\$17,218.82	\$18,175.23	\$9,376.77	65.97%	70%	1.06
8.2	In-water Permits for Geotechnical Inve	\$17,201.00	\$0.00	\$0.00	\$0.00	\$17,201.00	0.00%	0%	n/a
8.3	US Coast Guard Permit	\$121,142.00	\$14,253.21	\$20,716.63	\$34,969.84	\$86,172.16	28.87%	30%	1.04
8.4	Columbia River Gorge National Scenic	\$16,700.00	\$3,355.26	\$2,866.57	\$6,221.83	\$10,478.17	37.26%	40%	1.07
8.5	U.S. Army Corp of Engineers Permits	\$23,164.00	\$622.06	\$1,694.71	\$2,316.77	\$20,847.23	10.00%	10%	1.00
8.6	Washington State Permits – Reserved	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	0%	n/a
8.7	Oregon State Permits – Reserved	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	0%	n/a
8.8	Washington Local Agency Permits (Cit	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	0%	n/a
8.9	Oregon Local Agency Permits	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	n/a	0%	n/a
Totals		\$3,148,000.00	\$114,391.50	\$514,400.88	\$628,792.38	\$2,519,207.62	19.97%	21.40%	1.07

April 25, 2019

Mr. Kevin Greenwood
Hood River Bridge Replacement Project Director
Port of Hood River
1000 E. Port Marina Drive
Hood River, OR 97031

Subject: Hood River Bridge Replacement Project – Environmental Studies, Design and Permitting
Contract No. 2018-01
Progress Report #8: March 1, 2019-March 31, 2019

Dear Mr. Greenwood:

This progress report summarizes the services performed during this reporting period, issues encountered, and decisions or actions pending for all active tasks. The enclosed invoice includes details on all labor and expense billings. A set of charts are also provided to compare project budget to actual costs by major tasks.

I. Major services performed during this period:

- Submitted draft environmental methodology memoranda; advanced other environmental planning documents through ODOT, WSDOT and FHWA reviews
- Met with the US Army Corps of Engineers, US Coast Guard, Gorge Commission and Lower Columbia River Harbor Safety Committee
- Advanced design and transportation analysis
- Please see following table for detailed progress summary by task

II. Issues encountered:

- US Coast Guard requested the replacement bridge provide 90 feet of vertical clearance.
- Historic/cultural resources and tribal consultation schedule is experiencing delay as more coordination is being conducted with ODOT staff to develop Section 106 strategy and implementation protocols.

III. Decisions or actions pending:

- Confirmation is needed from the USCG that the current bridge design provides adequate vertical and horizontal clearance for its vessels. A meeting is being scheduled to discuss possible options.
- A cost-to-complete will be conducted in July/August to reallocate budget among tasks as needed; in the meantime, a scope/budget change log will be updated to identify out-of-scope work.

Sincerely,
WSP USA, Inc.



Angela J. Findley, PMP
Project Manager

Detailed Progress Summary by Task
Work Performed: March 1-31, 2019

TASK 1. PROJECT MANAGEMENT

1.1 Project Management and Coordination

Work Performed this Month:

- Coordinated with Port and project team.
- Updated the detailed project schedule.
- Prepared a schedule change log to support presentations to the Port's Board of Commissioners meetings.
- Obtained a signed copy of the scope and budget reallocation request.
- Prepared February invoice packet.

Work Scheduled for Next Month:

- Continue coordination with Port and project team.
- Update the detailed project schedule.
- Update the schedule change log.
- Prepare March invoice packet.

1.2 Client Progress Meetings

Work Performed this Month:

- Prepared for and facilitated a client progress meeting on March 22.
- Prepared and distributed the action items log.

Work Scheduled for Next Month:

- Prepare for and facilitate client progress meeting on April 24.

1.3 Consultant Team Meetings

Work Performed this Month:

- Prepared for and facilitated a consultant team meeting with project task leads on March 14 and March 28.

Work Scheduled for Next Month:

- Prepare for and facilitate Consultant team meeting on April 11.

1.4 Change Control (Task has not started)

1.5 Risk Management

Work Performed this Month:

- No activity this period.

Work Scheduled for Next Month:

- Update Risk Management Plan as needed.

Detailed Progress Summary by Task
Work Performed: March 1-31, 2019

TASK 2. PUBLIC INVOLVEMENT

2.1 Public Involvement Plan and Task Coordination

- *Work Performed this Month:*
 - Coordinated with Port and Consultant team to implement the Public Involvement Plan.

Work Scheduled for Next Month:

- Continue coordinating with Port and Consultant team to implement the Public Involvement Plan.

2.2 Stakeholder Interviews – Task Complete

2.3 Media Releases, Fact Sheets and eNewsletters

Work Performed this Month:

- No activity this period.

Work Scheduled for Next Month:

- No activity planned.

2.4 Social Media, Digital Ads and Videos

Work Performed this Month:

- No activity this period.

Work Scheduled for Next Month:

- Coordinate with Port on social media content as needed.

2.5 Project Website Support

Work Performed this Month:

- Summarized website updates for Port to post on the website.

Work Scheduled for Next Month:

- Coordinate with Port on website updates and troubleshooting.

2.6 Bridge Replacement Advisory Committee (now called the EIS Working Group)

Work Performed this Month:

- Coordinated with Port to finalize notes of Meeting #2.

Work Scheduled for Next Month:

- Coordinate with Port to begin planning for Meeting #3.

2.7 Stakeholder Working Group – Task Closed (not used)

2.8 Public Open Houses

Work Performed this Month:

- No activity this period.

Work Scheduled for Next Month:

- No activity planned.

Detailed Progress Summary by Task
Work Performed: March 1-31, 2019

2.9 Public Comments

Work Performed this Month:

- No activity this period.

Work Scheduled for Next Month:

- No activity planned.

2.10 Community Outreach Events

Work Performed this Month:

- Developed a presentation board for community outreach events.

Work Scheduled for Next Month:

- Begin planning for next round of community outreach events; investigate school events and other venues to engage the community.

2.11 Environmental Justice

Work Performed this Month:

- Began planning for next round of EJ outreach events.

Work Scheduled for Next Month:

- Continue planning for next round of EJ outreach events.

2.12 Status Reports

Work Performed this Month:

- Prepared and submitted a final April status report on March 12.

Work Scheduled for Next Month:

- Prepare the May status report.

TASK 5. ENVIRONMENTAL

5.1 Environmental Study Plan and Coordination

Work Performed this Month:

- Coordinated with environmental team and other leads to progress environmental tasks.
- Incorporated Port's review comments and submitted the Final Environmental Study Plan to the Port.

Work Scheduled for Next Month:

- Continue coordination with environmental team and other disciplines.
- Prepare for and hold an environmental technical report kick-off meeting.

5.2 Agency Coordination

Work Performed this Month:

- Prepared draft and final notes for the February 27 meeting with WSDOT; distributed to Port and WSDOT
- Prepared draft, revised draft and final invitation letters to cooperating/participating agencies; coordinated with FHWA to distribute.
- Prepared draft letters to the BIA and tribes for review.

Detailed Progress Summary by Task
Work Performed: March 1-31, 2019

- Prepared for and facilitated a NEPA coordination meeting with ODOT and FHWA on March 15; distributed meeting notes on March 29.
- Prepared for and attended a meeting with the Columbia River Gorge Commission, Hood River County and the Port on March 26.
- Prepared a draft and revised draft Notice of Intent for FHWA review.

Work Scheduled for Next Month:

- Revise the charter for FHWA, ODOT, WSDOT, Port and WSP roles/responsibilities in delivering NEPA per comments received.
- Finalize the meeting notes for the tribal coordination

5.3 Methodology Memoranda

Work Performed this Month:

- Completed and submitted draft methodology memoranda for Port and ODOT review.

Work Scheduled for Next Month:

- Submit draft methodology memoranda to WSDOT for review
- Incorporate ODOT, WSDOT and Port comments; submit a revised draft methodology memo for FHWA review; incorporate FHWA comments and submit final memo.

5.4 Technical Reports, Memoranda and Study Updates

Work Performed this Month:

- Begin preparing for technical work, developing data collection plans, conducting literature review

Work Scheduled for Next Month:

- Hold a technical report kick-off on April 22.
- Continue conducting technical work, developing data collection plans, conducting literature review, and preparing reports.

5.5 ESA Section 7 Compliance (Task has not started)

5.6 Cultural/NHPA Section 106 Compliance

Work Performed this Month:

- Determined a State of Oregon Archaeological Permit is not needed.
- Prepared for, attended and facilitated a cultural resource coordination meeting with ODOT on March 15.

Work Scheduled for Next Month:

- Revise the Draft Area of Potential Effects (APE)/Methodology Memo for historic/cultural resources for Port and ODOT review; include a baseline scan of historic and cultural resources.

Detailed Progress Summary by Task
Work Performed: March 1-31, 2019

5.7 Section 4(f)/Section 6(f) Evaluation

Work Performed this Month:

- Began technical analysis to prepare the Section 4(f)/6(f) evaluation.

Work Scheduled for Next Month:

- Continue technical analysis to prepare the Section 4(f)/6(f) evaluation.

5.8 Draft EIS Re-Evaluation

Work Performed this Month:

- Began finalizing the Draft EIS Re-evaluation.

Work Scheduled for Next Month:

- Submit the Draft EIS Re-evaluation to FHWA for signature.

5.9 Supplemental Draft EIS

Work Performed this Month:

- Began developing project maps/descriptions to support the EIS and technical reports.

Work Scheduled for Next Month:

- Continue developing project maps/descriptions to support the EIS and technical reports.

5.10 Responses to Comments (Task has not started)

5.11 Mitigation Plan (Task has not started)

5.12 Final EIS (Task has not started)

5.13 Record of Decision (Task has not started)

5.14 Administrative Record (Task has not started)

TASK 6. ENGINEERING

6.1 Engineering Coordination

Work Performed this Month:

- Coordinated with Consultant team to support environmental, agency coordination and permitting tasks with design-related information.

Work Scheduled for Next Month:

- Continue providing design support to establish a design footprint for the environmental technical analysis

6.2 Land Survey

Work Performed this Month:

- Aerial imagery collected on March 19; began post-processing.

Work Scheduled for Next Month:

- Complete post-processing and prepare base map files.

Detailed Progress Summary by Task
Work Performed: March 1-31, 2019

6.3 Geotechnical

Work Performed this Month:

- No work this period.

Work Scheduled for Next Month:

- Begin coordination for in-water work permits for geotechnical investigations.

6.4 Hydraulics

Work Performed this Month:

- Evaluated Solmar Hydro XYZ data for possible use in the project hydraulic model.
- Completed bathymetric field survey on March 31.

Work Scheduled for Next Month:

- Complete post-processing of data; submit data.
- Begin hydraulic modeling.

6.5 Civil

Work Performed this Month:

- Continued refining roadway temporary and permanent impact footprint.
- Continued refining stormwater temporary and permanent impact footprint.

Work Scheduled for Next Month:

- Continue refinement as needed to support Task 5
- Coordinate with ODOT and WSDOT design staff on bridge approaches and other roadway and pedestrian/bicycle connections.

6.6 Bridge

Work Performed this Month:

- Continued refining Bridge temporary and permanent impact footprint.
- Investigated the extent that the current bridge design supports a 90-foot vertical clearance.

Work Scheduled for Next Month:

- Continue refinement as needed to support Task 5.
- Develop exhibits to convey 90- and 80-foot vertical navigation prisms.

6.7 Reserved

6.8 Architecture and Simulations

Work Performed this Month:

- No work this period.

Work Scheduled for Next Month:

- Begin review of existing material and Columbia River Gorge guidelines and development of architectural concepts.

Detailed Progress Summary by Task
Work Performed: March 1-31, 2019

6.9 Cost Estimating (Task has not started)

TASK 7. TRANSPORTATION

7.1 Methodology Memorandum

Work Performed this Month:

- No activity.

Work Scheduled for Next Month:

- Finalize memo as part of the Transportation Report.
- Close task.

7.2 Data Review and Collection – Task Complete

-

7.3 Existing and Future No Build Conditions – Task Complete

7.4 Build Alternatives Analysis

Work Performed this Month:

- Continued developing the future build conditions.

Work Scheduled for Next Month:

- Complete analysis the future build conditions.
- Close task.

7.5 Transportation Technical Report

Work Performed this Month:

- No work this period.

Work Scheduled for Next Month:

- Begin developing the technical report.

7.6 Tolling/Revenue Coordination

Work Performed this Month:

- No activity this period.

Work Scheduled for Next Month:

- No activity planned.

TASK 8. PERMIT ASSISTANCE

8.1 Permit Plan and Coordination

Work Performed this Month:

- Continued to update plan as information is gained.

Work Scheduled for Next Month:

- Continue to meet with state and local agencies and/or update plan as needed.

Detailed Progress Summary by Task
Work Performed: March 1-31, 2019

8.2 In-water Permits for Geotechnical Investigations

Work Performed this Month:

- No work performed this period.

Work Scheduled for Next Month:

- Begin developing permit application materials for in-water geotechnical investigations.

8.3 US Coast Guard Permit

Work Performed this Month:

- Continued preparing the Navigation Impact Report.
- Logged and analyzed vessel survey responses.
- Developed and gave a presentation to the Lower Columbia River Harbor Safety Committee on March 13.
- Attended and facilitated a meeting with USACE and USCG on March 14.

Work Scheduled for Next Month:

- Continue preparing the Navigation Impact Report.
- Continue logging and analyzing vessel survey responses; follow up with non-responders.
- Coordinate with USCG to schedule a follow-up meeting to discuss options to provide 90-foot vertical clearance for USCG vessels.

8.4 Columbia River Gorge NSA Permit

Work Performed this Month:

- Prepared for a meeting with the Columbia River Gorge Commission and local agency staff on March 26.

Work Scheduled for Next Month:

- Schedule a follow-up meeting with Columbia River Gorge staff, including the US Forest Service and Hood River County.

8.5 US Army Corps of Engineers Permits

Work Performed this Month:

- Prepared for a meeting with USACE and USCG on March 14.
- Prepared a draft letter of no objection from the Port regarding the non-Federal sponsor of the river reach surrounding the Hood River Bridge; incorporated Port's review comments.

Work Scheduled for Next Month:

- Prepare and distribute draft notes from the joint USACE and USCG meeting.
- Submit a final letter of no objection from the Port regarding the non-Federal sponsor of the river reach surrounding the Hood River Bridge; coordinate with USACE to obtain a response.

This page intentionally left blank.

Commission Memo

Prepared by: Anne Medenbach
Date: May 7, 2019
Re: Cloud Cap Technologies Terms Approval



Staff has been working with Cloud Cap Technologies for over a year regarding a new lease wherein they would take full occupancy of the Wasco building. Staff has reached final negotiations with Cloud Cap's realty team and the final proposed terms are attached.

Cloud Cap is owned by a national company, UTAS, which has a long approval process. Cloud Cap's lease expires June 30. It is not possible to have the Lease Document approved on May 21st because the Port is still finalizing a Lease Strategy of which this Lease will be a part.

Staff proposes that the Commission approve the Lease terms (attached) on May 7th. These have been approved by Cloud Cap and will be the basis for the Lease document. By approving the terms now, Cloud Cap can move through the approval process with staff and our respective legal counsel with plenty of time before Lease expiration.

RECOMMENDATION: Approve Lease Terms for Cloud Cap Technologies Inc. in the Wasco Building.

This page intentionally left blank.

Cloud Cap Technology Lease Terms

May 3, 2019

1. Location: 205 Wasco Loop
2. Existing and Available Square footage for Lease:
 - a. 5,395 sf- currently occupied by Cloud Cap
 - b. 4,844 currently occupied by Renaissance, likely vacating June 30, final expiration and latest vacation date is August 31, 2019
3. Square footage available for Lease as of August 1, 2019
 - a. 1073 sf Pacific Source
 - b. 310 MCACC
 - c. 207 CRY Consulting

Cloud Cap will be taking ALL space in the building as the above leases expire. Common area will also be included for a total rentable square footage of 14,857 to be confirmed with a floor area survey prior to Lease execution.

4. Base rate will be \$0.98/sf + annual CPI increases and will be assessed on the entire 14,857 sf.
5. Term will be one four (4) year term with two (2) year extension options for a total of 8 years.
6. Maintenance Item responsibilities:
 - a. Port Responsibilities to be passed through as Additional Rent: Electric, Gas, Water, HVAC maintenance, elevator maintenance, gorge net ER phone & Elevator lines, landscape maintenance, snow removal and parking lot maintenance, building system electrical issues, plumbing fixture replacement and repair.
 - b. Tenant direct pay responsibilities: Garbage, janitorial, internet, door security, light replacement, fixture electrical and plumbing maintenance.
7. Tenant improvement allowance: \$5.00 per sf of all useable space or \$59,145. Tenant Improvement allowance will need to be utilized no later than July 1, 2020.
8. Estimated Additional rent amount based on 2017/18 reconciliations:

Reimbursible			
Electric	\$ 19,973.00		
Gas	\$ 4,435.00		
Water	\$ 10,066.00		
Garbage	Tenant		
HVAC	\$ 2,654.00		
Janitorial	Tenant		
Elevator	\$ 3,714.00		
Fire security	\$ 1,260.00		
ER Phone line	\$ 1,200.00		
Door security	Tenant		
Taxes	\$ 27,913.00	annual psf	monthly psf
	\$ 71,215.00	\$ 4.79	\$ 0.40

9. Existing CAD drawings retained by the Port will be given to Cloud Cap prior to Lease execution.

10. Real Estate Fees per Port policy

a. 3% of anticipated lease revenue payable to the Port for the first three years.

Year	sf * 1.025	Square Feet	Monthly Revenue	Annual revenue	Real Estate Fees
1	\$ 0.98	14857	\$ 14,559.86	\$ 174,718.32	\$ 5,241.55
2	\$ 1.00	14857	\$ 14,923.86	\$ 179,086.28	\$ 5,372.59
3	\$ 1.03	14857	\$ 15,228.43	\$ 182,741.10	\$ 5,482.23
4	\$ 1.05	14857	\$ 15,609.14	\$ 187,309.63	\$ 3,746.19
RE fees payable upon lease execution					\$ 19,842.56

b. 2% of anticipated lease revenue payable to the Port for the remainder of the term up to 10 years upon exercise of each renewal option.

Year	sf * 1.025	Square Feet	Monthly Revenue	Annual revenue	Real Estate Fees
5	\$ 1.08	14857	\$ 15,999.36	\$ 191,992.37	\$ 3,839.85
6	\$ 1.10	14857	\$ 16,399.35	\$ 196,792.18	\$ 3,935.84
RE Fees payable upon renewal					\$ 7,775.69
7	\$ 1.13	14857	\$ 16,809.33	\$ 201,711.98	\$ 4,034.24
8	\$ 1.16	14857	\$ 17,229.57	\$ 206,754.78	\$ 4,135.10
RE Fees payable upon renewal					\$ 8,169.34