



## AGENDA: REGULAR SESSION

WEDNESDAY, OCTOBER 17, 2018

WASCO COUNTY BOARD OF COMMISSIONERS

WASCO COUNTY COURTHOUSE, RM #302, 511 WASHINGTON ST, THE DALLES, OR 97058

**PUBLIC COMMENT:** *Individuals wishing to address the Commission on items not already listed on the Agenda may do so during the first half-hour and at other times throughout the meeting; please wait for the current speaker to conclude and raise your hand to be recognized by the Chair for direction. Speakers are required to give their name and address. Please limit comments from three to five minutes, unless extended by the Chair.*

**DEPARTMENTS:** Are encouraged to have their issue added to the Agenda in advance. When that is not possible the Commission will attempt to make time to fit you in during the first half-hour or between listed Agenda items.

**NOTE:** With the exception of Public Hearings, the Agenda is subject to last minute changes; times are approximate – please arrive early. Meetings are ADA accessible. For special accommodations please contact the Commission Office in advance, (541) 506-2520. TDD 1-800-735-2900. If you require an interpreter, please contact the Commission Office at least 7 days in advance.

*Las reuniones son ADA accesibles. Por tipo de alojamiento especiales, por favor póngase en contacto con la Oficina de la Comisión de antemano, (541) 506-2520. TDD 1-800-735-2900. Si necesita un intérprete por favor, póngase en contacto con la Oficina de la Comisión por lo menos siete días de antelación.*

<b>9:00 a.m.</b>	<b>CALL TO ORDER</b> Items without a designated appointment may be rearranged to make the best use of time. Other matters may be discussed as deemed appropriate by the Board. <b>Corrections or Additions to the Agenda</b> <u><a href="#">Discussion Items</a></u> (Items of general Commission discussion, not otherwise listed on the Agenda) ; <u><a href="#">HMGP Program</a></u> ; <u><a href="#">Planning Commission Appointments</a></u> ; <u><a href="#">Summit Ridge Support Letter</a></u> ; <u><a href="#">D21 Amendment</a></u> <u><a href="#">Consent Agenda</a></u> (Items of a routine nature: minutes, documents, items previously discussed.) <u><a href="#">Minutes: 10.3.2018 Regular Session</a></u>
<b>9:30 a.m.</b>	<u><a href="#">Wasco County 2040 Periodic Review Goal 3 – Public Hearing</a></u> – Kelly Howsley-Glover
<b>9:40 a.m.</b>	<u><a href="#">Sheriff's Report: Search &amp; Rescue</a></u> – Lane Magill
<b>10:00 a.m.</b>	<u><a href="#">Quarterly Finance Report</a></u> – Debbie Smith-Wagar
<b>10:10 a.m.</b>	<u><a href="#">NORCOR Management Plan</a></u> – Molly Rogers
<b>10:40 a.m.</b>	<u><a href="#">Statewide Transportation Fund Plan/Project List</a></u> – Jessica Metta
<b>11:00 a.m.</b>	<u><a href="#">CGCC Project</a></u> – Dan Spatz
	<b>COMMISSION CALL</b>
	<b>NEW/OLD BUSINESS</b>
	<b>ADJOURN</b>

If necessary, an Executive Session may be held in accordance with: ORS 192.660(2)(a) – Employment of Public Officers, Employees & Agents, ORS 192.660(2)(b) – Discipline of Public Officers & Employees, ORS 192.660(2)(d) – Labor Negotiator Consultations, ORS 192.660(2)(e) – Real Property Transactions, ORS 192.660(2)(f) To consider information or records that are exempt by law from public inspection, ORS 192.660(2)(g) – Trade Negotiations, ORS 192.660(2)(h) – Conferring with Legal Counsel regarding litigation, ORS 192.660(2)(i) – Performance Evaluations of Public Officers & Employees, ORS 192.660(2)(j) – Public Investments, ORS 192.660(2)(m) – Security Programs, ORS 192.660(2)(n) – Labor Negotiations



**WASCO COUNTY BOARD OF COMMISSIONERS  
REGULAR SESSION  
OCTOBER 17, 2018**

**PRESENT:** Steve Kramer, Chair  
Scott Hege, Vice-Chair  
Rod Runyon, County Commissioner

**STAFF:** Kathy White, Executive Assistant  
Tyler Stone, Administrative Officer

At 9:00 a.m. Chair Kramer opened the Regular Session with the Pledge of Allegiance.

Additions to the Discussion List:

- Dell Road Outcome
- Election Update
- Building Codes Update

<b>Discussion List – Hazard Mitigation Grant Program</b>
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Mr. Stone stated that during the summer fires the County declared an emergency twice – once for the Substation Fire and again for the South Valley Fire. Those declarations open the door for hazard mitigation funding for approximately \$1million, some of which will be shared with Sherman County as the Substation Fire also burned into their area. He said that there is a 25% matching component for the grant.

Mr. Stone went on to say that Emergency Manager Juston Huffman has been getting the word out to eligible entities; as of today, no one has expressed an interest in applying for and managing the grant. He reported that there are a lot of ideas of how the funds could be applied; in the County's letter of intent, we have focused on one or two large projects with long-term, far-reaching impact – broadband deployment and communication. He explained that they would take the connectivity that exists in The Dalles east rather than west – right now they go to Portland and Seattle. He reminded the Board that the predicted impact of the

Cascadia event would knock both those systems out. He said that another piece of the plan is the ability to tie in the fiber networks from Wasco, Sherman and Gilliam Counties for redundancy. He added that the letter does not limit the use of the funds; it just puts forward an idea.

**\*\*\*The Board was in consensus to sign the letter of intent to apply for the Hazard Mitigation Grant.\*\*\***

Commissioner Runyon asked if the grant funds are intended for clean-up. Mr. Stone replied that they could but there are other funding sources for that work.

Commissioner Runyon asked that if other entities come forward to apply, would they provide the match. Mr. Stone responded that if they want to use the dollars, they have to provide the match.

Mr. Huffman added that it was an unprecedented fire season. He said that Wasco County's maximum grant portion would be approximately \$850,000.

#### Discussion List – Planning Commission Appointments

Vice-Chair Hege explained that there were two openings on the Planning Commission for alternates – a program started several years ago to create a smooth transition for Planning Commissioners. He said that the Advisory Committee, composed of a County Commissioner, two Planning Commissioners, the County Planning Director and a City Planning Director, reviewed three applications and interviewed the applicants. He reported that all three were qualified and would be good additions to the Commission.

Vice-Chair Hege continued by saying that the two being recommended by the Committee are Kathleen Willis and LeRoy Booth, both of whom have been involved in the 2040 process. Ms. Willis is a former attorney. He added that perhaps the third applicant can be added when another vacancy occurs.

**\*\*\*Commissioner Runyon moved to approve Orders 18-040 and 18-041 appointing Kathleen Willis and LeRoy Booth to the Wasco County Planning Commission. Vice-Chair Hege seconded the motion which passed unanimously.\*\*\***

#### Discussion List – Summit Ridge Letter of Support

Wasco County Long-Range Planner Kelly Howsley-Glover explained that the applicant has reduced the size of the original application for a wind farm and has

had a number of extensions as they work to get the project started. They are asking for another 2-year extension. She said that the Planning Department has consulted with the Oregon Department Energy who advised they would like a letter of support from the County for the extension.

Vice-Chair Hege noted that there is a new owner for the project.

**\*\*\*The Board was in consensus to sign the letter of support for the Summit Ridge Wind Farm application extension.\*\*\***

**Discussion Item – District 21 IGA Amendment #1**

Ms. White explained that this amendment was approved and signed by the City of The Dalles prior to the County receiving notice of the amendment. She said that the original agreement restricted expenditure of funds to “curb appeal” projects for The Dalles High School. The amendment allows the funding to be used to support the proposed capital improvements which are part of a long-term plan to address traffic safety issues associated with the drop-off and pick-up of students at Dry Hollow Elementary School.

**{{Vice-Chair Hege moved to approve the first amendment to the intergovernmental agreement between city of The Dalles, Wasco county, and North Wasco County School District #21 concerning distribution and use of annual project fees paid pursuant to the Enterprise Zone Tax Abatement Agreement executed 09/24/2013. Commissioner Runyon seconded the motion which passed unanimously.}}**

**Discussion Item – Dell Road Update**

Public Works Director Arthur Smith reported that at the direction of the Board he partnered with the residents of Dell Road to improve the condition of the road. He had explained to the residents that they would need to contribute \$7,000 to the effort. He said that about three weeks ago, they deposited that amount with the County. After the first substantial rain, the Road Crew went out and did the work – installing new culverts and repairing old culverts to dramatically improve drainage on the stretch of road. In addition they brought in gravel and smoothed it out. He stated that the residents are very happy; he characterized the work as a hand up rather than a hand out – it was very successful.

The Board expressed their gratitude for the efforts of the Public Works Department in working with the residents for a good outcome.



#### Discussion Item – Elections Update

County Clerk Lisa Gambee reported that ballots for the November 6<sup>th</sup> election will go out today and should be received in three to seven days. She went on to say that Chief Deputy David McGaughey has resigned his position and she is looking to fill that position. She added that although he will be leaving before the election, her office is set to run the election.

Ms. Gambee stated that 17,500 ballots will be going out; numbers are up due to the Oregon Motor Voter program. She noted that at the last gubernatorial election, we had a 74% turnout – that would represent 13,000 votes to count if it holds true for this election.

#### Consent Agenda – 10.3.2018 Regular/Work Session Minutes

**{{Vice-Chair Hege moved to approve the Consent Agenda. Commissioner Runyon seconded the motion which passed unanimously.}}**

Planning Director Angie Brewer introduced Daniel Dougherty as their newest Associate Planner who has moved from New Orleans to join our team. Mr. Dougherty said that he served in the Army with Intelligence but did some work in Iraq similar to planning and loved it. He said that he had his degree in business but went back to study law and planning. He said he is happy to be here.

Ms. Howsley-Glover said that the Board will hear about Work Task 3 at today's hearing. On November 6, 2018, the Planning Commission will hear 5-8 of 19 tasks. Those will come to the Board of Commissioners in January. She added that she is in the planning stages for the next road show where they will be talking about some controversial items and expect good turn-outs. She said that the State is pleased with our progress as we are ahead of schedule.

#### Agenda Item – Public Hearing

At 9:30 a.m. Chair Kramer opened a public hearing to review a recommendation made by the Wasco County Planning Commission for a legislative hearing to consider approving amendments to the Wasco County Comprehensive Plan primarily relating to policies and implementation strategies for Citizen Involvement and Land Use Planning. Amendments also include the adoption of a new format for the plan. These amendments relate to work task #3 of Wasco County's Periodic Review to update the Comprehensive Plan.

After explaining the process to be followed he asked the following questions:

- Does any Commission member wish to disqualify themselves for any personal or financial interest in this matter? There were none.
- Does any member of the audience wish to challenge the right of any Commission member to hear this matter? There were none.
- Is there any member of the audience who wishes to question the jurisdiction of this body to act on behalf of Wasco County in this matter? There were none.

He then asked staff if there had been any changes since the Ordinance was presented at the October 3, 2-18 hearing.

Long-Range Planner Kelly Howsley-Glover replied that there have been no changes. She went on to say that Work Task 3 is to update the agricultural chapter of the Comprehensive Plan. The proposals are not substantive and deal with historical corrections, formatting, updates for accuracy and to reflect changes from 1983 to now. She concluded by saying that this is a critical category and she expects additional edits through the 2040 process.

Chair Kramer opened the floor to public comment; there being none, he opened deliberations of the Board.

**{{{Commissioner Runyon moved to approve Ordinance 18-003 in the matter of the Wasco County Planning Commission's request to approve proposed periodic review legislative amendments to update the land use and development ordinance related to citizen involvement and land use planning goals, chapters 32 of Wasco county 2040, the Comprehensive Plan (file number 921-18-000097). Vice-Chair Hege seconded the motion which passed unanimously.}}}**

Chair Kramer closed the hearing at 9:27 a.m.

<b>Agenda Item – Sheriff's Report/Search &amp; Rescue</b>
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Sheriff Lane Magill reported that Deputies Routson and Swiger have nearly completed the hiring process with the Oregon State Police; he expects their resignations soon. Nolan Randall will graduate from the academy the first week of November; Cole Vessey is onboard and will start the academy in November. Patrick Stover is in background and should be onboard November 10<sup>th</sup>. He said

that he will be working with Human Resources regarding next steps for the remaining twelve applicants.

Sheriff Magill stated that he is working on the transition program at NORCOR; there is a NORCOR Board meeting tomorrow – Executive Director Bryan Brandenburg will leave October 31<sup>st</sup>. He said that Sheriff Lohrey will be administering the adult side of the facility and he (Sheriff Magill) will take a voting seat on the Board.

Sheriff Magill said that over the years the County has received Title III funding allocated for forest improvement and search and rescue equipment and operations. A few years ago the money was restricted so that it could not be used to purchase equipment for the program – only for one-time, event related purposes. He said that as a result, some counties would acquire equipment to respond to an event only to dispose of it afterward as it could not be kept and used for another event.

Sheriff Magill went on to say that the Sheriff's Association worked with Senators Wyden and Merkley to successfully change that restriction. Once the funds became more flexible, he went to his Search and Rescue Team and asked them to create a strategic plan (included in the packet) – it is not yet complete, but nearly so. One of the items identified is the need for new or upgraded equipment such as ATVs; the equipment we have is over 10-years old and not always adequate for the mission. In addition, the bus being used as a command center does not hold more than three people; we need something bigger that can house equipment and get people out of the weather for triage. He said that he hopes to begin the bidding process next month for ATVs and a trailer.

Commissioner Runyon asked how much is in the Search and Rescue fund. Sheriff Magill replied that it is somewhere between \$260,000 and \$270,000.

Commissioner Runyon asked what the specifications are for the trailer. Sheriff Magill responded that it holds the ATV, will have heaters, awnings to extend weather coverage, windows, desks and space for maps. He said he will have a design that he can share with the Board. He expects it will be 24-26 feet.

Chair Kramer suggested that the Sheriff check into Senator Wyden's FRESH idea which may become a bill that would eliminate the Title programs. He said that it is the new forest resiliency plan. Sheriff Magill said he believes we no longer receive Title funding. Mr. Stone agreed and cautioned that these purchases will

deplete the funds held for Search and Rescue costs – meals, overtime, etc. Sheriff Magill noted that the vast majority of incidents have been responded to without using the search and rescue funds.

#### **Agenda Item – Quarterly Finance Report**

County Consultant Debbie Smith-Wagar reported that the finance department is in the middle of the annual audit. She stated that they have been turning over information and meeting the deadlines set by the auditors. She said that she is in contact with the auditors who will be onsite tomorrow and Friday to finish the major portion of their field work.

Ms. Smith-Wagar went on to say that although the County's financial statements used to be completed by the auditor, we have grown enough that we need to be doing our own; staff is currently working on that. She added that GASB has made a lot of changes to which the staff will be responding.

Ms. Smith Wagar said that it feels really good this year. Pauly Rogers does audits around the state and it is good to have a fresh set of eyes on our work; they have made some good suggestions for improvements. She said that this has been a positive experience for the County and she has no concerns; we are well ahead of where we were last year at this time.

Mr. Stone pointed out that the County has focused on checks and balances, reconciliations and software integrations. He asked if Ms. Smith-Wagar is satisfied with where we are in those areas. Ms. Smith-Wagar replied affirmatively, adding that we need to work on transitioning her out. In order to do that, the Finance Manager will need to get up to speed – she is progressing very well and learning more about local government. The goal is to have the Finance Manager and the Finance Director able to review one another's work; currently, Ms. Smith-Wagar is reviewing the Director's work.

#### **Agenda Item – NORCOR Management**

Juvenile Services Director Molly Rogers reported that at the last NORCOR Board of Directors meeting they decided to move forward with the plan for the administration and management of the facility. Ms. Rogers will administer the juvenile side and Sherman County Sheriff Brad Lohrey will administer the adult side. She said that regarding the level of commitment and impacts from her department, she has approached it differently from Mr. Stone.

Ms. Rogers stated that on average she expects it to take approximately ten hours

per week with a larger share of time in the beginning. She said that this plan will be re-evaluated at the end of the fiscal year. The IGA (attached) sets out expectations and compensation to Wasco County.

Mr. Stone said that yesterday NORCOR released amendments to their bylaws. The only thing that jumped out is that the juvenile directors' representative continues to be a non-voting member which is a NORCOR discussion. He explained that the compensation in the proposed IGA is a fully loaded hourly rate for 10 hours a week; if it is more than that, we will bill on an hourly basis to cover the costs.

Mr. Stone continued by saying that what is not in this version is the lost work product; NORCOR needs to understand that they are not covering that. He said that in the short term, that may not be necessary but if the agreement is extended, we need to recognize that as we may need to hire someone to fill the gap. He stated that he also wants to bill at the loaded rate for the group exercise with department staff.

Ms. Rogers said that she does not want that piece of the reimbursement as she believes it can be incorporated into work the current staff is already doing. She said that the current cognitive behavioral services need to be increased in order to attain more contracts. Her commitment is to have her staff work at NORCOR up to 12 hours per week in groups until NORCOR can hire staff for that. She said that she believes Oregon Youth Authority will sign a contract once Mr. Brandenburg is gone. She explained that the NORCOR staff has not had professional development in years and it will take time to get them up to speed.

Mr. Stone commented that we do not have to bill for the time but we need the mechanism included in the agreement. He said that if we don't, there will be an expectation that we will provide that service without the expectation for reimbursement. He said that we have seen that happen in the past – if expectations are not set in writing, it is left to interpretation. Ms. Rogers said that she can appreciate that but her goal is to keep the facility open.

Commissioner Runyon pointed out that the agreement will have to be approved by both the County and NORCOR. Ms. Rogers said that it will be presented to the NORCOR Board tomorrow.

Vice-Chair Hege observed that if we need to hire someone to fill the gap created by Ms. Rogers' time away from the County, the reimbursement from NORCOR for

her compensation can be used for that.

**\*\*\*The Board was in consensus to move the NORCOR/Wasco County IGA for the provision of administrative services for the Juvenile Detention Facility for review by the NORCOR Board of Directors.\*\*\***

Chair Kramer called a recess at 10:28 a.m.

The Session reconvened at 10:35 a.m.

**Agenda Item – Statewide Transportation Improvement Fund Plan**

MCEDD Deputy Director Jessica Metta reviewed the memo included in the Board Packet. She explained that the application is due by November 1<sup>st</sup> and is submitted online. She reported that the STIF Advisory Committee has met twice to develop and prioritize a list of projects (included in the Packet) that meet the intentions of the fund. She stated that once the application and plan are approved, they will be held accountable to meeting the goals they set forth.

Ms. Metta announced that they have just received a grant that will fund the deviated fixed route which will be in addition to call-ins for rides. They can deviate from the route to pick up someone with a disability. She provided a new project list (attached) with adjusted dollar figures. She explained that the state asked for two lists – one that would spend 100% of the grant funding and one that would spend 130% of the funding in case more money became available. Ms. Metta said that the first list actually exceeds the 100% and the lowest priority item may have to be abandoned. She reviewed the list.

Vice-Chair Hege asked if there is transportation in Dufur. Ms. Metta said that there is in response to a call but that it will not be part of the fixed route. He asked why they do not do the e-ticketing now as it is very low-cost. Ms. Metta said that they are considering that.

**{{Vice Chair Hege moved to approve the Statewide Transportation Improvement Fund as presented. Commissioner Runyon seconded the motion which passed unanimously.}}**

**Agenda Item – Columbia Gorge Community College Request**

CGCC Resource Development Director Dan Spatz explained that the State grant, originally intended for developing the Hood River campus, is a dollar for dollar match grant. He said that when the plans for Hood River fell through, they were

able to apply the grant to The Dalles campus, through the efforts of then State Representative John Huffman. The original grant included plans for land acquisition in Hood River. Since, there is already adequate space available at The Dalles campus, funding can go directly toward development.

Mr. Spatz went on to say that the combination of the grant and matching dollars is \$14.6 million – far more than is needed for the proposed Skills Center. The college conducted a market study which revealed that the local demographics for the target age group will be virtually static over the next decade and will not be enough to support the Skills Center. On-campus housing will attract students from out of the area; there are 1,200 or more diesel technicians needed in our larger region. He said that the Skill Center may not be supportable without the housing component.

Mr. Spatz acknowledged concerns about the housing piece of the project and suggested that they would use all of the college's \$3.8 million contribution and the \$3.5 million from the City and County to build the Skills Center. He went on to say that he realizes that negotiations have not resulted in the \$3.5 million commitment, but CGCC could work with the City and County for the debt service. He proposed that the City and County cover the first three years of the debt service for the entire \$7.3 million; in year four, CGCC would take on the debt service for \$3.8 million in addition to paying the City and County back for the first three years of service on that amount.

The Dalles Mayor Steve Lawrence said that one of the things that happens is that businesses looking to locate in our area come in and are concerned with opportunities for education. He stated that the Skills Center will provide more than the K-14 model and also feeds into the STEM training. He pointed out that this lends itself to the idea of using enterprise zone funds. He said that the Taylor Lake project will generate a minimum of \$1.2 million annually for 15 years; debt service will be just a fraction of that amount. He said that we are experiencing economic growth and this supports that growth.

Mayor Lawrence continued by saying that this idea was presented to The Dalles City Council where it received a positive response. He said that the money is there but the timing may be off for the enterprise zone funds. He stated that as he understands it you can structure a loan to time the payments in a way that could work with the current circumstances. He noted that the enterprise zone team has not yet made a recommendation for the use of the Taylor Lake project funds. He said he would advocate strongly for this project.

CGCC President, Dr. Marta Cronin, said that they would not be here asking for this funding without doing their due diligence. She said that the flexible space will allow the college to adapt to the needs of the market over time.

CGCC Chief Academic Officer Lori Ufford said that one barrier to programming is the lack of flexible space. She reported that the high school buses kids in every day to participate in the welding program – a program that could be expanded if the college had the space.

Commissioner Runyon noted that Sherman County funded the welding program. He asked if the college has spoken to them about funding. He pointed out that the students they are talking about making use of the housing are from neighboring counties. Mr. Spatz responded that he has not talked to them about this and perhaps should.

Mayor Lawrence commented that this is for infrastructure; the college will be responsible for the programming.

Commissioner Runyon asked if the enterprise zone team has met to discuss this. Mayor Lawrence replied that they have not but are working to get a meeting on the calendar. He said they will have to make the recommendation.

Vice-Chair Hege said that during the recent Community Outreach Team's trip to Washington DC, they talked about career and vocational education. He reported that at the federal level, the Department of Labor supports vocational programs and he feels good that there will continue to be support for that in the future. He stated that there is more funding for programs than infrastructure and he believes the CGCC proposal is a good idea and a good use of funds. He said that he is happy that District 21 and Mid-Columbia Fire and Rescue support it. He added that he is concerned about County Counsel's memo regarding encumbering future Commissions. He said that his initial idea is not to take on a 15-year debt; he would like to pay it off in the first four years to reduce the interest payment.

Commissioner Runyon asked if the existing land can be used as part of the match requirement. Mr. Spatz replied that the grant is designed as a dollar for dollar match. He said that CGCC has to have a demonstrated bank account for that by January 31, 2019.

Commissioner Runyon said that were this project to be recommended and the



City and County move forward with it, he would also like to see a short-term payback.

Vice-Chair Hege observed that when the Taylor Lake project was being produced, he had opportunities to talk to the union president who was very supportive of having an apprenticeship shop here.

Commissioner Runyon asked what the revenue will be from the housing unit. Mr. Spatz replied that they are not looking to make money on the housing, just to be able to support it.

Commissioner Runyon asked what would be done with the funds were they to generate revenue through the housing units; would they give back to the enterprise zone? Mr. Spatz said that they could negotiate that point.

Chair Kramer asked if program development would run alongside of this project so that the programs are ready when the doors open. Mr. Spatz replied that they talk about that all the time; it is the goal. Commissioner Kramer said that there have been some conversations with county management and he would want to vet their concerns so that we as a county have done due diligence to meet our future needs.

#### **Discussion Item – Building Codes Management**

Mr. Stone reported that he had participated in a conference call organized by the City of The Dalles Planning Director. The call included the City and Wasco County Planning Directors, representatives of MCCOG Building Codes participating counties and State Building Codes Administrator Mark Long. He said that the conversation provided more detail of what some of the impacts of various choices would be:

- If Wasco County turns the program over, it will go back to the State along with the reserve funds.
- If the City of The Dalles takes the program, they could only assume the program for the City proper – not the urban growth areas or the County.
- If the City takes the program the State would not contract back to cover the areas outside of the City – they would provide those services out of another office.

Mayor Lawrence asked if Wasco County would have to take on the other counties should it decide to keep the program. Mr. Stone replied that each county has

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control of their own programs; they are each currently contracting with us but can give it back to the State or contract with someone else.

Mayor Lawrence asked if the reserve funds can be used for start-up costs. Mr. Stone replied that they can as long as it is for building codes services. He said that the State has offered to help us determine the division of the reserve funds among the partners and they are still willing to do that. He said that he is still waiting to hear from the other counties regarding the reserves. He added that the Mr. Long has said that the State will not provide an office in the City of The Dalles but will service the program out of other offices. If we want to preserve the reserves, we have to participate in the program.

Vice-Chair Hege said that we have to preserve the local office. He noted that the remote office idea could be just a bluff but it is coming from the top person in the Building Codes Division. He said that this puts the County in a much different position and creates more challenges for us. He stated that he still believes the State could do a fine job but only if they maintain a local office. He said that we need to rethink our strategy.

Commissioner Runyon suggested that we contact our legislators or perhaps Cameron Smith, State Director of the Department of Consumer Business Services.

Chair Kramer asked how the call concluded. Mr. Stone said we are waiting to hear from the other counties. He added that some of the challenges we face are space, inexperience and staffing which is difficult to acquire and expensive. He added that the Department of Justice is in the process of issuing an opinion on whether or not we can contract out for services or not; that will have a significant impact.

Chair Kramer pointed out that the ancillary issues regarding the reserves and the authority to contract will not be resolved in time for this decision.

Vice-Chair Hege said he thinks we should pull the letter turning the program back to the state – with the new information, the County needs to regroup and address the complexities. Mr. Stone said he would ask for an extension – right now the decision deadline is December 31<sup>st</sup>.

Vice-Chair Hege said that he thinks the State wants to support us in taking the program and will help. He said he has spoken to Mr. Long who said that they have identified someone who could potentially be a building codes official. He

said he would want to know that the State will help with the staffing challenges.

**{{{Commissioner Runyon moved to exercise the County's option to consider retention of the Building Codes program beyond the October 31<sup>st</sup> date set in the October 3, 2018 letter from the County to the State Building Codes Administrator. Vice-Chair Hege seconded the motion which passed unanimously.}}}**

Commissioner Runyon reported that he talked to Rex Turner about the local Building Codes office being closed on Fridays; they have hired two technicians who are in training. He said that he will meet with Mr. Turner on Monday and will talk to him further. He added that Mr. Turner is retiring at the end of the month which is why Mr. Long is taking it over.

Vice-Chair Hege announced that there is a candidate forum in Maupin this evening; he will be the moderator for the event.

Chair Kramer adjourned the session at 12:09 p.m.

Summary of Actions
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**MOTIONS**

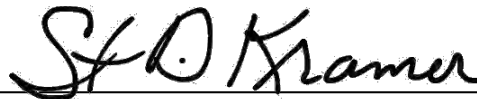
- **To approve Orders 18-040 and 18-041 appointing Kathleen Willis and LeRoy Booth to the Wasco County Planning Commission.**
- **to approve the first amendment to the intergovernmental agreement between city of The Dalles, Wasco county, and North Wasco County School District #21 concerning distribution and use of annual project fees paid pursuant to the Enterprise Zone Tax Abatement Agreement executed 09/24/2013.**
- **To approve the Consent Agenda: 10.3.2018 Regular Session Minutes**
- **To approve Ordinance 18-003 in the matter of the Wasco County Planning Commission's request to approve proposed periodic review legislative amendments to update the land use and development ordinance related to citizen involvement and land use planning goals, chapters 32 of Wasco County 2040, the Comprehensive Plan (file number 921-18-000097).**
- **To approve the Statewide Transportation Improvement Fund as presented.**
- **To exercise the County's option to consider retention of the Building**

**Codes program beyond the October 31<sup>st</sup> date set in the October 3, 2018 letter from the County to the State Building Codes Administrator.**

**CONSENSUS**

- **To sign the letter of intent to apply for the Hazard Mitigation Grant.**
- **To sign the letter of support for the Summit Ridge Wind Farm application extension.**
- **To move the NORCOR/Wasco County IGA for the provision of administrative services for the Juvenile Detention Facility for review by the NORCOR Board of Directors.**

Wasco County  
Board of Commissioners



Steven D. Kramer, Board Chair



Scott C. Hege, Vice-Chair



Rod L. Runyon, County Commissioner



## DISCUSSION LIST

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[HMGP LETTER OF INTENT](#) – Juston Huffman

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[PLANNING COMMISSION APPOINTMENTS](#) – Kelly Howsley-Glover

---

[SUMMIT RIDGE SUPPORT LETTER](#) – Kelly Howsley-Glover

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[DISTRICT 21 ENTERPRISE ZONE AGREEMENT AMENDMENT #1](#)

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## DISCUSSION LIST

### Hazard Mitigation Grant Program

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[PROGRAM FAQs](#)

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[LETTER OF INTENT](#)

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June 5, 2018  
Office of External Affairs  
Intergovernmental Affairs Division  
202-646-3444

# Frequently Asked Questions

## Hazard Mitigation Grant Program (HMGP) Post Fire

The Federal Emergency Management Agency (FEMA) places a high priority on supporting wildfire recovery using the Hazard Mitigation Grant Program (HMGP) for Fire Management Assistance declarations in Fiscal Years 2017 and 2018. The Bipartisan Budget Act of 2018, Public Law 115-123, contains a provision, Section 20602, which authorizes HMGP Post Fire for eligible Stafford Act Section 420 Fire Management Assistance declarations.

### Q1: Who is eligible to apply for these funds?

**A1:** States, territories, and federally-recognized tribal governments with Fire Management Assistance declarations from **October 1, 2016 through September 30, 2018** are eligible. **Applicants must have a FEMA-approved mitigation plan in order to receive Hazard Mitigation Grant Program (HMGP) funding.** As of May 31, 2018, 85 events are eligible for HMGP Post Fire grants in six FEMA regions.

### Q2: What is the application period?

**A2:** **FEMA will send a formal funding notification letter to eligible applicants. The application period is six months** from the date of the applicant's (state, territory, and/or federally-recognized tribe) funding notification letter. Two 90 day extensions may be requested.

### Q3: What project types are eligible for HMGP Post Fire assistance?

**A3:** **FEMA encourages the mitigation of wildfire and related hazards, such as flood or erosion. However, HMGP is available for the risk reduction of any hazard. The project may be outside of this area as long as the risk reduction benefits the declared county or counties** (e.g., watershed mitigation).

- Some eligible wildfire project types are listed below. For further detail, see the Hazard Mitigation Assistance (HMA) Guidance.
  - **Defensible space measures:** The creation of perimeters around residential and non-residential buildings and structures through the removal or reduction of flammable vegetation.
  - **Ignition-resistant construction:** The application of non-combustible building envelop assemblies, the use of ignition-resistant materials, and the use of proper retrofit techniques in new and existing structures.

- **Hazardous fuels reduction:** Vegetation management to reduce hazardous fuels, vegetation thinning, and the reduction of flammable materials to protect life and property beyond defensible space perimeters but proximate to at-risk structures.

**Q4: Where is funding available?**

**A4:** Assistance is available for counties that receive declarations first. The project may be outside of this area as long as the risk reduction benefits the declared county or counties (e.g., watershed mitigation). If funding cannot be used in these areas, for reasons such as hazard mitigation plan status or lack of cost share, it may be available statewide.

**Q5: How is funding calculated?**

**A5:** FEMA will provide a national aggregate calculation based on an average of historical Fire Management Assistance designations from the last 10 years. The total amount available for HMGP for states and tribal applicants with *standard* state or tribal hazard mitigation plans is \$425,008 for each Fire Mitigation Assistance declaration and \$566,667 for applicants with *enhanced* state or tribal hazard mitigation plans.

**Q6: How does a tribal government become an applicant or subapplicant?**

**A6:** Federally-recognized tribes with land burned in Fire Management Assistance declarations may choose to apply for HMGP assistance as an applicant. Tribal governments may also choose to apply through states as subapplicants. If tribal land is not burned, subapplicant funding may be unavailable since it is prioritized for declared areas

**Q7: What guidance is available for applicants?**

**A7:** The Hazard Mitigation Assistance (HMA) Guidance, published in February, 2015. It can be assessed at [www.fema.gov/media-library/assets/documents/103279](http://www.fema.gov/media-library/assets/documents/103279).

**Q8: What additional resources are available?**

**A8:** The following websites are resources for applicants:

- HMGP Post Fire: [www.fema.gov/hazard-mitigation-grant-program-post-fire](http://www.fema.gov/hazard-mitigation-grant-program-post-fire)
- FEMA HMA: [www.fema.gov/hazard-mitigation-assistance](http://www.fema.gov/hazard-mitigation-assistance)
- FEMA Mitigation Planning Program: [www.fema.gov/hazard-mitigation-planning](http://www.fema.gov/hazard-mitigation-planning)
- Mitigation Ideas: A Resource for Reducing Risk to Natural Hazards: [www.fema.gov/media-library/assets/documents/30627](http://www.fema.gov/media-library/assets/documents/30627)
- State Hazard Mitigation Officers (SHMO): [www.fema.gov/state-hazard-mitigation-officers](http://www.fema.gov/state-hazard-mitigation-officers)

# # #

*FEMA's mission is to help people before, during, and after disasters.*

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*The social media links provided are for reference only. FEMA does not endorse any non-government websites, companies or applications.*





Oregon Military Department  
Office of Emergency Management  
3225 State Street, Rm. 115  
Salem, OR 97301



## Hazard Mitigation Assistance Programs Letter of Intent

X Plan  
X Project

☐ Previously Submitted Letter of Intent for this Plan/Project?  
☐ If so, when? \_\_\_\_\_ ☐ Unfunded, when? \_\_\_\_\_

### Mitigation Program: (PDM and FMA funds are not available at this time)

☐ Pre-disaster Mitigation Grant (PDM) ☐ Flood Mitigation Assistance (FMA)  
**X Hazard Mitigation Grant Program (HMGP): FM-5195, funding letter dated 8/16/18**

Please consult HMA program guidance for details:

<http://www.oregon.gov/OEM/emresources/Grants/Pages/HMA.aspx>

**PDM/FMA Applications: apply at eGrants (contact the SHMO to secure a login, if you don't already have one):** <https://portal.fema.gov/famsVuWeb/home>

**HMGP Applications: see HMGP Guidelines to apply at**  
<http://www.oregon.gov/OEM/emresources/Grants/Pages/HMA.aspx>

#### *Statutory Authority for Grants:*

*HMGP, authorized under Section 404 of the Robert T. Stafford Disaster Relief and Emergency Act of 1988, as amended (42 USC 5170c and 5187), and 44 CFR Subpart N. CDFA 97.039.*

*PDM program, authorized under Section 203 of the Stafford Act (42 USC 5133). CDFA 97.047.*

*FMA program, authorized under Section 1366 of the National Flood Insurance Act of 1968, as amended (42 USC 4101c), and 44 CFR Subpart 78 (for programs which opened before December 3, 2007) and Subpart 79 (for programs which open on or after December 3, 2007). CDFA 97.029*

Electronic Code of Federal Regulations:  
<http://www.ecfr.gov> (Title 2 and Title 44)

**(DEADLINE for Letters of Intent is 10/31/2018)**

#### Applicant Type:

☐ State Government ☐ Local Government ☐ Tribal Nation  
☐ Special District ☐ Public/Tribal College or University ☐ Other \_\_\_\_\_

Name/Address of Jurisdiction:  
Wasco County  
511 Washington Street, Suite #101  
The Dalles, OR. 97058

Contact Person: Juston Huffman  
County of Jurisdiction: Wasco County  
Department: Emergency Management  
Phone Number: 541-506-2790  
Email: [justonh@co.wasco.or.us](mailto:justonh@co.wasco.or.us)

Please attach separate document if needed

1. What is the Hazard(s)? Briefly describe the nature of the problem.

Cascadia Subduction Zone Earthquake & Fires

2. How will plan/project protect life, safety, or property in your jurisdiction?

With a Cascadia East Interconnection Point (plan/project) in place, Law Enforcement as well as other local responding agencies would be able to have communications intact during a severe earthquake or any other hazard that might occur in Wasco County. In addition this will create a connection point for a three-county area – Sherman, Gilliam and Wasco – and interconnect our emergency communications network. Our communications are our lifeline to other responders and Wasco County citizens. Having a broadband solution in place where responders can effectively communicate will save responders lives, protect property and keep Wasco County citizens safe and informed, not to mention Oregonians from the West finding refuge in Wasco County do to an earthquake.

3. Describe the level of Risk (probabilities or frequency of occurrence) and impacts (severity) of these hazards upon your jurisdiction.

When a Cascadia Subduction Zone Earthquake will hit the Pacific Northwest is unknown. When it does hit the impacts will be catastrophic to communications across the State. If Portland is hit as hard as projected, communications in eastern communities won't exist unless we take preemptive measures to put an internet hub east of Portland to serve to serve as a link to the next hub, which is located in Salt Lake.

Wasco County experiences fires on an annual basis with last year being the worst yet. Communications and power can be affected during our fires season which has a direct impact on our citizens.

4. Please provide a short description and estimated cost of your proposed plan/project.

5. Is the proposed project identified in your FEMA-Approved Natural Hazard Mitigation Plan (NHMP)? ☐ No ☐ Yes  
NHMP Page No. 4.3 (where in the NHMP is it found)

Is this a multi-jurisdiction plan? ☐ No ☒ Yes Specify jurisdictions Wasco County & City of The Dalles

FOR PLANNING GRANTS:

6. Will this be a ☒ New Plan ☐ Comprehensive Revision of an existing plan ☐ Multi-Hazard Plan  
(Note: If this is plan revision, what is the expiration date of the current plan? \_\_\_\_\_)

7. Do you have any of the following completed? Select all that apply.

☐ Engineering design help ☐ Benefit cost analysis support ☐ Environmental concerns

8. Have you identified the cost share and source? ☒ No ☐ Yes Source \_\_\_\_\_

Name of Signing Authority, Title \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

(DEADLINE for Letters of Intent is **10/31/2018**)

**QUESTIONS? Please contact:**

Angie Lane, State Hazard Mitigation Officer

(503) 378-4660

[angie.lane@state.or.us](mailto:angie.lane@state.or.us)

**Approximate Available Funding per FMAG (federal share; 25% match needed from sub-applicants)**

**Projects - \$498,676**

**Planning - \$ 39,667**

**Initiative - \$ 28,334**

**\*SEE NOTES ON THE NEXT PAGE.\***

not need procured and that assurance is given for any match that may be provided.

## **NOTES:**

1. ***This is not the application.*** Letters of intent will be reviewed November 1 - 9. Those projects selected will be provided an application on 9<sup>th</sup> of November. Applications will then be due sometime in February or March, depending on the date of the last funding letter from FEMA.
2. Priority will be given to those entities that already have a current NHMP, and will remain current through August 16, 2022.
3. If your NHMP will expire before August 16, 2022, you are encouraged to apply for planning funding to update your NHMP.
4. If you are not part of a multijurisdictional plan, and want to be a part of one, contact your local emergency manager.
5. Good examples of Initiative Projects (5%) are risk assessments that will result in an updated risk and hazard analysis in an NHMP, warning systems, and installation of generators for critical facilities.
6. Priority will be given to those entities applying for wildfire mitigation activities in Sherman, Wasco, Jackson, and Josephine Counties (the *Designated* counties).
7. See <https://www.fema.gov/unified-federal-environmental-and-historic-preservation-review-best-practices-library> for environmental and historic considerations (EHP).
8. See <https://www.fema.gov/benefit-cost-analysis> to download the BCA tool. Download the latest version if you intend on doing your own BCA during application development.
9. Start communicating and coordinating with other departments and groups that may be involved in this proposed project to ensure special permits, clearances, etc. do



## DISCUSSION LIST

### Planning Commission Appointments

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[STAFF RECOMMENDATION](#)

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[KATHLEEN WILLIS APPLICATION](#)

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[ORDER 18-040 APPOINTING KATHLEEN WILLIS TO THE WASCO COUNTY  
PLANNING COMMISSION](#)

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[LEROY BOOTH APPLICATION](#)

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[ORDER 18-041 APPOINTING LEROY BOOTH TO THE WASCO COUNTY  
PLANNING COMMISSION](#)

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## MEMORANDUM

**SUBJECT: WASCO COUNTY PLANNING COMMISSION COMMISSIONER APPOINTMENTS**

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**TO: BOARD OF COUNTY COMMISSIONERS**

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**FROM: ANGIE BREWER, PLANNING DIRECTOR**

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**DATE: 10/10/18**

### **BACKGROUND INFORMATION:**

The Wasco County Planning Commission has had two vacancies in positions Alternate #1 and Alternate #2 since 2016. After extensive efforts to recruit new members that represent a good cross section of the county, three applicants were brought before the Planning Commission Advisory Committee in September and October of 2018. This is consistent with the Planning Commission by laws and method of nomination and appointment.

After conducting interviews and a review of applications, the Advisory Committee is recommending the Board of County Commissioners appoint Kathleen Willis to Alternate #1 position and LeRoy Booth to Alternate #2 position. Alternate members serve as a regular member when regular members are absent. All members are appointed for four year terms, or until their respective successors are appointed and qualified.

If the appointees are at the hearing, they will need to execute the following oath: "I do solemnly swear or affirm that I will support the Constitution and laws of the United States and of the State of Oregon, and that I will diligently apply the ordinances of Wasco County, and that I will faithfully discharge the duties of Wasco County Planning Commissioners to which office I have been appointed."

# Wasco County Planning Commission

## *Alternate Application – Volunteer Position*

### **ATTN:**

Wasco County Planning Dept.  
c/o Brenda Jenkins  
cc: Kelly Howsley-Glover  
2705 East 2<sup>nd</sup> Street  
The Dalles, Oregon 97058

### **APPLICANT INFORMATION:**

Name: Kathleen Willis (Kate)

Wasco County Home Address: [REDACTED]  
(currently under construction; living there on weekends for last 12 mos.; estimated move-in later in 2018)

Mailing Address: [REDACTED]

Phone: [REDACTED]

Email: [REDACTED]

Occupation: Organizational Effectiveness, Kaiser Permanente (nonprofit healthcare)

### **QUESTIONS:**

#### **1. *Why are you interested in serving on the Wasco County Planning Commission?***

My husband and I have owned land in Pine Grove since 2006 and began building our house in Tygh Valley in 2016. We were very intentional about being in Wasco County because we saw incredible natural beauty, deep Oregon roots (which we deeply value), and the possibility to connect with others about the evolving needs of people in the county (e.g., jobs, housing, etc., while also preserving Wasco's core values and natural assets, such as agriculture, recreation, open space). I'm a "native Oregonian" and my grandmother taught school in Maupin. My connection to Wasco County is personal, in terms of values, and goes a long way back.

I believe this combination of factors, along with the "opening" created by the Wasco County 2040 process, creates a unique opportunity at this moment for Wasco County (the Commission, the community, other key stakeholders, etc.) to engage and thoughtfully shape the future.

My professional experience (listed below) and personal beliefs/values are a good fit to work collaboratively on solutions concerning land use and development, particularly in context of many diverse perspectives and the need for alignment with over-arching Oregon State land use priorities.

[CONTINUED ON NEXT PAGE]



IN THE BOARD OF COMMISSIONERS OF THE STATE OF OREGON

IN AND FOR THE COUNTY OF WASCO

IN THE MATTER OF THE APPOINTMENT OF KATHLEEN WILLIS AS AN ALTERNATE #1 ON TO THE WASCO COUNTY PLANNING COMMISSION

**ORDER #18-040**

NOW ON THIS DAY, the above-entitled matter having come on regularly for consideration, said day being one duly set in term for the transaction of public business and a majority of the Board of Commissioners being present; and

IT APPEARING TO THE BOARD: That a vacancy exists on the Wasco County Planning Commission; and

IT FURTHER APPEARING TO THE BOARD: That Kathleen Willis is willing and is qualified to be appointed to the Wasco County Planning Commission to fill the vacancy.

NOW, THEREFORE, IT IS HEREBY ORDERED: That Kathleen Willis be and is hereby appointed to the Wasco County Planning Commission as Alternate #1; said term to expire on December 31, 2022.

**APPROVED AS TO FORM:**

**WASCO COUNTY BOARD OF COMMISSIONERS:**

\_\_\_\_\_  
Kristen Campbell, County Counsel

\_\_\_\_\_  
Steven D. Kramer, Commission Chair

\_\_\_\_\_  
Scott C. Hege, Vice-Chair

\_\_\_\_\_  
Rod L. Runyon, County Commissioner



**Wasco County Planning Department**  
*"Service, Sustainability & Solutions"*  
2705 East Second St • The Dalles, OR 97058  
(541) 506-2560 • [wcplanning@co.wasco.or.us](mailto:wcplanning@co.wasco.or.us)  
[www.co.wasco.or.us/planning](http://www.co.wasco.or.us/planning)

## **Volunteer Position**

### **INFORMATION & APPLICATION WASCO COUNTY PLANNING COMMISSION**

#### **BACKGROUND**

The Wasco County Planning Commission examines and reviews changes to the Wasco County Comprehensive Plan, Wasco County and National Scenic Area Land Use and Development Ordinances and other documents; makes presentations and recommendations to approval authorities on land use matters; and performs other functions concerning land use, strategic planning, special projects and economic development.

The Wasco County Planning Commission meets at 3 p.m. on the first Tuesday of each month, with additional meetings or functions as scheduled. Additionally, individuals must commit time and effort to reading detailed land use materials and reports and to understanding complicated issues. Essential qualifications include both the ability and willingness to work toward solutions concerning land use and development.

#### **APPLICATION FOR APPOINTMENT TO PLANNING COMMISSION**

##### **Applicant Information:**

**Name:** LeRoy Booth

**Home Address:** [REDACTED]

**Mailing Address (if different):** [REDACTED]

**Phone:** [REDACTED] **Email:** [REDACTED]

**Occupation:** Network Design Engineer



**Please respond to the following questions:**

*Note: A letter of interest may be included with this application and is encouraged.*

**1. Why are you interested in serving on the Wasco County Planning Commission?**

I want to learn more about the process and feel this would be the best way.

I also want to be able to help shape the future of Wasco County and help move the county forward. With the current move of the county to solicit input from the public, now is the time I feel the county is ready to move forward and to be willing to listen and that's exciting.

With this new interest and mode of co-operation I believe now is the time to get involved.

**2. Please list any applicable experience or educational background.**

Not knowing what all the PC does, all I can say is I'm willing to learn and listen. I will ask questions and provide a view as both a land owner and a member of the community for over 20 years.

I can also say I'm excited about the idea of help out.

**Return Application and Letter of Interest to:**

Wasco County Planning Department  
C/O Brenda Jenkins  
2705 East 2<sup>nd</sup> Street • The Dalles, OR • 97058



IN THE BOARD OF COMMISSIONERS OF THE STATE OF OREGON

IN AND FOR THE COUNTY OF WASCO

IN THE MATTER OF THE APPOINTMENT OF LEROY BOOTH AS ALTERNATE #2 ON TO THE WASCO COUNTY  
PLANNING COMMISSION

**ORDER #18-041**

NOW ON THIS DAY, the above-entitled matter having come on regularly for consideration, said day being one duly set in term for the transaction of public business and a majority of the Board of Commissioners being present; and

IT APPEARING TO THE BOARD: That a vacancy exists on the Wasco County Planning Commission; and

IT FURTHER APPEARING TO THE BOARD: That LeRoy Booth is willing and is qualified to be appointed to the Wasco County Planning Commission to fill the vacancy.

NOW, THEREFORE, IT IS HEREBY ORDERED: That LeRoy Booth be and is hereby appointed to the Wasco County Planning Commission as Alternate #2; said term to expire on December 31, 2017.

**APPROVED AS TO FORM:**

**WASCO COUNTY BOARD OF COMMISSIONERS:**

\_\_\_\_\_  
Kristen Campbell, County Counsel

\_\_\_\_\_  
Steven D. Kramer, Commission Chair

\_\_\_\_\_  
Scott C. Hege, Vice-Chair

\_\_\_\_\_  
Rod L. Runyon, County Commissioner



## DISCUSSION LIST

### Summit Ridge Support Letter

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[STAFF MEMO](#)

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[LETTER OF SUPPORT](#)

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PLANNING DEPARTMENT

2705 East Second Street • The Dalles, OR 97058  
p: [541] 506-2560 • f: [541] 506-2561 • [www.co.wasco.or.us](http://www.co.wasco.or.us)

*Pioneering pathways to prosperity.*

To: Wasco County Board of Commissioners  
Tyler Stone, Administrative Officer

From: Angie Brewer, Planning Director

Date: October 11, 2018 for the October 17, 2018 Board Session

Subject: Summit Ridge Wind Farm Amendment Request

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Luke May of the Oregon Department of Energy contacted staff by email and telephone with materials that describe a proposed amendment to the previously approved Summit Ridge Windfarm. The amendment is largely non-substantive and has mostly to do with a change of project ownership. The following summary is from the ODOE website:

**Site Description:**

*The Summit Ridge Wind Farm is an approved wind energy generation facility consisting of up to 72 wind turbines with a peak generating capacity of 194.4 megawatts, located within a site boundary of approximately 11,000 acres.*

**Status:**

*Under Review/Approved: The facility has not been built. The Site Certificate on Amendment 3 mandated that construction begin by August 19, 2018 and be completed by August 19, 2021. The Department received a timely preliminary Request for Amendment 4 (pRFA4) on August 16, 2018, which stays the construction deadline. The pRFA4 requests a 2-year construction deadline extension; the certificate holder requests that it be allowed until August 19, 2021 to begin construction and until August 19, 2023 to complete construction. The pRFA4 includes a Type B review Amendment Determination Request (ADR). On August 23, 2018, the Department issued its determination that Type A review is the appropriate review process for the pRFA. The Department is reviewing the pRFA for completeness. On September 5, 2018, the Department received additional supplementary materials, which requests that the Department re-evaluate its Type A Amendment determination. The Department is currently reviewing the supplementary materials.*

**Location:**

*Wasco County, approximately 17 miles southeast of The Dalles and eight miles east of Dufur.*

**Applicant/Certificate holder:**

*Summit Ridge Wind, LLC a wholly owned subsidiary of Pattern Renewables 2 LP (Pattern Development), a subsidiary of Pattern Energy Group 2 LP (Pattern Energy or PEG2LP), the sole limited partner of Pattern Development.*

Staff has confirmed the applicable rules and permitting process, and recommends sending the attached letter to allow the proposed amendment to move forward in the ODOE EFSC review process.



**BOARD OF COUNTY COMMISSIONERS**

511 Washington St, Ste. 101 • The Dalles, OR 97058  
p: [541] 506-2520 • f: [541] 506-2551 • [www.co.wasco.or.us](http://www.co.wasco.or.us)

***Pioneering pathways to prosperity.***

October 17, 2018

Luke May  
Siting Analyst  
Oregon Department of Energy  
550 Capitol St NE, 1<sup>st</sup> Floor  
Salem, OR 97301

Subject: Summit Ridge Windfarm

Dear Mr. May,

Thank you for notifying the County that there has been a request for amendment to the previously approved but not yet constructed, Summit Ridge Windfarm. According the project materials listed on your website<sup>1</sup>, the project still includes up to 72 wind turbines with a peak generating capacity of 194.4 megawatts, located within a site boundary of approximately 11,000 acres, approximately 17 miles southeast of The Dalles and eight miles east of Dufur.

The rules and regulations within the Wasco County Land Use and Development Ordinance pertaining to energy development have not changed since the time of the last evaluation of this project in 2016.

Given this information, Wasco County does not have any concerns associated with the request for amendment. Planning staff should be consulted as needed for technical assistance to evaluate any substantive differences in the application materials.

Thank you,  
Wasco County Board of Commissioners

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Steven D. Kramer, Chair

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Scott C. Hege, Vice-Chair

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Rod L. Runyon, County Commissioner

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<sup>1</sup> <https://www.oregon.gov/energy/facilities-safety/facilities/Pages/SRW.aspx>



## DISCUSSION LIST

### North Wasco School District #21 IGA Amendment

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[2014 IGA BETWEEN CITY/COUNTY/DISTRICT #21](#)

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[1<sup>ST</sup> AMENDMENT TO IGA](#)

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**INTERGOVERNMENTAL AGREEMENT BETWEEN CITY OF THE  
DALLES, WASCO COUNTY AND NORTH WASCO COUNTY SCHOOL  
DISTRICT #21 CONCERNING DISTRIBUTION AND USE OF ANNUAL PROJECT  
FEES PAID PURSUANT TO ENTERPRISE ZONE TAX ABATEMENT  
AGREEMENT EXECUTED 09/24/2013**

FILED  
WASCO COUNTY  
2014 MAY 21 PM 2 50  
LINDA BROWN  
COUNTY CLERK

This Intergovernmental Agreement is entered into this 8<sup>th</sup> day of May, 2014, by and between the City of The Dalles, an Oregon municipal corporation, hereinafter called the "City", Wasco County, a political subdivision of the State of Oregon formed under the Oregon Constitution and ORS Chapter 200, hereinafter called the "County", and North Wasco County School District #21, hereinafter called "District"; each of which may also be referred to herein individually as a "Party" and collectively as the "Parties".

The purpose of this Agreement is to set forth the responsibilities of the Parties for implementation of the process concerning the distribution and use of fees to be paid by Design LLC pursuant to the Enterprise Zone Tax Abatement Agreement executed on September 24, 2013.

**RECITALS:**

**WHEREAS**, the State of Oregon has declared it a matter of statewide concern to promote intergovernmental cooperation for the purpose of furthering economy and efficiency in local government; and

**WHEREAS**, the legislature has given general authority for intergovernmental agreements by units of local government pursuant to the provisions of ORS 190.010 et. seq.; and

**WHEREAS**, the Oregon Legislative Assembly has adopted the provisions of ORS 285C.400 to 285C.420 to provide tax incentives to certified business firms that invest in a qualifying facility located within a nonurban enterprise zone in a county with chronically low income or unemployment; and

**WHEREAS**, the City of The Dalles and Wasco County jointly sponsor a nonurban enterprise zone known as The Dalles/Wasco County Enterprise Zone; and

**WHEREAS**, the City Council adopted Resolution No. 13-033 on September 23, 2013, approving a Second Enterprise Zone Tax Abatement Agreement with Wasco County and Design LLC; and

**WHEREAS**, the Wasco County Board of Commissioners voted to approve the above-mentioned Second Enterprise Zone Tax Abatement Agreement with the City and Design LLC on September 24, 2013; and

**WHEREAS**, pursuant to Section II(C)(2) of the Tax Abatement Agreement, Design LLC agreed to pay an annual Project Fee in the amount of \$800,000 to the City and Wasco County, the sponsor of the Enterprise Zone, on or before December 31, of each tax year in which the New Facility described in the Tax Abatement Agreement, is in service as of the preceding January 1, except that the annual Project Fee will not be due for any tax year in which the new Facility fails to qualify for the property tax exemption under ORS 285C.409(1)(c);

**WHEREAS**, the City and Wasco County have reached a mutual agreement as to the distribution of the Annual Project Fee for the Enterprise Zone which they jointly sponsor, with a portion of the Annual Project Fee to be distributed to the District; and

WASCO COUNTY, OREGON  
COMMISSIONER'S JOURNAL

CJ2014-000068

**NOW, THEREFORE, it is mutually agreed between the parties as follows:**

1. Distribution of Portion of Annual Project Fee. Pursuant to the agreement between the City and County, the portion of the \$800,000 Annual Project Fee to be distributed to the District shall be the sum of \$240,000. The City, County, and District acknowledge and agree that the first payment of the annual fee for the fifteen (15) year period contemplated in the Second Enterprise Zone Tax Abatement Agreement is anticipated to begin in the 2015/2016 fiscal year

2. Determination of Projects for funding; Payment of funds to District. By no later than April 1 of the first year of receipt of the Annual Project Fee by the County, District shall submit a plan for expenditure of funds for that year, on curb appeal projects related to buildings and grounds and/or improvements required as a result of a mandated change of the District's high school mascot, to the City and County for their approval. The plan submitted by the District may request the banking of funds for more than one year or payback of a multi-year loan in order to combine funds to do a project larger than one year's allocation. The City and County shall provide their response to the District's plan within 45 days of receipt of the expenditure plan. For each successive year for which the District seeks to receive funds under this Agreement, the District shall submit its plan for expenditure of the funds to the City and County by April 1, and the City and County shall provide their response to the proposed plan within 45 days of receipt of the proposed plan. The approved projects will receive funding from the portion of the Annual Project Fee which is paid to the District. The intent is that for the first five years the funds received under this agreement will be used on curb appeal projects or projects related to the mandated change to the high school mascot. The use of any funds received after first five years as allowed by this agreement will be negotiated between the District and City and County using the process outlined in this section for submission of a plan for expenditure of funds by the District, and review of that plan by the City and County.

For the first tax year in which the New Facility to be constructed by Design LLC is deemed to be in service as of the preceding January 1, and for any successive tax year in which the New Facility is deemed to be in service as of the preceding January 1 for that successive tax year, then on or before December 31 of the first qualifying tax year and any successive qualifying tax years, Design LLC will pay the Annual Project Fee of \$800,000 to the County. The County will take appropriate action to budget the amount of the Annual Project Fee to be disbursed. The City, County, and District understand and agree that the County intends to disburse the sum of \$240,000 allocated to the District within thirty (30) days of receipt of the Annual Project Fee from Design LLC or within thirty (30) days of approval of the annual plan for expenditure of the funds, whichever is later.

3. Annual Review of Provisions and Annual Report by District. The District also agrees that by no later than June 30 of any year during which this Agreement is in effect, representatives of the District will provide a report to the governing bodies of the City and County on the use of the funds which have been disbursed to the District.

4. Separate Accounts Required. The District will maintain separate accounts in which all monies received through the agreement will be identified and disbursed as allowed by this agreement.

5. Modification of Agreement. This Agreement may be amended by mutual written agreement of the Parties, signed by the Parties. The City and County specifically reserve the right as sponsor of the Enterprise Zone to make revisions concerning the distribution of the Annual Project Fee, including modification of the amounts disbursed and the entities receiving disbursements, and termination of the Annual Project Fee. Nothing in this Agreement shall be construed as restricting the right of the City or County to make changes concerning the uses of the Annual Project Fee, after the first year of receipt of the Annual Project Fee.



6. Term and Termination. The term of this Agreement shall commence upon the 8<sup>th</sup> day of May, 2014, and shall be terminated upon the distribution of the last Annual Project Fee by City and County, unless earlier terminated as provided for in this Agreement. Either party shall have the right to terminate this Agreement for any cause by providing the other party thirty (30) days written notice to the other party. In the event this Agreement is terminated by the City or County prior to the distribution of the last Annual Project Fee scheduled to be paid, the City and County shall retain the authority to determine the distribution of any Annual Project Fee paid by Design LLC following termination of the Agreement.

7. Agreement Effective. This Agreement when approved by the County Commission and executed by the authorized County officials, approved by the City Council and executed by its authorized officials, and approved by the District and executed by its authorized officials, shall be then adopted and in effect and its terms and provisions enforceable by each respective body.

**IN WITNESS WHEREOF**, the County, the City, and the District have executed this Agreement the day and year first above written.

**NORTH WASCO COUNTY SCHOOL DISTRICT #21**

By: [Signature]  
Name and Title

Approved as to Form:

[Signature]  
Jason Corey, Attorney for North Wasco County School District #21

**WASCO COUNTY**

By: [Signature]  
Rod Runyon, Commissioner

[Signature]  
Scott Hege, Commissioner

[Signature]  
Steve Kramer, Commissioner

Approved as to form:

[Signature]  
Eric Nisley, District Attorney

**CITY OF THE DALLES**

By: [Signature]  
Stephen E. Lawrence, Mayor

ATTEST:

[Signature]  
Julie Krueger, MMC, City Clerk

Approved as to form:

[Signature]  
Gene E. Parker, City Attorney

FIRST AMENDMENT TO INTERGOVERNMENTAL AGREEMENT  
BETWEEN CITY OF THE DALLES, WASCO COUNTY, AND  
NORTH WASCO COUNTY SCHOOL DISTRICT #21 CONCERNING  
DISTRIBUTION AND USE OF ANNUAL PROJECT FEES PAID  
PURSUANT TO ENTERPRISE ZONE TAX ABATEMENT  
AGREEMENT EXECUTED 09/24/2013

**WHEREAS**, the City of The Dalles, an Oregon municipal corporation, hereinafter called the “City”, and Wasco County, a political subdivision of the State of Oregon formed under the Oregon Constitution and ORS Chapter 203, hereinafter called the “County”, and North Wasco County School District #21, hereinafter called the “District” entered into an intergovernmental agreement dated May 8, 2014, hereinafter called the “May 8, 2014 Agreement”, which set forth the responsibilities of the parties for implementation of the process concerning the distribution and use of fees to be paid by Design LLC pursuant to the Enterprise Zone Tax Abatement Agreement executed on September 24, 2013; and

**WHEREAS**, the May 8, 2014 Agreement provided that it was the intent of the parties that for the first five years that the District received funds under the Agreement that the funds would be used on curb appeal projects or projects related to the mandated change to the District’s high school mascot; and

**WHEREAS**, the City Planning Commission voted on November 16, 2017 to modify Condition of Approval No. 13 for Conditional Use Permit No. 173-14 which had been issued to the District authorizing the placement of modular buildings at the Dry Hollow Elementary School, to provide that in July, 2018, the Planning Commission would conduct a hearing during which the District would present a report as to the progress in identifying a funding source for proposed capital improvements which are a part of a long-term plan to address the traffic safety issues associated with the drop-off and pick-up of students at Dry Hollow Elementary School; and

**WHEREAS**, the modified Condition of Approval No. 13 also provided that as part of its report, the District would report on its efforts to secure an amendment to the May 8, 2014 Agreement related to the annual project fee to be paid to the District, to allow the project fees to be used as a source of funding for the capital improvements to be constructed as part of the District’s plan to address traffic safety issues associated with the drop-off and pick-up of students at Dry Hollow Elementary School; and

**WHEREAS**, the City, County, and District have agreed upon the terms and conditions of an amendment to the May 8, 2014 Agreement consistent with the provisions of modified Condition of Approval No. 13 for Conditional Use Permit No. 173-14;

**NOW, THEREFORE, it is mutually agreed as follows:**

1. The first sentence in Paragraph 2 on page 2 of the May 8, 2014 Agreement shall be amended to read as follows:

By no later than April 1 of the first year of receipt of the Annual Project Fee by the County, District shall submit a plan for expenditures of funds for that year, on curb appeal projects related to buildings and grounds and/or improvements required as a result of mandated change of the District's high school mascot, and/or projects including proposed capital improvements which are part of a long-term plan to address traffic safety issues associated with the drop-off and pick-up of students at Dry Hollow Elementary School, to the City and County for their approval.

2. The sixth sentence in Paragraph 2 on page 2 of the May 8, 2014 Agreement shall be amended to read as follows:

The intent is that for the first five years the funds received under this agreement will be used on curb appeal projects, projects related to the mandated change to the high school mascot, or projects associated with the Dry Hollow Elementary School student pick-up and drop-off traffic safety issues.

3. Except as modified by this First Amendment, the terms and conditions of the May 8, 2014 Agreement shall remain in full force and effect.

Dated this \_\_\_\_ day of \_\_\_\_\_, 2018.

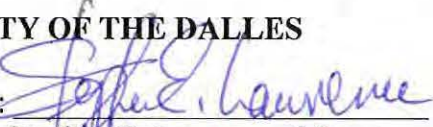
**NORTH WASCO COUNTY  
SCHOOL DISTRICT #21**

By: \_\_\_\_\_  
Candy Armstrong, Superintendent

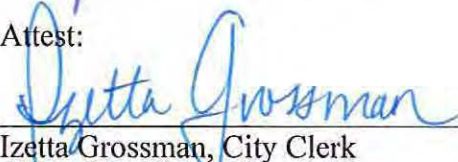
Approved as to form:

\_\_\_\_\_  
Jason Corey, School District #21 Attorney

**CITY OF THE DALLES**

By:   
Stephen E. Lawrence, Mayor

Attest:

  
Izetta Grossman, City Clerk

**WASCO COUNTY**

By: \_\_\_\_\_  
Rod Runyon, Chair

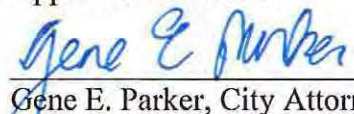
\_\_\_\_\_  
Scott Hege, Commissioner

\_\_\_\_\_  
Steve Kramer, Commissioner

Approved as to form:

\_\_\_\_\_  
Kristen Campbell, County Counsel

Approved as to form:

  
Gene E. Parker, City Attorney



## CONSENT AGENDA

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[MINUTES: 10.3.2018 REGULAR SESSION/WORK SESSION](#)

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WASCO COUNTY BOARD OF COMMISSIONERS  
REGULAR SESSION  
OCTOBER 3, 2018

PRESENT: Steve Kramer, Chair  
Scott Hege, Vice-Chair  
Rod Runyon, County Commissioner  
STAFF: Kathy White, Executive Assistant  
Tyler Stone, Administrative Officer

At 9:00 a.m. Chair Kramer opened the Regular Session with the Pledge of Allegiance.

Additions to the Discussion List:

- Hargrave Subdivision Plat
- Letter of Support for Dufur Safe Routes Grant Application

**Discussion List – Letter of Support**

Dufur City Recorder Kathy Bostick explained that the City is applying for up to \$2 million for a Safe Routes to School project. She reported that they have already received a \$400,000 ODOT grant which will be used as matching funds. She said that a significant portion of the project will be to add sidewalks and improve intersection signage and crosswalks.

Commissioner Runyon commented that at yesterday's Lower John Day Area Commission on Transportation meeting Dufur was one of four projects presented. He added that Wasco County's Public Works Director Arthur Smith had pointed out that Dufur is very good at figuring out how to do things on their own but this is a big project and will need support.

**\*\*\*The Board was in consensus to sign a letter of support for the City of Dufur's Safe Routes to School Grant application.\*\*\***

Chair Kramer noted that Dufur has already made some improvements to the route by installing barricades and solar flashing lights.

Vice-Chair Hege asked about the application being for “up to” \$2 million. Ms. Bostick replied that the grant can range from \$60,000 to \$2 million – with 141 letters of intent submitted, they cannot be sure how much they will get. She went on to say that they have more than \$2 million worth of improvements and will be applying for the maximum. She added that a priority list of work will be submitted with the application.

#### Discussion List – Fish & Wildlife Payments

County Assessor Jill Amery explained that normally this request for approval includes all the numbers; however, there are two counties that contribute information for the final calculation and have been delayed for various reasons. She stated that the numbers are not something that we control – it is data that is plugged into a formula. She said that the Board could approve it with the numbers to be added when the information is complete, delay to the next Board session which would miss the state deadline for submission or delay until the information becomes available and set a special session for approval.

**\*\*\*The Board was in consensus to authorize the County Assessor to submit documentation for Fish & Wildlife payments in lieu of taxes once the completed data is available.\*\*\***

#### Discussion List – Subdivision Plat

Ms. Amery stated that this is for four adjacent lots, three of which are owned by Russ Hargrave; the request is to realign lot lines within the boundaries of the four lots. She added that there has been some confusion as the Planning Department does not see it as a subdivision while the Surveyor does.

Planning Director Angie Brewer stated that this is a replat of an existing subdivision; the planning process has provisions for this circumstance which would not typically come before the Board of Commissioners. She said that the Surveyor has some requirements that it be filed as a new subdivision which does need Board approval.

**\*\*\*The Board was in consensus to approve the Mosier subdivision as presented.\*\*\***

#### Discussion Item – Finance Report

Finance Director Mike Middleton reviewed his report included in the Board packet. He pointed out that in August \$58,000 came in that is attributable to the 2018/2019 Fiscal Year.

Mr. Middleton pointed out that the 911 fund has a negative balance due to the timing of Phone Tax payments. Mr. Stone asked if the negative balance will have an impact on the audit. Mr. Middleton replied that he does not expect it will as it will not be continuous. Mr. Stone said that due to partner agency concerns, this is a fund he tracks closely.

Mr. Middleton went on to say that transfers are being approached differently this year – rather than a lump sum at the beginning of the year, transfers are being made incrementally throughout the year which makes it easier to track.

A brief discussion ensued regarding investment risk. Mr. Middleton explained that the term “risk” is relative to what is allowed by statute. He said that while all investment has some risk, government investments are highly regulated and represent a very low risk to the County.

#### Consent Agenda – 9.19.2018 Regular Session Minutes

**{{Vice-Chair Hege moved to approve the Consent Agenda. Chair Kramer seconded the motion which passed unanimously.}}**

#### Agenda Item – Public Hearing

At 9:30 a.m. Chair Kramer opened a public hearing to review a recommendation made by the Wasco County Planning Commission for a legislative hearing to consider approving amendments to the Wasco County Comprehensive Plan primarily relating to policies and implementation strategies for Citizen Involvement and Land Use Planning. Amendments also include the adoption of a new format for the plan. These amendments relate to work task #3 of Wasco County's Periodic Review to update the Comprehensive Plan.

After explaining the process to be followed he asked the following questions:

- Does any Commission member wish to disqualify themselves for any personal or financial interest in this matter? There were none.

- Does any member of the audience wish to challenge the right of any Commission member to hear this matter? There were none.
- Is there any member of the audience who wishes to question the jurisdiction of this body to act on behalf of Wasco County in this matter? There were none.

He then asked staff to present their report.

Long-Range Planner Kelly Howsley-Glover reviewed the report included in the Board packet.

“What you are hearing today are proposed changes from the Wasco County Planning Commission to amend Wasco County 2040, the Comprehensive Plan. The updates today are related to Chapter 3 which corresponds to statewide Land Use Planning Goal 3, agricultural lands.

As you have read in the staff reports, the proposed amendments are consistent with criteria in Wasco County Comprehensive Plan Chapter 11 and the Oregon Administrative Rules 660-025. This includes noticing requirements.

Attachment A of the Staff Report goes into detail about the proposed changes to Chapter 3, including revised formatting and new content, including a historical perspective, references, and excerpts of DLCD’s Goal 3.

Amendments to the policies and implementation, in keeping with work task 3 as approved by the Department of Land Conservation and Development, consist of updating references, wording, and removing some policies to ensure consistency with current rules and practice.

It’s important to emphasize that, as this goal has been identified as a community priority, we fully anticipate additional amendments to Goal 3. In fact, you are scheduled to hear amendments to Chapter 3 relating to agri-tourism in a couple of months, based on feedback from our spring/summer roadshow.”

Ms. Howsley-Glover went on to say that this is one of the most critical goals for re-evaluation and is a high priority for citizens. She stated that they expect more



amendments to this section. She explained that today's amendments are simple – housekeeping amendments that bring the plan in line with changes to the law and Wasco County's LUDO. She said that agricultural lands are a significant part of our economy and land base and will come back to the Board multiple times. She noted that these simple amendments set the stage for the public to become familiar with the process; the harder work is yet to come.

Vice-Chair Hege said that he thought we were working through the changes section by section and checking them off. He asked if there are other sections that will come before the Board multiple times. Ms. Howsley-Glover replied that there will be others similar to this. She said that the Department of Land Conservation and Development advised that they move through the updating process subject by subject rather than chapter by chapter for clarity and efficiency. She added that the LUDO updates will be a different process; it will be more comprehensive and be done as a whole.

Vice-Chair Hege asked why section 3.1.2 paragraph "c" had been removed altogether. Ms. Howsley-Glover responded that a lot of the updates rely on circumstances that existed in 1983. At the time, Bonneville Power was in the midst of controversy that inspired this particular section. She said it has become irrelevant today.

Vice-Chair Hege asked a similar question about Section 3.1.4 being entirely removed. Ms. Howsley-Glover replied that state law has changed significantly and this is no longer consistent with current practice. She added that the Comprehensive Plan is a long-range visioning document, not a process guide. The Planning Commission wants to pull the prescriptive language out of the Comprehensive Plan; it will all end up in the Land Use Ordinance.

Vice-Chair Hege commented that it is his concern that it was removed and not replaced. Ms. Howsley-Glover explained that changes in the Comprehensive Plan do not flow into the LUDO; they are complementary but distinctly different documents.

Vice-Chair read the title of the Ordinance into the record: IN THE MATTER OF THE WASCO COUNTY PLANNING COMMISSION'S REQUEST TO APPROVE PROPOSED PERIODIC REVIEW LEGISLATIVE AMENDMENTS TO UPDATE THE LAND USE AND DEVELOPMENT ORDINANCE RELATED TO CITIZEN

INVOLVEMENT AND LAND USE PLANNING GOALS, CHAPTERS 32 OF WASCO  
COUNTY 2040, THE COMPREHENSIVE PLAN (FILE NUMBER 921-18-000097)

Chair Kramer announced that the second hearing for this matter will be held on October 17, 2018 at 9:30 a.m. in Room 302 of the Wasco County Courthouse.

The hearing was closed at 9:45 a.m.

Work Session
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CODE COMPLIANCE CITATION PROCESS

Codes Compliance Officer Chris McNeel reviewed the memo included in the Board Packet. He said that the County Ordinance allows for citation issuance but does not refer to a supporting procedure for that. He went on to say that there is no history of any previous Code Compliance Officer issuing a citation nor is there an existing form. He said that he does not want to have fees that cannot be paid but there needs to be consequences when the violator is given time and offered assistance and still do not comply. He said that he sees this as the beginning of the conversation – there is more to discover and discuss.

Discussion ensued regarding the value of citations as an incentive to action and a means of tracking. It was agreed that the system needs to remain complaint driven and citations would not be the first course of action but a tool to use when other avenues have been exhausted.

Planning Director Angie Brewer reminded everyone that the DEQ grant for abatement assistance will expire soon and the program could be a budget request next year. She noted that the program has been successful, but some who sign up sometimes do not allow the work crew to remove the items on the day set for pick-up.

**\*\*\*The Board was in consensus for the Planning Department to pursue a process for the issuance of citations for code compliance violations.\*\*\***

NORCOR LEADERSHIP

Juvenile Services Director Molly Rogers reported that at Monday's NORCOR meeting the Board, by consensus and vote, decided to move forward with a

modified leadership plan for NORCOR. The plan will be a pilot program to be evaluated at the end of the fiscal year. The adult facility will be under the direction of Sheriff Brad Lohrey; the juvenile facility will be under the direction of a Juvenile Services Director Molly Rogers. She stated that she is willing to take on that role but will need permission from the Board.

Ms. Rogers said that she does not have true knowledge of what the impact will be to her department or the organization as a whole, noting that she already spends a lot of time on NORCOR. She said that Sheriff Lohrey expects to spend 10 hours per week on NORCOR. She stated that she believes that she will be one full day at NORCOR and another working on NORCOR projects from her County office – that is about what she is spending now. Mr. Stone commented that he believes that to be a conservative estimate.

Ms. Rogers went on to say that her time is not the only impact of this decision. She said that one of the pieces to consider is the Disability Rights Oregon report on NORCOR. She reminded the Board that the DRO report negatively impacted NORCOR's relationship with the State. She believes that we can continue to build a more positive relationship with the State through the implementation of more evidence-based, best practice programming; she has staff that can do that and can work on that until there is sufficient funding to hire staff at NORCOR.

Further discussion ensued regarding the duties of current NORCOR management staff. Ms. Rogers explained that the managers for each side will add contract review and facilities services to their duties; in addition, they will share responsibility for supervising Finance, Information Technology and maintenance for the entire facility. There will not be an increase in pay.

Vice-Chair Hege noted that if the facility were entirely Wasco County, we would already be providing the programming and services that Ms. Rogers will be implementing, along with oversight. Ms. Rogers added that NORCOR needs to invest in staff training. She pointed out that while personnel costs for the adult side have risen, on the juvenile side those costs have stayed flat which indicates a reduction in staff over time. She said that her goal is to add one staff for fiscal year 2019/2020 and have it be sustainable.

Mr. Stone emphasized that in making this decision, the Board should fully understand that there will be work product loss and a job description analysis to

take on those additional duties resulting in a monetary impact. He said that he believes the County should put forward a proposal to NOROCR for reimbursement of those costs – the other three counties need to share in that expense. He said that other alternative is to decline to have Ms. Rogers take on that role.

Mr. Stone added that the position is a trial – interim for the remainder of the fiscal year. The outstanding liability for that is an unemployment claim for the difference in salary for a period of 18 months.

Further discussion ensued regarding the logistics of the change and the need for a well-documented process. Commissioner Runyon stated that there will need to be a change in the NORCOR bylaws to allow for this. Ms. Rogers noted that she will no longer sit on the NORCOR Board, nor will Sheriff Lohrey; those positions will be filled by Sherman County Juvenile Director Amber DeGrange and Wasco County Sheriff Lane Magill, respectively.

**\*\*\*The Board was in consensus for staff to prepare a proposal for the Wasco County Juvenile Director to oversee the Juvenile operations at NORCOR; said proposal to be presented to the Board of Commissioners at the October 17<sup>th</sup> session and the NORCOR Board of Directors at their October 18<sup>th</sup> meeting.\*\*\***

#### BUILDING CODES

Chair Kramer commented that the Board needs to make a decision. Although the City of The Dalles is still considering taking the program, the application process is lengthy and therefore will not be impacted by the timing of the Board's decision. Mr. Stone agreed saying that the application process takes over a year; even if the City were to apply today, it will be too late for our decision to have an impact. He said that the City Manager has indicated that they are fine with the year-long process as they will need that time to prepare should they decide to take the program.

Further discussion ensued regarding the service level and the reason for the local State office's reduction in hours. A text message from Building Codes Official Rex Turner revealed that the reduced hours are temporary.

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Mr. Stone suggested that the a letter be sent to the State turning management over to them as of October 31<sup>st</sup>; in addition, the City should be notified of the decision. He added that the Board should reserve the right to rescind that decision between now and October 31<sup>st</sup> based on feedback from the City.

The Board agreed that the County is not the best choice for management of the Building Codes program and directed staff to prepare a letter of intent to turn the program back to the State.

HAZARD MITIGATION GRANT PROGRAM

Mr. Stone explained that there is \$875,000 in funding available to agencies within Wasco County for fire remediation and proactive work. He said that there are a lot of ideas as to how that money should be used – support fire districts, purchase equipment, etc. He stated that we have thousands of acres of unprotected lands and it makes sense to approach our constituents on how we can best use those dollars.

Mr. Stone went on to say that the Hazard Mitigation program has recommendations; Ms. Brewer's group is the most organized in the County. He noted that this will move quickly; letters of intent are due in a month.

Discussion ensued regarding the best approach to accessing and determining best use for the funding. Ms. Brewer stated that her team could propose strategies for both response and mitigation.

Mr. Stone said he would convene a meeting with the Emergency Manager and Planning to come up with a plan; at the bare minimum, a letter of intent will be needed.

ENTERPRISE ZONE FUNDS/FUNDING SUPPORT FOR COMMUNITY PROJECTS

Commissioner Runyon said that he agrees the Maupin projects are good projects but we need a process as we will be hit by many requests. He asked if enterprise zone funds must be spent within the zone. Mr. Stone replied that they are discretionary and can be spent in any way the Board deems.

Mr. Stone said that the distribution for the enterprise zone could be changed but

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it does not seem that it has been suggested in recent discussions. He said that what seems to be needed is a high level look at a mechanism for distribution and another for application. Some of the questions to be considered:

Do we become a granting agency?

Do we allow MCEDD/EDC to manage distribution?

Do we want to invest in capital improvements?

He said that he does not know individual or collective perspectives on moving forward. All the projects mentioned thus far are great projects.

Vice-Chair Hege said that if we look at it in simple terms, there is \$405,000 available right now. Future funds will need a recommendation from the negotiating team.

Commissioner Runyon observed that when you have a large lump sum you can do bigger projects such as when the County invested in the fire station or paid off the Discovery Center bond. Mr. Stone noted that all of the County's portion of enterprise zone dollars have gone into general fund; over the years, they have been moved, through transfers, into reserve accounts. Mr. Middleton commented that the budget could be built to separate them out.

Mr. Stone said that the \$2.25 million loan for the MCCFL construction project can be viewed as having encumbered all of the enterprise zone funds or as having just encumbered reserve funds leaving enterprise zone funds still available.

Further discussion ensued regarding the best use of the enterprise zone funds and a mechanism for distribution. Mr. Stone said that he does not want to see the Board in a position of determining winners and losers. He suggested that the Economic Development Commission already has a process in place; it would seem like a good method for the Board to determine a dollar amount and allow the EDC to vet prospective projects for application of those funds.

Chair Kramer pointed out that on the current list of projects the EDC has ranked, the Maupin projects are numbers one and seven. He said that we can take the time to work through and develop a process for the future, but he would still like to consider these two projects for funding now. He pointed out that the State legislators have invested in these projects to keep the south end of the County

viable; he feels strongly that we should support these to further the economic growth in our county. He pointed out that we are already supporting the efforts to have broadband in Maupin.

Commissioner Runyon responded that he does not disagree with any of that. He pointed out that the list is of projects that are viable and moving forward; the list assists entities in accessing funding from granting agencies. Vice-Chair Hege commented that the challenge is that the same things are true in Mosier which has received State funding; the same is true of The Dalles Civic Center and the Pine Hollow boat ramp. He said we just need to figure out how to do this – every community has needs and we cannot satisfy them all. Mr. Stone added that the EDC list used to contain private enterprises; if the Board intends to use that as part of the process, they will need to delineate eligible recipients.

Vice-Chair Hege stated that he would like to have the Management Team weigh in on this; this needs to be processed as a larger project – once we start down this path, it sets a precedent. He said that he understands the passion for the Maupin projects but would be concerned to make that decision today.

Further discussion ensued regarding the value of the projects and others being pursued throughout the county. Mr. Stone commented that he would caution against investing in a project that cannot finish itself – if a project needs \$3 million, \$100,000 from the County will not allow them to finish it.

Vice-Chair Hege restated his support for the idea that the EDC would oversee any project investments. Chair Kramer agreed that a process is needed; however, he said that deadlines are looming for some projects and he may come back to ask again.

Commissioner-Elect Kathy Schwartz asked how the value to citizens of the Deschutes Rim Clinic is measured. She pointed out that the citizens voted down the bond for services – if they are not supporting the professional operations, then all they will have is an empty building. She noted that the bond only went down by a few votes; but still, it did not garner overwhelming support. Chair Kramer responded that growth is always hard – it is part of our mission to be visionary. He said that he is convinced the clinic needs to be built.

Vice-Chair Hege asked if the County should be commenting on the Rocky Burn project. Chair Kramer replied that the Forest Collaborative will be meeting tomorrow and may comment; that could help inform any comments the County wants to make.

#### LAND TRUST

Brief discussion ensued regarding a six-month Columbia Land Trust project with the Watershed Enhancement Board for \$2.5-\$3 million; they are still considering paying taxes. Vice-Chair Hege said that they are looking at buying another piece of land in Wasco – Rocky Mountain Elk Foundation land outside of Dufur, up Ramsey Creek. He said that we got a note to make comments on their comprehensive management plan. In 2009 they designated some rivers as wild and scenic. Ms. Brewer commented that there are pieces of those lands that are privately owned; Wasco County has an overlay to protect them.

Chair Kramer called a recess at 12:45 p.m.

The Session reconvened in Room 302 at 2:00 p.m.

#### Agenda Item – Building Codes Management

Mr. Stone provided the Board with a draft letter (attached) based on their discussion during the work session.

**{{{Commissioner Runyon moved to relinquish building codes services back to the State of Oregon effective at 5:00 p.m. on October 31, 2018, thereby allowing our partner, City of The Dalles, additional time to consider their options around assuming the program. He further moved that the Board reserves the right to modify this decision between now and October 31<sup>st</sup>, in the event new information is provided that would alter our understanding of the level of services provided locally or otherwise impact the customer service provided to the citizens of Wasco County. Vice-Chair Hege seconded the motion which passed unanimously.}}}**

#### Agenda Item – Columbia Gorge Community College Request

Chair Kramer stated that at this time we cannot accommodate this request as it is based on future negotiations; we cannot commit dollars we do not have.



Vice-Chair Hege asked if Chair Kramer met with someone from the College last week. Chair Kramer replied that he and Mr. Stone met with CGCC's President, Dr. Cronin. He stated that there was nothing new revealed at the meeting; it was more of a get-to-know-you meeting. Mr. Stone added that Dr. Cronin is aware of the project; the College is looking for funding alternatives.

Vice-Chair Hege observed that when it is all said and done, the third Design LLC agreement will bring in approximately \$2 million annually and that is the funding that he thought was related to this request. He said the College is talking about taking on the debt and having the City and County service the debt.

Mr. Stone said that the previous discussions with Mr. Spatz were that the College wanted the City and County to give them the enterprise zone money to cover half the cost of their project. Further discussion ensued regarding the various scenarios that have been put forward. Reporter Rodger Nichols stated that the College is now saying that they will issue the bond – they need the money by January.

Mr. Stone said that the small group working on the enterprise zone has not had this discussion; it is only one idea of many. He said that he has been looking at this as potential future enterprise zone dollars, not the current dollars that we are receiving.

There was some confusion as to what the College is requesting. Ms. White read a portion of a letter (attached) from the College to Chair Kramer:

“In order to make this project a reality, the college must achieve the \$7.3 million match. Given our ability to use investment in campus housing as match, we propose to achieve this through a combination of public equity investment and debt financing in campus housing; in order for this project to be sustainable, our business model requires that the equity component be no less than \$3.5 million.

Given the economic benefits of this project to our community, we respectfully request Enterprise Zone partners' consideration of the \$3.5 million equity investment described above. We realize this would be a very substantial public investment, and we make this request only after extensive efforts to secure this portion of the match through other avenue. In fact, we continue to seek additional

resources, but at the same time we know that unless we have assurance of the required match in January 2019, our community will lose this vitally important state contribution to our local economy.”

Vice-Chair Hege asked if Mr. Stone can discuss this with our enterprise zone partners. Mr. Stone replied that he can, but no money will be available by January. Vice-Chair Hege said that he believes all that will be necessary is a commitment to service the debt. Mr. Stone said that he would want to discuss this with County Counsel. He pointed out that if this is a 30-year bond, it will bind future commissions to someone else’s debt.

Mr. Rodgers reported that the City has made no decision but intends to discuss it.

<b>Agenda Item – Maupin Project Funding</b>
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Chair Kramer stated that the Board discussed the Maupin projects at the work session; due to some questions that arose, the Board will put this decision on hold until questions are resolved. He added that a process needs to be developed for the distribution of funds.

Commissioner Runyon reported that during the recess he spoke to MCEDD Executive Director Amanda Hoey. He said that the EDC tracks the progress of the projects on their list and he hopes to have the updated information this afternoon. He said that one of the things the Board discussed during the work session was the Economic Development Commission’s list of projects which currently includes the Maupin projects. He observed that the list is developed to help support grant applications.

Mr. Stone asked if the Board wants staff to put together a process for their consideration. Vice-Chair Hege replied affirmatively. Chair Kramer concurred, commenting that we do not need to reinvent the wheel – the EDC has a good base; we may need to add how we use tax dollars versus economic development dollars. He noted that the EDC is our representative.

Sharon DeHart, Mayor Ewing and Igrid Dankmeyer, representing the Maupin projects, thanked the Board for their consideration. Commissioner Runyon asked why they think the bond issue failed this spring. Ms. DeHart replied that the clinic board thought it was a slam-dunk and therefore did not need campaigning.

In addition, there were 1,000 voters who did not cast a ballot. She reported that the issue will be on the November ballot and they are talking to many community groups. The bond will cost a \$250,000-valued property owner approximately \$62.50 per year. Chair Kramer commented that they want to make sure that if the building is built, there is money to operate it.

Ms. DeHart went on to say that they are looking for a partner to take over the operations of the clinic; right now she is both a full-time provider and does the administrative work.

Mayor Ewing commented that he thinks using the EDC list for funding guidance is a great idea; they do a very thorough job of vetting projects. He said that it will weed out people who just have an idea and ask for money.

Ms. Dankmeyer announced that Ms. DeHart will be receiving an award – Rural Health Conference Hero of the Year.

Chair Kramer adjourned the session at 2:33 p.m.

#### Summary of Actions

#### MOTIONS

- **To approve the Consent Agenda: 9.19.2018 Regular Session Minutes**
- **To relinquish building codes services back to the State of Oregon effective at 5:00 p.m. on October 31, 2018, thereby allowing our partner, City of The Dalles, additional time to consider their options around assuming the program. He further moved that the Board reserves the right to modify this decision between now and October 31<sup>st</sup>, in the event new information is provided that would alter our understanding of the level of services provided locally or otherwise impact the customer service provided to the citizens of Wasco County.**

#### CONSENSUS

- **To sign a letter of support for the City of Dufur's Safe Routes to School Grant application.**
- **To authorize the County Assessor to submit documentation for Fish & Wildlife payments in lieu of taxes once the completed data is**

**available.**

- **To approve the Mosier subdivision as presented.**
- **For the Planning Department to pursue a process for the issuance of citations for code compliance violations.**
- **For staff to prepare a proposal for the Wasco County Juvenile Director to oversee the Juvenile operations at NORCOR; said proposal to be presented to the Board of Commissioners at the October 17<sup>th</sup> session and the NORCOR Board of Directors at their October 18<sup>th</sup> meeting.**

Wasco County  
Board of Commissioners

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Steven D. Kramer, Board Chair

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Scott C. Hege, Vice-Chair

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Rod L. Runyon, County Commissioner



## AGENDA ITEM

### Comprehensive Plan, Chapter 3, Goal 3 Amendments

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[STAFF REPORT](#)

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[PROPOSED AMENDMENTS](#)

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[OVERVIEW](#)

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[CLEAN DRAFT OF PROPOSED CHAPTER 3](#)

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[ANONOTATED DRAFT OF PROPOSED CHAPTER 3 OF WASCO COUNTY'S  
COMPREHENSIVE PLAN](#)

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[ORDINANCE 18-003](#)

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**PLANNING DEPARTMENT**

2705 East Second Street • The Dalles, OR 97058  
p: [541] 506-2560 • f: [541] 506-2561 • [www.co.wasco.or.us](http://www.co.wasco.or.us)

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**FILE #:** 921-18-000097 (PLNG)

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**REQUEST:** Legislative Request to Amend the Comprehensive Plan, Chapter 3, Goal 3

**DECISION:**

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**Attachments:**

- A. Wasco County Comprehensive Plan Periodic Review Work Task 3 Overview
- B. Annotated Draft of Proposed Chapter 3 of Wasco County 2040 (Comprehensive Plan) with notes
- C. Clean Draft of Proposed Chapter 3
- D. Ordinance 18-003

**File Number:** 921-18-000097

**Request:** Amend the Wasco County Comprehensive Plan  
1. Change the format to align with Statewide Land Use Planning Goals  
2. Update policy and implementation strategies of Goal 3 to reflect current practice and be consistent with state law.

**Prepared by:** Kelly Howsley Glover, Long Range Planner

**Prepared for:** Wasco County Planning Commission

**Applicant:** Wasco County Planning Department

**Staff Recommendation:** Recommend the Wasco County Planning Commission recommend adoption of the proposed amendments of the Wasco County Comprehensive Plan to the Wasco County Board of Commissioners.

**Planning Commission Hearing Date:** September 4, 2018

**Board of County Commissioner Hearing Dates:** October 3 and 17<sup>th</sup>, 2018

**Procedure Type:** Legislative

**Attachments:** Attachment A: Wasco County Comprehensive Plan Periodic Review Work Task 3 Overview  
Attachment B: Annotated Draft of Proposed Chapter 3 of Wasco County 2040 (Comprehensive Plan) with notes  
Attachment C: Clean Draft of Proposed Chapter 3

## **I. APPLICABLE CRITERIA**

- A. Wasco County Comprehensive Plan Chapter 11: Revisions Process
  - 1. Section B: Form of Comprehensive Plan Amendment
  - 2. Section C: Who May Apply for a Plan revision
  - 3. Section D: Legislative Revisions
  - 4. Section H: General Criteria
  - 5. Section I: Transportation Planning Rule Compliance
  - 6. Section J: Procedure for the Amendment process
- B. Oregon Administrative Rules 660-025

## **II. SUBMITTED COMMENTS**

As of the Wasco County Planning Department has received no comments about the proposed revisions.

## **III. PUBLIC INVOLVEMENT**

Wasco County Land Use and Development Ordinance (LUDO) Section 2.080 provides public notification requirements for public hearings. Section 2.080 C requires a notice to be published in the official newspaper of record for Wasco County (The Dalles Chronicle) 15 days prior to Planning Commission Hearings. Section 2.080 D requires notice to be published in the newspaper 10 days prior to a hearing before the Board of County Commissioners.

In addition to the public hearings required by this legislative process to allow for public testimony and the ability to provide written comment, Wasco County has included the following additional measures to ensure the process is open to the public:

### **A. Newspaper Notifications**

#### Citizen Advisory Group Work Session:

Public notice for a Citizen Advisory Group meeting was published in The Dalles Chronicle on July 18, 2018, more than 20 days prior to the August 7<sup>th</sup> work session.

#### Planning Commission Hearing:

Public notice for Planning Commission Hearing #1 was published in The Dalles Chronicle on August 8, 2018 more than 20 days prior to the September 4, 2018 hearing date.

#### Board of County Commissioners Hearing #1:

Public notice for the Board of County Commissioners Hearing #1 was published in The Dalles Chronicle on September 16, 2018 more than 10 days prior to the October 3, 2018 hearing date.

#### Board of County Commissioners Hearing #2:

Public notice for the Board of County Commissioners Hearing #2 will be published in The Dalles Chronicle on October 7, 2018 10 days prior to the October 17, 2018 hearing date.



## **B. Information Available on Website**

The information regarding the proposed amendments was placed on the Wasco County Planning Department Website<sup>1</sup> on August 1st, 2018. If updates are made following each hearing, the webpage will be updated to reflect such changes. At the time of publication of this document, the following information was made available:

- A listing of hearing dates, times and locations.
- Drafts of the proposed amendments
- Staff report describing the process and proposed changes
- A way to submit comments and concerns

In addition, the Wasco County Comprehensive Plan website<sup>2</sup> has included several posts that have included the time and date of meetings and discussion of proposed topics. This website has 22 subscribers that receive notification of new content, and is also promoted on the Planning Department's social media channels.

Amendments made by the Planning Commission, and all revised materials to be presented to the Board were available on the Wasco County Planning Department Website on September 14, 2018.

## **C. Notification to Partners**

An email notification of proposed amendments, progress on Periodic Review, and the legislative hearing was sent to the Periodic Review Assistance team and other Citizen Advisory Group identified stakeholders on July 12, 2018. The notification included links to the staff report, proposed amendments, and the opportunity to comment.

## **D. Notification to Community Notification List**

During the Wasco County 2040 initial outreach phase, a public email notification list was assembled. Members of the public continue to have the opportunity to sign up for this list at any time on the project website<sup>3</sup> or in person at any of the public hearings, work sessions or other events. They can also request to be put on the list via email, telephone, or in the Planning Department Office. Currently this list includes 67 interested parties from the community.

An email notification of proposed amendments, progress on Periodic Review, and the legislative hearing was sent to this notification list on August 1, 2018. The notification included links to the staff report, proposed amendments, and information on how to provide comment.

# **IV. FINDINGS**

## **A. Wasco County Comprehensive Plan Criteria**

### **1. Chapter 11 - Revisions Process**

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<sup>1</sup> <http://co.wasco.or.us/departments/planning/index.php>

<sup>2</sup> [www.Wasco2040.com](http://www.Wasco2040.com)

<sup>3</sup> <https://wasco2040.com/contact/>

**a. Section B – Form of Comp Plan Amendment**

***Amendments to the Comprehensive Plan include many forms and can either be legislative or quasi-judicial.***

**FINDING:** The request is for a legislative text amendment to policies and the format for Goal 3, Chapter 3 of the Comprehensive Plan, as part of a broader Periodic Review work plan. Amendments include reformatting and edits to existing policy and implementation for both Goals, as well as the addition of some new content including historical perspective, overview, and findings and references.

**b. Section C – Who May Apply for a Plan revision**

***Amendments to the plan may be initiated by the Wasco County Governing Body***

**FINDING:** The Wasco County Board of Commissioners authorized the Wasco County Planning Department to pursue Voluntary Periodic Review (VPR) to update the Wasco County Comprehensive Plan. The Board sent a letter to the Land Conservation and Development Commission supporting VPR on September 29, 2016.

**c. Section D – Legislative Revisions**

***Legislative revisions include land use changes that have widespread and significant impact beyond the immediate area such as quantitative changes producing large volumes of traffic; a qualitative change in the character of the land use itself, such as conversion of residential to industrial use; or a spatial change that affects large areas or much different ownership. The Planning Commission and County Governing Body shall evaluate the plan as often as necessary to meet changes in the social, economic, or environmental character of Wasco County.***

**FINDING:** The proposed text amendments to policies and format of the Comprehensive Plan are applicable to all properties governed by the Wasco County Comprehensive Plan and therefore the proposal is a legislative revision. The proposed amendments are part of a larger Periodic Review process approved by the Planning Commission, Board of County Commissioners, Department of Land Conservation and Development and the Land Conservation and Development Commission. To be accepted for periodic review, staff prepared extensive justification demonstrating the need for amendments to the Comprehensive Plan as a result of changes in the social, economic and environmental character of Wasco County.

**d. Section H – General Criteria**

***The following are general criteria which must be considered before approval of an amendment to the Comprehensive Plan is given:***

- 1). Compliance with the statewide land use goal as provided by Chapter 15 or further amended by the Land Conservation and Development Commission, where applicable.***
- 2). Substantial proof that such change shall not be detrimental to the spirit and intent of such goals.***

- 3). A mistake in the original comprehensive plan or change in the character of the neighborhood can be demonstrated.**
- 4). Factors which relate to the public need for healthful, safe and aesthetic surroundings and conditions.**
- 5). Proof of change in the inventories originally developed.**
- 6). Revisions shall be based on special studies or other information which will serve as the factual basis to support the change. The public need and justification for the particular change must be established.**

**FINDING:** Amendments being proposed to Goal 3 with this work task are intended to add new context, findings and references to existing policies and implementation. In addition, changes proposed specifically are cleaning up redundant information, incorrect or out of date references and processes, and correction of language that is inconsistent with state law.

The proposed text amendments to policies and format of the Comprehensive Plan are intended to reflect current conditions and practices and will not substantially alter agricultural lands protections or regulation. Instead, the intent of the amendments is to make the policies and implementation methods consistent with state law and input received by property owners and community members during the 2017 visioning work and 2018 outreach efforts. As evidenced in the “substantive change summary” section of this staff report, most proposed amendments will remove references to the 1983 Wasco County planning structure or old processes and replace it with language that clearly references best practices. None of the proposed changes will substantially alter the Wasco County Planning program or its application of Goal 3.

Wasco County has changed since 1983. The proposed amendments in this report do not reflect the correction of mistakes in the previous Comprehensive Plan language. Instead, they are an update that reflects the passage of time and change in conditions. For example, minimum parcel size requirements in state law for Exclusive Farm Use zones were changed in the 1990s. The current Comprehensive Plan still references former state standards. In addition, some review processes have been changed in state law and necessitate procedural amendments in Wasco County 2040.

Work task 3 is part of a broader periodic review work plan and maps to Goal 3 within the Statewide Land Use Planning program. The goal does not have an inventory as part of the goal, policies or implementation strategies. References have been cited where relevant in the proposed Chapter text.

Proposed revisions are based on updates to state law, changes to Wasco County Exclusive Farm Use zones, and the express intent of offering clear context to community members and Planning staff. The Planning Commission and the Board of County Commissioners embarked on Periodic Review with the express intent to make Wasco County land use plans as efficient, effective and transparent. As currently written, Goal 3 policies and implementation contain out dated references, practices and other information that conflicts with the Land Use and Development Ordinance and makes it difficult for the

public to navigate. Proposed amendments will help establish a direct nexus with regulation and provide necessary context and connection to state law.

Proposed revisions to Goal 3 are consistent with statewide land use Goal 3, and are intended to ensure compliance and consistency with state law and current conditions in Wasco County. Recommend amendments currently do not go beyond the scope of increasing transparency and usability of the Wasco County Comprehensive Plan's Goal 3.

***e. Section I- Transportation Planning Rule Compliance***

***1). Review of Applications for Effect on Transportation Facilities – A proposed zone change or land use regulation change, whether initiated by the County or by a private interest, shall be reviewed to determine whether it significantly affects a transportation facility, in accordance with Oregon Administrative Rule (OAR) 660-012-0060 (the Transportation Planning Rule – “TPR”). “Significant” means the proposal would:***

- a). Change the functional classification of an existing or planned transportation facility (exclusive of correction of map errors in an adopted plan);***
- b). Change standards implementing a functional classification system; or***
- c). As measured at the end of the planning period identified in the adopted transportation system plan:***
  - i. Allow land uses or levels of development that would result in types or levels of travel or access that are inconsistent with the functional classification of an existing or planned transportation facility;***
  - ii. Reduce the performance of an existing or planned transportation facility below the minimum acceptable performance standard identified in the TSP; or***
  - iii. Worsen the performance of an existing or planned transportation facility that is otherwise projected to perform below the minimum acceptable performance standard identified in the TSP or Comprehensive Plan.***

**FINDING:** Proposed revisions to Goal 3 does not have a direct or indirect impact on transportation facilities, the Transportation Systems Plan, or Transportation Planning rules.

***Oregon Administrative Rules 660-025-0130***

***Submission of Completed Work Task***

***1). A local government must submit completed work tasks as provided in the approved work program or a submittal pursuant to OAR 660-025-0175 to the department along with the notice required in OAR-660-025-0140 and any form required by the department. A local government must submit to the department a list of persons who participated orally or in writing in the local proceedings leading to the adoption of the work task or who requested notice of the local government's final decision on a work task.***

**FINDING:** A notice was sent to DLCD on July 13, 2018, consistent with requirements, to inform them of the proposed September 4, 2018 hearing and subsequent hearings on October 3<sup>rd</sup> and 17<sup>th</sup> to adopt Work Task 3. In attendance at the hearing was one member from the public and Department of Land Conservation and Development Regional Representative Scott Edelman. Both expressed support for the proposed amendments and overall progress of Periodic Review.

To date, staff has not received any written comment or request for notification from the public on Work Task 3. At such a time when comment is received, that will be attached to the staff report and submitted to DLCD.

**3). For a periodic review tasks to be complete, a submittal must be a final decision containing all required elements identified for that task in the work program. The department may accept a portion of a task or subtask as a complete submittal if the work program identified that portion of the task or subtasks as a separate item for adoption by the local government. All submittals required by section 1) of this rule are subject to the following requirements:**

- a). If the local record does not exceed 2,000 pages, a submittal must include the entire local record, including but not limited to adopted ordinances and orders, studies, inventories, findings, staff reports, correspondence, hearings minutes, written testimony and evidence, and any other items specifically listed in the work program.**
- b). If the local record exceeds 2,000 pages, a submittal must include adopted ordinances, resolutions, and orders; any amended comprehensive or regional framework plan provisions or land use regulations; findings, hearing minutes; materials from the record that the local government deems necessary to explain the submittal or cities in its findings; and a detailed index listing all items in the local record and indicating whether or not the item is included in the submittal. All items in the local record must be made available for public review during the period for submitting objections under OAR 660-025-0140. The director or commission may require a local government to submit any materials from the local record not included in the initial submittal;**
- c) A submittal of over 500 pages must include an index of all submitted materials. Each document must be separately indexed, in chronological order, with the last document on the top. Pages must be consecutively numbered at the bottom of the page.**

**FINDING:** The local record for Work Task 3 will not exceed 2,000 pages. Consistent with this requirement, submittal to DLCD will include the entire local record, including but not limited to the adopted ordinance and orders, studies, findings, staff reports, correspondence, hearing minutes, written testimony and evidence and any other relevant material.

A copy of the record, when complete, will also be available for inspection at the Planning Department.

## **Attachment A**

### **Chapter 3 Proposed Amendments**

**Documentation:** The following is a summarized overview of proposed amendments. While some substantive changes are proposed, a significant amount of non-substantive changes are also being made at this time.

#### **State of the Comprehensive Plan:**

- A. **Purpose:** The main purpose of the Comprehensive Plan is to function as a visionary policy document with a 20 year horizon. The plan represents the desires of the citizens of Wasco County and provides generalized direction for development, preservation, the planning process, citizen involvement and numerous other elements related to land use planning. Due to frequent changes in circumstances, law, and the desires of the citizens of the county, the major components should be updated every five to ten years as needed. The land use and development ordinance includes the specific rules and regulations that are meant to implement this vision and amendments to it are required to be consistent with Comprehensive Plan language.
- B. **Prior Updates:** The Comprehensive Plan was acknowledged by the Land Conservation and Development Department in 1983. Major components of the document have not been updated since 1983, resulting in them now being out of date. Other portions have been updated but were done inconsistently and in some cases, the new language did not get inserted into the amended document. In several instances, updates to the ordinance are now out of compliance with the Comprehensive Plan because of the lack of Comprehensive Updates. A more comprehensive update was initiated in 2009, but ultimately not completed. Staff has used some of the past findings and information in drafting the proposed updates.
- C. **Format:** The Comprehensive Plan is currently organized in a way that puts unrelated information in the same chapter and separated related information into multiple chapters. This has created significant difficulty for staff and the public to find information and utilize as the plan was intended.
- D. **Reformatting:** After a careful case study of other Oregon county comprehensive plans, the Citizen Advisory Group held several work sessions in 2015 and 2016 to discuss, among other issues, reformatting the Comprehensive Plan for increased use, transparency and readability. Based on those work sessions, staff was directed to compile and organize information in a manner that better aligned the plan to the Statewide Land Use Planning Goals.
  - 1. **Oregon's Land Use Goals:** The vast majority of the Comprehensive Plan language is tied to one of the State of Oregon's Land Use Goals. Other than some introductory chapters, the entire Comprehensive Plan is being formatted so that each chapter corresponds to one of the applicable Land Use Goals. Each chapter will include all of the policies, findings, and inventories for the specific goal, in addition to any references and historical information.

2. **Format of Goal Chapters:** Each Goal related chapter will be formatted according to the following conventions:
  - a. Overview: A sentence to a paragraph on the outlining the purpose behind the Goal and Wasco County policies.
  - b. Statement of Wasco County Goal and reference to Statewide Planning Goal
  - c. Any cross-references to other Goals
  - d. Policy Statements
  - e. Implementation Statements for each policy
  - f. Findings and reference section detailing any relevant findings and references.

### **Chapter by Chapter Overview of Proposed Substantive Amendments:**

#### **A. Chapter 3- Goal 3 Agricultural Lands**

This new chapter maps to Goal 3 (Agricultural Lands) and includes existing, historical information about Agricultural Lands in Wasco County, a brief overview of Agricultural Lands purpose in Wasco County, an excerpt of Oregon's Statewide Land Use Planning Goal 3, policies, implementation strategies for each policy, and a new findings and references section.

1. **Overview:** The overview briefly discusses Exclusive Farm Use lands in Wasco County and includes an excerpt of the Oregon Revised Statutes which outlines the purpose of agricultural land protections.
2. **Historical Information:** To help introduce some of the concepts and provide a historical reference for Wasco County's Agricultural Lands zoning and uses. This information was compiled using a variety of references that are cited in the references section, as well as old zoning maps and ordinances.
3. **Excerpt of Statewide Planning Goal:** Excerpt from the Oregon Administrative Rules on Goal 3 that outlines for staff and public the purpose of Goal 3.
4. **Wasco County's Citizen Involvement Goal:** This maps directly to the State's Goal 3, and is has not been modified from existing broad goal.
5. **Photo:** A staff photo of cherry trees in a local orchard was added.
6. **Cross Reference:** A list of other goals that relate to Goal 3 was included for easy reference.
7. **Policies:** The existing plan has five policies. One is duplicated with slight variation. The recommendation is to keep four policies but update them to more accurately reflect current policy and status, and merge the two identical policies. More policies may be added at a later date, depending on results of public outreach. For instance, staff anticipates recommending a new policy for agri-tourism based on input which will likely result a new policy proposed for Chapter 3.
  - a. Policy 1: Current language "Maintain Exclusive Farm Use zoning."

Staff is recommending the additional language to follow the word “zoning”: “consistent with state law for continued preservation of lands for resource uses”. This addition gives more clear direction for implementation strategies. The following changes are proposed for the implementation strategies for Policy 1:

- (1) Implementation Strategy “a.” has been updated with current Oregon Revised Statute (ORS) references.
  - (2) Implementation Strategy “b.” No change is proposed for “b.” Changes are proposed for sub strategies. Sub-strategy 1 referenced an old process of minimum parcel size reductions, which is no longer available according to state law. Staff is recommending its removal. Sub-strategies 3 and 4 have been updated with current ORS references.
- b. Policy 2: states *“Where rural agricultural land is to be converted to urbanizable land, the conversion shall be completed in an orderly and efficient manner.”* This is duplicated in Policy 4. Staff is recommending merging the two policies. No other changes are recommended.
- (1) Implementation Strategy “a.” states *“Conversion of rural agricultural land to urbanizable land and shall be in accordance with Goal 14, Policy 1, A-E.”* This language is identical to Policy 4, Implementation Strategy “a.” Staff is recommending merging the two. In addition, staff is recommending the addition of the language “and the Statewide Land Use Planning program, which typically requires an exception to Goal 3” to add clarity to process. Rezoning natural resource land to non-resource zones requires an exception to statewide land use planning goals, and in the interest of transparency adding this language will make that clear to future staff and community members.
  - (2) Implementation Strategy “b.” states: *“Extension of services, such as water supplies, shall be appropriate for proposed urban use.”* This is identical to Implementation Strategy “b.” of Policy 4; staff is recommending merging the two. No other changes are proposed.
  - (3) Implementation Strategy “c.” states: *“Minimize an adverse impact which electrical systems may have on the productivity of agricultural lands by reviewing future plans of the Bonneville Power Administration for major power line corridors. Review and comment should be made by each of the affected planning areas.”* This is identical to Implementation Strategy “c.” of Policy 4. Staff is recommending the removal of this implementation point, as it references old planning areas system. Utility facilities are required to be reviewed, according to state law, through a proscribed process.
  - (4) Implementation Strategy “d.” states: *“Pre-existing farm dwellings occupied on a rental or lease basis shall not justify the partitioning of good agricultural land or smaller acreage tracts in farm use zones.”* This is identical to Implementation



Strategy “d.” of Policy 4. Staff is recommending the two be merged. No other changes are recommended at this time.

- (5) Implementation Strategy “e.” states: *“Encourage the development of conservation plans utilizing Best Management Practices (BMP’s) as developed by Wasco County Soil and Water Conservation Districts as defined by its standards and specifications.”* No change is recommended.
  - (6) Implementation Strategy “f.” states: *“The opportunity for review and comment shall be provided for citizen groups in the development of plans for the location of utilities such as power line and highways which may adversely impact agricultural lands.”* Planning Commission members felt strongly they wished to keep this provision in the Comprehensive Plan to ensure public understood their ability to comment. No change is proposed.
  - (7) Implementation Strategy “f”: With proposed renumbering, the new strategy “f” will be merged from a unique strategy from Policy 4. Specifically, *“Normal agricultural practices (aerial pesticide applications, burning of pruning, dust and noise by machinery) shall not be restricted by non-agricultural interests within agricultural areas.”*
- c. Policy 3: Current policy is *“Land division criteria and minimum lot sizes used in areas designated as agricultural by the Plan shall be appropriate for the continuation of existing commercial agricultural enterprise in the area.”* Staff is not currently recommending any modification to this policy. The following changes are proposed for the implementation strategies for Policy 3:
- (1) Implementation Strategy “a.” includes references to different EFU zones in Wasco County, including references to former minimum parcel sizes. Staff is recommending the language be modified to reflect current minimum parcel sizes.
  - (2) Implementation Strategy “b.” currently states: *“Revise the zoning regulations to provide the governing body or its designee to review all divisions of agricultural lands creating parcels for non-farm uses.”* Because this is now current practice, staff is recommending the removal of this language, to be replaced with the following: *“Maintain EFU land division standards in the Land Use and Development Ordinance including:”* Strategy 1(a) through (d) is in the current Comprehensive Plan. The only modification staff is recommending is a reference correction in (d). Staff is also recommending the removal of (e) through (g) as they represent old regulation and conflict, or are redundant, with the Land Use and Development Ordinance and state law.
- d. Policy 4: As mentioned, Policy 4 is duplicative of Policy 2. Staff is recommending the two be merged into Policy 2, including implementation strategies where relevant.

- e. Policy 5: Current policy is *“Encourage multiple purpose storage reservoirs and land and water reclamation projects which enhance and benefit agricultural land.”* No amendments are being recommended to this or supporting implementation.
8. **Findings and References:** To help provide some information about each of the policies, as well as some history, findings and references are provided at the end of the chapter. These references cite sources from text. Findings provide additional context for some of the policies and implementation strategies.

DRAFT

## **Goal 3**

# **Agricultural Lands**

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# Goal3

## Agricultural Lands

### Overview

Goal 3 is one of the most critical goals for Wasco County, as 76% of the land outside the incorporated areas and National Scenic Area is zoned Exclusive Farm Use. Wasco County has two EFU zones, A-1 (160) and A-1 (40) which reflect the different types of crop production including orchards, wheat, hay, alfalfa and livestock grazing.

Agricultural lands are one of two resource zones in Wasco County. Resource zones make up the foundation of the Oregon Statewide Land Use Planning program's goal to preserve farm and forest lands for future resource use.

Oregon Revised Statutes 215.243 defines the Oregon Agricultural land use policy:

*The Legislative Assembly finds and declares that:*

*(1) Open land used for agricultural use is an efficient means of conserving natural resources that constitute an important physical, social, aesthetic and economic asset to all of the people of this state, whether living in rural, urban or metropolitan areas of the state.*

*(2) The preservation of a maximum amount of the limited supply of agricultural land is necessary to the conservation of the state's economic resources and the preservation of such land in large blocks is necessary in maintaining the agricultural economy of the state and for the assurance of adequate, healthful and nutritious food for the people of this state and nation.*

*(3) Expansion of urban development into rural areas is a matter of public concern because of the unnecessary increases in costs of community services, conflicts between farm and urban activities and the loss of open space and natural beauty around urban centers occurring as the result of such expansion.*

### Historical Perspective

Wasco County has had agricultural land regulations since the inception of its planning program in the 1950s. In 1953, there was a county subdivision ordinance that required review of new plats by the planning commission. Portions of the County had a zoning ordinance as early as 1955, and in 1956 agricultural districts or zones were established to limit uses.

In the A-1 zone in 1956, there were nineteen permitted uses. Many of the permitted uses are similar to those still allowed outright or through permits in the agricultural zones today.

By 1963, the Oregon legislature codified the Exclusive Farm Use (EFU) zone and allowed uses (ORS 215). Coupled with the farm tax deferral program, started in 1961, the vision to conserve farmland for agricultural use was clearly established.

In 1970, Wasco County adopted two additional agricultural zones, A-2 and A-3, as well as two forest zones, F-1 and F-2. These new zones established conditional uses, above and beyond permitted uses, for resource zones.

Senate Bill 100, adopted in 1973, created the statewide land use planning program and its "priority consideration" over resource zones, including agricultural lands. This bill "reasserted state level authority over land use policy and zoning" (Sullivan and Eber, 8). This bill established the Land Conservation and Development Commission and the Statewide Planning Goals that directed further iterations of Wasco County's land use plans.

In 1983, the Comprehensive Plan identified 20 acre and 80 acre EFU zones. In 1996, Wasco County adopted new EFU provisions in response to 1993 HB 3661, which included rezoning all EFU lands to 160 acres.

*(4) Exclusive farm use zoning as provided by law, substantially limits alternatives to the use of rural land and, with the importance of rural lands to the public, justifies incentives and privileges offered to encourage owners of rural lands to hold such lands in exclusive farm use zones. [1973 c.503 §1]*

In 1998, Wasco County was awarded a Go Below to zone orchard lands at a 40 acre minimum parcel size in keeping with their high value crops and ability to produce high returns on smaller parcels of land. This was also consistent with historic agricultural practice in the orchard areas.

Significant work was done in the 1990s and 2000s by a special advisory group called the Agricultural Resource Group. This group set many of the setbacks, allowances, and additional restrictions above and beyond state law present in the Land Use and Development Ordinance (LUDO) up until Wasco County 2040.

In 2016, Wasco County was awarded a grant from DLCDC that produced an independent audit of the LUDO in comparison with the recently developed Model Code for resource zones. This audit will be used for future LUDO updates, to ensure compliance with state law.

## **Statewide Planning Goal 3**

### **To preserve and maintain agricultural lands.**

Agricultural lands shall be preserved and maintained for farm use, consistent with existing and future needs for agricultural products, forest and open space and with the state's agricultural land use policy expressed in ORS 215.243 and 215.700.

Excerpt from  
OAR 660-015-0000(3)

### **Cross-Reference**

Additional policies related to  
this goal: Goal 1, 2, and 14

## **Wasco County Goal**

## **Agricultural Lands**

### **To preserve and maintain agricultural lands.**



## Policies

**3.1.1** Maintain Exclusive Farm Use zoning consistent with state law for continued preservation of lands for resource uses.

### Implementation for Policy 3.1.1:

- a. Maintain Exclusive Farm Use zone consistent with ORS 215.203 to 215.327, 215.700 to 215.710, and 215.760 to 215.794 to qualify for special farm use assessment as set forth in ORS 308.370 to 308.406.
- b. Minimum lot sizes in agricultural zones shall be appropriate for the preservation of ground water resources, continued agricultural use and aesthetic qualities.
  1. Commercial activities in conjunction with farm use shall be allowed as conditional uses in the Exclusive Farm Use zone.
  2. Non-farm uses permitted within farm use zones adopted pursuant to ORS 215.283 should be minimized to allow for maximum agricultural productivity.
  3. Non-farm dwellings within the Exclusive Farm Use zone may be permitted with a conditional use permit in accordance with the provisions of ORS 215.283
  4. Subdivisions and Planned Unit Developments will not be permitted in the Exclusive Farm Use zone.

**3.1.2** Where rural agricultural land is to be converted to urbanizable land, the conversion shall be completed in an orderly and efficient manner.

### Implementation for Policy 3.1.2:

- a. Conversion of rural agricultural land to urbanizable land and shall be in accordance with Goal 14, Policy 1, A-E and the statewide land use planning program, which typically requires an exception to Goal 3.
- b. Extension of services, such as water supplies, shall be appropriate for proposed urban use.
- c. Pre-existing farm dwellings occupied on a rental or lease basis shall not justify the partitioning of good agricultural land or smaller acreage tracts in farm use zones.

## 3.1 Policies

- d. Encourage the development of conservation plans utilizing Best Management Practices (BMP's) as developed by Wasco County Soil and Water Conservation Districts as defined by its standards and specifications.
- e. The opportunity for review and comment shall be provided for citizen groups in the development of plans for the location of utilities such as power line and highways which may adversely impact agricultural lands.
- f. Normal agricultural practices (aerial pesticide applications, burning of pruning, dust and noise by machinery) shall not be restricted by non-agricultural interests within agricultural areas.

**3.1.3** Land division criteria and minimum lot sizes used in areas designated as agricultural by the Plan shall be appropriate for the continuation of existing commercial agricultural enterprise in the area.

**Implementation for Policy 3.1.3:**

- a. In order to promote the continuation of existing commercial agricultural enterprise in Wasco County, the zoning regulations shall provide for two classification of Exclusive Farm Use. The A-1 (160) Exclusive Farm Use zone shall have a minimum property size of one hundred and sixty (160) acres. The A-1 (40) Exclusive Farm Use zone shall have a minimum property size of forty (40) acres. Lands designated by the Comprehensive Plan as agricultural and containing acreages greater than or equal to the minimum property size of the appropriate zone classification shall be presumed to be commercial agricultural entities.
- b. Maintain EFU land division standards in the Land Use and Development Ordinance including:
  - 1. Divisions of agricultural lands for non-farm uses shall be consistent with all existing ordinances and the following criteria:
    - (a) Any residential use which might occur on a proposed parcel will not seriously interfere with usual farm practices on adjacent agricultural lands.
    - (b) The creation of any new parcels and subsequent development of any residential use upon them will not materially alter the stability of the area's land use pattern.
    - (c) The proposed division or use of the proposed parcels will not eliminate or substantially reduce the commercial agricultural potential of the area nor be inconsistent with the Goals and Policies of this Plan.



(d) Such divisions are consistent with the provisions of ORS 215.283 (2) and (3), ORS 215.243 and ORS 215.263 as applicable.

**3.1.4** Encourage multiple purpose storage reservoirs and land and water reclamation projects which enhance and benefit agricultural land.

**Implementation for Policy 3.1.4:**

- a.** Encourage individual farmers to develop soil conservation plans for each farming unit by coordinating land use planning with the United States Department of Agriculture and Wasco County Soil and Water Conservation Districts.
- b.** Allow agriculture-related uses such as multiple purpose storage reservoirs and water reclamation projects in the “A-1” Exclusive Farm Use zone.

## Findings and References

**3.1.1.a** Criteria and uses for EFU lands are defined through State law in Oregon Administrative Rules 660-33 and Oregon Revised Statutes 215.203-215.327, 215.700-215.710, 215.760-215.794.

**3.1.1.b** Minimum parcel size in EFU lands are identified in ORS 215.780 as 80 acres for non-rangeland EFU, and 160 acres for rangeland EFU. Minimum parcel size requirements for EFU can also be found in OAR-033-0100.

**3.1.1.b.2** Consistent with uses authorized on agricultural lands, OAR 660-033-0120.

**3.1.1.b.5** Consistent with minimum parcel size and division standards in state law.

**3.1.2.a** Goal 2 (OAR 660-015-0000(2)) requires a goal 3 exception be taken to remove land from resource zoning and rezoned for urban uses. Urban lands also need to be consistent with Goal 14. Goal 14 typically impacts lands within the UGB around urban communities.

**3.1.2.b** The Wasco County Soil and Water Conservation District prepares, typically in conjunction with research for NRCS and regional Universities, provides management strategies for different crops in a diversity of soil and water situations for agricultural production.

**3.1.2.e** In 1993 (updated in 1995 and 2001), the Oregon Right to Farm law was adopted which the express intent to protect “growers from court decisions based on customary noises, smells, dust or other nuisances associated with farming”. The law also prohibits Wasco county from creating rules that deem such practices a nuisance or trespass (ORS 30.930).

## References

Oregon Department of Land Conservation and Development. *Goal 3: Agricultural Lands*. Oregon’s Statewide Planning Goals and Guidelines.

Oregon Department of Land Conservation and Development (1997). [\*Saving Oregon’s Farmland\*](#).

Sullivan, E., & Eber, R. (2008). *Farmland Protection in Oregon*. San Joaquin Agricultural Law Review, 18(1), 1-69.

Oregon Department of Agriculture. (2014). [\*Oregon’s Right to Farm Law\*](#).

## Policies

# 3.1 Policies

**3.1.1** Maintain Exclusive Farm Use zoning<sup>1</sup> consistent with state law for continued preservation of lands for resource uses.

### Implementation for Policy 3.1.1:

- a. Maintain Exclusive Farm Use zone consistent with ORS 215.203 to 215.~~327273~~, 215.700 to 215.710, and 215.760 to 215.794 to qualify for special farm use assessment as set forth in ORS 308.370 to 308.406.
- b. Minimum lot sizes in agricultural zones shall be appropriate for the preservation of ground water resources, continued agricultural use and aesthetic qualities.
  1. ~~On all lands designated as Exclusive Farm Use on the Comprehensive Plan may, if determined to be non-productive, using the Soil Conservation Service soils maps (soils classes VII or VIII) the minimum lot size may be reduced to twenty (20) acres, in accordance with Chapter 3.210(2)(e) of the Wasco County Zoning Ordinance and the applicable regulations of the Wasco County Subdivision and Land Development Ordinance.~~<sup>2</sup>
  2. Commercial activities in conjunction with farm use shall be allowed as conditional uses in the Exclusive Farm Use zone.
  3. Non-farm uses permitted within farm use zones adopted pursuant to ORS ~~215.213~~<sup>3</sup> 215.283 should be minimized to allow for maximum agricultural productivity.
  4. Non-farm dwellings within the Exclusive Farm Use zone may be permitted with a conditional use permit in accordance with the provisions of ORS ~~215.213~~<sup>4</sup> 215.283.
  5. Subdivisions and Planned Unit Developments will not be permitted in the Exclusive Farm Use zone.

<sup>1</sup> This should probably be more specific and related to implementation. Most implementation strategies are based in state law. Perhaps "Maintain Exclusive Farm Use zoning consistent with state law, for continued preservation of lands for resource use"

<sup>2</sup> The minimum parcel size limit for EFU according to State law ([ORS 215.780](#)) is 80 acres. Wasco County has a method in the Land Use and Development Ordinance (LUDO) to test to 80 acres for lands with higher value crops (Section 3.217). The 40 acre zoning is limited to lands within the A-1 (40) exception area. The standard minimum parcel size for EFU in Wasco County is 160.

<sup>3</sup> This is an incorrect reference.

<sup>4</sup> This is an incorrect reference. Correct reference is 215.283

**3.1.2** Where rural agricultural land is to be converted to ~~urbanizable~~ urban land, the conversion shall be completed in an orderly and efficient manner.<sup>5</sup>

**Implementation for Policy 3.1.2:**

- a. Conversion of rural agricultural land to urbanizable land and shall be in accordance with Goal 14, Policy 1, A-E,<sup>6</sup> and the statewide land use planning program, which typically requires an exception to Goal 3.
- b. Extension of services, such as water supplies, shall be appropriate for proposed urban use.
- ~~c. Minimize an adverse impact which electrical systems may have on the productivity of agricultural lands by reviewing future plans of the Bonneville Power Administration for major power line corridors. Review and comment should be made by each of the affected planning areas.~~
- d. Pre-existing farm dwellings occupied on a rental or lease basis shall not justify the partitioning of good agricultural land or smaller acreage tracts in farm use zones.
- e. Encourage the development of conservation plans utilizing Best Management Practices (BMP's) as developed by Wasco County Soil and Water Conservation Districts as defined by its standards and specifications.<sup>7</sup>
- f. The opportunity for review and comment shall be provided for citizen groups in the development of plans for the location of utilities such as power-line and highways which may adversely impact agricultural lands.
- g. <sup>8</sup>Normal agricultural practices (aerial pesticide applications, burning of pruning, dust and noise by machinery) shall not be restricted by non-agricultural interests within agricultural areas.<sup>9</sup>

**3.1.3** Land division criteria and minimum lot sizes used in areas designated as agricultural by the Plan shall be appropriate for the continuation of existing commercial agricultural enterprise in the area.

**Implementation for Policy 3.1.3:**

<sup>5</sup> This is the same as Policy 4.

<sup>6</sup> We need to also reference Goal Exceptions.

<sup>7</sup> This strategy is unique to Policy 2

<sup>9</sup> This strategy is unique to policy 4 and is being added to policy 2 to combine them.

- a. In order to promote the continuation of existing commercial agricultural enterprise in Wasco County, the zoning regulations shall provide for two classification of Exclusive Farm Use. The "~~A-1 (80)~~" A-1 (160) Exclusive Farm Use zone shall have a minimum property size of ~~eighty (80)~~ one hundred and sixty (160) acres. The "~~A-1 (20)~~" A-1 (40) Exclusive Farm Use zone shall have a minimum property size of ~~twenty (20)~~ forty (40) acres. Lands designated by the Comprehensive Plan as agricultural and containing acreages greater than or equal to the minimum property size of the appropriate zone classification shall be presumed to be commercial agricultural entities.
- b. Maintain EFU land division standards in the Land Use and Development Ordinance including:
1. Divisions of agricultural lands for non-farm uses shall be consistent with all existing ordinances and the following criteria:
    - (a) Any residential use which might occur on a proposed parcel will not seriously interfere with usual farm practices on adjacent agricultural lands.
    - (b) The creation of any new parcels and subsequent development of any residential use upon them will not materially alter the stability of the area's land use pattern.
    - (c) The proposed division or use of the proposed parcels will not eliminate or substantially reduce the commercial agricultural potential of the area nor be inconsistent with the Goals and Policies of this Plan.
    - (d) Such divisions are consistent with the provisions of ORS 215.2~~8313~~<sup>10</sup> (2) and (3), ORS 215.243 and ORS 215.263 as applicable.
- ~~Or one or more of the following conditions apply<sup>11</sup>~~
- ~~(e) The parcel to be created will be sold to an adjoining farm operator, and such transaction does not result in the creation of an additional parcel or home site.~~
- ~~(f) The proposed division will create a separate parcel for a second dwelling which exists on the property, and creation of the parcel is consistent with criteria (a) through (d) listed above.~~
- ~~(g) The division clearly follows a physical feature which functionally divides and thus hinders normal farming activities, and creation of the parcel is consistent with criteria (a) through (d) listed above.~~
- ~~**3.1.4** Where rural agricultural land is to be converted to urbanizable land, the conversion shall be completed in an~~

<sup>10</sup> Wrong reference. Correct reference is 215.283

<sup>11</sup> Redundant or conflicts with LUDO.

orderly and efficient manner.

**Implementation for Policy 3.1.4:**

- ~~a. Conversion of rural agricultural land to urbanizable land shall be in accordance with Goal #14, Policy 1, A-E.~~
- ~~b. Extension of services, such as water supplies, shall be appropriate for proposed urban use.~~
- ~~c. Minimize an adverse impact which electrical systems may have on the productivity of agricultural lands by reviewing future plans of the Bonneville Power Administration for major power line corridors. Review and comment should be made by each of the affected planning areas.~~
- ~~d. Pre-existing farm dwellings occupied on a rental or lease basis shall not justify the partitioning of good agricultural land or smaller average tracts in the farm use zones.~~
- ~~e. Normal agricultural practices (aerial pesticide applications, burning of pruning, dust and noise by machinery) shall not be restricted by non-agricultural interests within agricultural areas.~~
- ~~f. The opportunity for review and comment shall be provided for citizen groups in the development of plans for the location of utilities such as power lines and highways which may adversely impact agricultural lands.~~

**3.1.5-4** Encourage multiple purpose storage reservoirs and land and water reclamation projects which enhance and benefit agricultural land.

**Implementation for Policy 3.1.54:**

- a. Encourage individual farmers to develop soil conservation plans for each farming unit by coordinating land use planning with the United States Department of Agriculture and Wasco County Soil and Water Conservation Districts.
- b. Allow agriculture-related uses such as multiple purpose storage reservoirs and water reclamation projects in the "A-1" Exclusive Farm Use zone.



IN THE BOARD OF COMMISSIONERS OF THE STATE OF OREGON

IN AND FOR THE COUNTY OF WASCO

IN THE MATTER OF THE WASCO COUNTY PLANNING COMMISSION'S REQUEST TO APPROVE PROPOSED PERIODIC REVIEW LEGISLATIVE AMENDMENTS TO UPDATE THE LAND USE AND DEVELOPMENT ORDINANCE RELATED TO AGRICULTURAL LANDS GOAL, CHAPTER 3 OF WASCO COUNTY 2040, THE COMPREHENSIVE PLAN (FILE NUMBER 921-18-000097)

**ORDINANCE # 18-003**

NOW ON THIS DAY, the above-entitled matter having come on regularly for consideration, said day being one duly set in term for the transaction of public business and a majority of the Board of Commissioners being present; and

WHEREAS, the Wasco County Planning Commission and the Wasco County Board of Commissioners directed the Wasco County Planning Department to pursue Voluntary Periodic Review to update the Wasco County Comprehensive Plan on 5 October 2016; and

WHEREAS, Wasco County entered Periodic Review on 20 February 2018 with approval from the Department of Land Conservation and Development's (DLCD) approval of a work plan; and

WHEREAS, the third work task on the work plan was to make amendments to Goal 3 (Agricultural Lands) to make the language consistent with current Wasco County Planning Department practice and state law and reformat them in to the new Wasco County 2040 (Comprehensive Plan) format; and

WHEREAS, each Periodic Review task is approved and submitted to DLCD after completion for acknowledgment; and

WHEREAS, the Wasco County Planning Department sent notification to DLCD pursuant to ORS 197.610 on 13 July 2018; and

WHEREAS, all property owners were sent notice of proposed Periodic Review update to the Comprehensive Plan in March 2017; and

WHEREAS, that on 4 September 2018, at the hour of 3:00 PM in the lower level classroom at The Discovery Center the Wasco County Planning Commission held the first legally notified public hearing to review recommendations by staff and the advisory group, background information, and receive public testimony on work task 3. The Planning Commission then closed the public hearing and with a vote of 5 to 0, with two members absent, recommended approval to the Wasco County Board of Commissioners; and

WHEREAS, that on 3 October 2018 at the hour of 9:30 AM at the Wasco County Courtroom #302, located at 511 Washington St, The Dalles, Oregon, the Wasco County Board of Commissioners met to conduct the first of two legally notified public hearings on the above matter. The Board of County Commissioners reviewed recommendations by the Wasco County Planning Commission, staff's presentation, and received testimony from the public. The Board of County Commissioners tentatively approved the amendments; and

WHEREAS, that on 17 October 2018 at the hour of 9:30 AM at the Wasco County Courtroom #302, located at 511 Washington St, The Dalles, Oregon, the Wasco County Board of Commissioners met to conduct the second of two legally notified public hearings on the above matter. The Board of County Commissioners reviewed recommendations by the Wasco County Planning Commission, staff's presentation, and received testimony from the public. The Board of County Commissioners, by a vote of \_\_\_ to \_\_\_, approved the amendments and conducted the second reading, recommending submittal to DLCD; and

NOW, THEREFORE, IT IS HEREBY ORDERED: That the request by the Wasco County Planning Department for a legislative amendment to the Wasco County Comprehensive Plan, to be renamed Wasco County 2040, in conjunction with Periodic Review work plan task 3 is hereby approved; and

WHEREAS, Pursuant to Oregon Administrative Rules 660-025-0130, submission of a completed work task is required to DLCD for acknowledgment as part of Periodic Review, and once the work tasks are acknowledged they will be effective.

DATED this 17th day of October, 2018.

**APPROVED AS TO FORM:**

\_\_\_\_\_  
Kristen Campbell, County Counsel

**WASCO COUNTY BOARD OF COMMISSIONERS:**

\_\_\_\_\_  
Rod L. Runyon, Commission Chair

**ATTEST:**

\_\_\_\_\_  
Steve D. Kramer, County Commissioner

\_\_\_\_\_  
Kathy White, Executive Assistant

\_\_\_\_\_  
Scott C. Hege, County Commissioner





## AGENDA ITEM

### Sheriff's Report

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[SHERIFF'S MEMO](#)

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[SEARCH & RESCUE STRATEGIC PLAN](#)

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## SHERIFF'S OFFICE

511 Washington St., Ste.102 • The Dalles, OR 97058  
p: [541] 506-2580 • f: [541] 506-2581 • [www.co.wasco.or.us](http://www.co.wasco.or.us)

*Pioneering pathways to prosperity.*

Dear Sheriff Lane Magill,

Wasco County Search and Rescue is writing today after completing a general inventory of the status of existing equipment, having realized we are in critical need of replacements in order to effectively, efficiently and safely realize our mission. Upon this realization WCSAR has started a strategic plan to provide our members and the larger Office of the Sheriff with a set of processes designed to streamline our equipment inventory and assessment process. This strategic plan asks members to create varying degrees of assessment that look at both durable goods and consumable goods at differing times dependent on expected equipment lifespan. Please see our enclosed description of our current assessment regarding a much needed series of replacements to our infrastructure. This letter offers a detailed description of the problems we face currently and how these purchasing requests will address these identified needs.

At the time of writing WCSAR is deploying ATV's that are ten years old and have seen extended field and training use. These machines had been upgraded to operate using tracks for winter use despite not having the necessary horsepower or steering to operate effectively. The machine's lack of horsepower prevents WCSAR members from quickly arriving at a scene on winter missions, and the lack of power steering places our members at increased risk of injury due to a lack of maneuverability. It is our assessment that in order to respond quickly and safely in future winter conditions that we need to upgrade our ATV's to newer models. Having a tracked ATV that is powered to run both tires and tracks allows for full season mission response. These vehicles are critical when responding in a spring environment where mud and dry ground prevent the effective use of snowmobiles. In addition ATVs are a necessary vehicle when compared to our off road capable SUVs in that they are small enough to access most trails in Wasco County.

The current ATVs in our fleet also do not have current technology that increases effectiveness and prioritizes operator safety. Our current models do not have modern lighting for night deployment, efficient external fuel storage, front and rear winches for recovery, and hardbox storage for safe deployment of support equipment. Rather our current models rely on out of date lighting systems, cloth bag and rack/strap storage, and underpowered recovery tools. Another current problem we have identified with our existing ATV's results from the external storage of the vehicles on an open air trailer. Use of windshields on ATVs in winter conditions is mandatory, however it is time consuming to remove windshields prior to transport as damage has occurred in the past, resulting in users having to remove windshields prior to transport and install prior to deployment. In addition, the exposure to the elements has resulted in increased and unnecessary wear on the machines by the elements common in Wasco County. This reliance on open air transportation of our ATVs has decreased our deployment time and resulted in some of the polymer on the machine degrading the point of being suboptimal.

We have also identified several issues with the current trailer used to transport these vehicles and support equipment. The current trailer, as mentioned above, is an open air trailer



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that exposes equipment to both the elements and the public resulting in wear and tear. WCSAR is also currently operating in the field without a dedicated and enclosed shelter for SAR members and equipment on mission. Our current trailer functions purely as a transport and storage and was not designed with an organization such as WCSAR in mind. The device was intended for daytime use under ideal conditions, and presents several safety risks when deployed outside of these parameters. First, to access the ATVs members must walk the deployment ramp in a way that exposes them to possible slips and falls. The trailer has no external lighting for nighttime deployment. It requires several ramps and pieces of steel to be extended into the operating environment in a way that creates hazards. The current trailer is also at weight capacity with current loaded equipment and is incapable of retrofitting or adding additional equipment if required for future missions.

While in the process of assessing immediate replacement need we have also identified several other mission critical issues we face. Currently WCSAR has no dedicated mobile command center for deployment. Our members rely on shared equipment that has been deployed elsewhere by partner organizations when it was needed as a command center for SAR. In addition there is no dedicated warming/cooling station for SAR members, or a rallying point for mission briefings and debriefings. The current trailer also does not offer a dedicated charging location to store sensitive search equipment such as radios, ATV helmets, laptops, GPS units, and other electronic devices. These additional identified needs saw us craft a replacement proposal that addresses our immediate equipment replacement while also offering a location to function as a mobile SAR command center.

During the previous 60 days WCSAR has been preparing RFP's for the acquisition of ATV's and an enclosed trailer that can be used as a mobile command post. These requests will help project our mission readiness into the coming years and will greatly benefit the readiness capabilities of Wasco County. As part of the RFP process the WCSAR membership will be providing you with documents no later than October 25<sup>th</sup> 2018 for submission to the Wasco County Board of Commissioners, for the purchase of said equipment, utilizing Title III funding.

After identifying the most pressing mission and equipment readiness needs faced by WCSAR at the moment we feel confident that this request thoroughly addresses how best to move forward as an organization. We appreciate your full consideration and would like to invite you to contact us with any questions you regarding both our current equipment as well as our justification for this request. Thank you for your time, and regardless of outcome we will continue to serve as Search and Rescue volunteers ready to respond to any and all backcountry and wildland rescue needs in Wasco County.

Sincerely,  
Wasco County SAR Members



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## Wasco County SAR Strategic Plan

### Introduction:

The purpose of this document is to outline a strategic plan for Wasco County Search and Rescue that falls in line with the overall work, and mission of the five year strategic plan for Wasco County. This document will outline how SAR fits into the overall mission of the Office of the Sheriff of Wasco County, and how SAR intends to set realistic and strategic benchmarks to map progress over the course of these next five years.

### I. PURPOSE

This Search and Rescue Plan was prepared and adopted in accordance with Oregon Revised Statutes (ORS) Chapter 404. The purpose of this plan is to define search and rescue authority, organization, activity and to establish policy. Adherence to this plan will provide uniform response to Search and Rescue missions within Wasco County.

### II. AUTHORITY

The Sheriff of Wasco County is responsible for search and rescue activities within Wasco County. These duties may be delegated to a qualified deputy or emergency service worker.

### III. MISSION

"Search and Rescue" means the acts of searching for, rescuing or recovering, by means of ground or marine activity any person who is lost, injured or killed while out of doors. It is recognized that people will become lost, injured and/or in need of rescue/recovery from natural or technological danger within Wasco County. The ability to effectively respond will require resources beyond those normally available. The mission is to ensure the maximum preservation of life.

### IV. STRATEGIC PLAN OVERVIEW

For the purpose of the 2018 Wasco County Strategic Plan SAR has created a committee to study the needs, goals, and future plans of SAR in order to insure that the organization is fully capable to fulfill its Mission. SAR has adopted the Pathways model presented by Wasco County Sheriff's Office in order to map goals within a similar framework as our parent organization. Part of SAR's goal for this initial strategic plan has been to both create sustainable policies and procedures to address ongoing needs within SAR as well as to assess immediate operational needs in order to continue function over the coming need.

The overall goal of this plan is to create a system of procedures that will streamline forward thinking and proactive planning on the part of SAR members in the years to come.

## Pathways (from Wasco county Strategic plan)

### Pathway 1: Technology

Action	Baseline	Intended Outcome	Target Deadline	Related Paths
Get links to SAR related information up and published on Wasco County Sheriff's webpage.	None	Have all application forms, and relevant digital training courses online, in the same place, for easy access for future and current members.	3 months	Comm s
Get a clear path for citizens to support SAR outlined on Wasco County website, including a donate button, and info about Amazon Smile and other digital opportunities to donate.	None	Make supporting SAR through online contributions easy for the citizens of Wasco County	6 months	Comm s
Work with Wasco County Sheriff's office to get photo and media content to the office for the purpose of showing volunteers, actions, and trainings on Social Media.	Little to no presence	Work with Sheriff's social media coordinator to start showing the face of SAR on Social Media in a way that falls in line with the county's mission for community presence.	3 months	Comm s
Create digital calendar for SAR Volunteer communication for the purpose of training, scheduling, and direct communication.	None	Create a one stop shop for all info regarding training, conferences, meetings, and social advertising that all SAR members can access via an online platform.	6 months	
Create partnerships with local tech firms in order to provide grants, resources, and equipment to help SAR thrive.	Minimal	Create relationships that see private sector partners provide SAR with monetary, training, and equipment support for the purpose of operations.	6 months for initial contact. 1 year for first grant. 3 years for training on new tech. 5 years for	Safety

			feed deployment of tech.	
Update Wasco County Radio Infrastructure	Existing Radio System	Work with all first responder partners, local tech firms, industry partners, and local community to acquire funding and grants to modernize Wasco County Radio infrastructure.	5 years	Safety Coms

## 2: Customer Service

SAR's ultimate goal with Customer Service is to ultimately fit within the parameters of the mission of the Wasco County Sheriff's Office. As a volunteer organization it is critical that SAR understand how its members fit within the FEMA Incident Command System framework in order to not misrepresent the overall standards of command. SAR will take its lead from the Wasco County Sheriff's Office on all issues related to Customer Service.

NOTE: Eliminate acronyms

Action	Baseline	Intended Outcome	Target Deadline	Related Paths
Work with Sheriff's Office to create training protocol for Incident Command System (ICS) that falls in line with Office's Mission	None	To create a fluid understanding of how communications with the public function under the ICS model and work towards meeting those standards	1 year	Comms, Safety
Increase visual presence at community events to both increase enrollment of volunteers and positive visual presence of SAR first responders	Ongoing parade and social effort	To cover more ground so that Wasco residents get a better idea of what SAR is.	6 months for first event	Comms, Safety, Org/Dev
Post information about SAR at local outdoor rec areas, including trailheads	None	Reach out to all recreational land owners, including Federal Government to see about creating a standard SAR placard for all parks in Wasco County	3 years	Comms, Safety, Org/Dev

### 3: Infrastructure & Resources (Equipment, Facilities, Roads, Lands)

Action	Baseline	Intended Outcome	Target Deadline	Related Paths
Create a written document detailing an annual review process that happens at the start of every fiscal year to assess new and replacement equipment needs.	Prior approach was verbal but worked.	To create a formal, annual, in writing process to determine equipment needs of SAR	Ongoing	Safety
Acquire necessary equipment through Title 3 money before Winter months in order to address immediate SAR needs.	None	Acquire a dedicated communications trailer and two ATVs for the purpose of mission response.	3 Months	Safety
Create and implement a written consumables plan for consumable items in inventory.	None	Have written procedures for the replacement schedule for consumable SAR items. (ex. First Aid supplies/batteries/etc)	3 Months	Safety
Continue to improve upon the Equipment Maintenance program for existing equipment.	Past years practices	Continue to create a streamlined maintenance schedule.	Ongoing goal	Safety
Work with SAR members for operation, cleaning, and maintenance of equipment inventory?	None	Schedule dates for SAR members to meet and work to repair base.	1 year	Safety

### 4: Communication

Action	Baseline	Intended Outcome	Target Deadline	Related Paths
Work with Sheriff's Office to get SAR related material to their Public Relations team for social media, newsletter, and website	None	Include info and updates about SAR with public relations for Sheriff's Office	3 Months	
Increase scope of public events attended by SAR to expand public image	Past years events	Increase presence of SAR within the community	1 year	
Logo Branding Work for identification of SAR	Prior Logos	Work with local community partners and SAR volunteers to create or repeat	1 year	

		logos/badges/images approved by Sheriff's office for the purpose of identifying SAR events/equipment/members		
Work with Sheriff's Office to create training protocol for SAR members to act as Public Information Officers within the ICS structure if SAR are only responders available	None	Ongoing training will be provided to SAR members with a focus on Public Information Officers under the Incident Command System (ICS)	1 year to get to speed and ongoing	

### 5: Financial Health

Action	Baseline	Intended Outcome	Target Deadline	Related Paths
Continue to work with associated organizations and expand networks to share training costs across multiple counties	Ongoing relationship with Klickitat County Search and Rescue	Reduce training costs by creating shared training sessions across counties in order to reduce cost, streamline training, and improve skill sets. Expand process into Hood River county over coming years.	1 month for immediate associates 3 years for HR county	Safety
Expand Grant requests to include new industry partners and state, regional, and federal grants.	Past grants have been local	Increase funding in order to access all funds available for SAR groups.	1, 3, and 5 years starting local and expanding	Tech, Safety,
Continue fundraising and expand to include other local fundraising.	Past has only been raffles	Increase fundraising opportunities to include things like auctions, dinners, raffles, contests etc.	1 year	
Promote online resources for fundraising such as Amazon Smile to get small donations to SAR	Set up not utilized	Create a culture within community where people understand that they can use online donation programs to help SAR	6 Months	Tech
Explore, find, and sign up for industry Pro/First Responder discount programs	None	Get SAR "pro/county/government" deals on equipment.	3 Months	Tech, Infra, Safety



## 6: Safety

Action	Baseline	Intended Outcome	Target Deadline	Related Paths
Provide ongoing training as necessary SAR GAR (Green, Amber, Red)	Training only in academy	To create a culture within SAR that is aware that the safety of volunteer is front and foremost	Ongoing	
Create and continue ongoing training programs	Ongoing	Insure that SAR volunteers are at peak performance in all skills in order to insure that Wasco SAR is able to safely and effectively respond to missions.	Ongoing with monthly goals	Tech, Comms, Infra
Create a maintenance plan for safety related equipment	Not standardized	To insure that all safety related equipment is in working order and ready for deployment at all times	1 year to start, ongoing	Infra

## 7: Organizational Development

Action	Baseline	Intended Outcome	Target Deadline	Related Paths
Create relationship with youth outdoor/service based organizations.	None	Create a pathway for young recruits to step out of community organizations and into SAR. IE Boy Scouts/4H/Community Organizations into SAR. Increase exposure for High School career classes.	1 year	
Increase exposure for recruiting new members	Word of Mouth	To increase enrollment of new members by improving outreach methods.	6 months	Tech
Reach out to new industry in Wasco County	Google Only	Contact community outreach employees at firms like Insitu and Wind Farms for recruits.	1 year	Tech



## AGENDA ITEM

### Quarterly Finance Report

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[CONSULTANT'S REPORT](#)

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To: Wasco County Board of Commissioners  
From: Debbie Smith-Wagar, Smith-Wagar Brucker Consulting  
Re: Quarterly Financial Update  
Date: 10/17/2018

**Status**

All timelines have been met for the auditors. The auditors will be conducting their final field work on Thursday and Friday, the 18<sup>th</sup> and 19<sup>th</sup>. So far they have had some suggestions for improvements, but no major findings to date.

Auditors always need a lot of documents showing reconciliations and support for transactions. They provided the Finance Department with a long list of requests, and also provided a web portal where those documents could be stored. In order to stay on track for the timing of the audit and to get everything wrapped up, documents needed to be provided by certain deadlines. The Finance Department met all of those deadlines.

Getting the final document prepared has taken a lot of time because the former auditors always prepared the document. Getting a template and putting County data in it was a lot of work. Next year this process won't take as long because the basic document will be there and the data will just need to be updated. It has also been a good exercise to really look at everything in the document and make it more accurate and professional. The new auditors had some good suggestions for improving the document as well, so I think it will be a much better report when it is done.

It continues to be a pleasure to work with all of the people in the Finance Department. Everyone seems to enjoy the atmosphere there and are working together as a team to find solutions to issues that come up.

As always, feel free to contact me if you have any questions or concerns.

Debbie Smith-Wagar

Phone: 503-686-3527

Email: [Debbie@Smith-WagarBrucker.com](mailto:Debbie@Smith-WagarBrucker.com)



## AGENDA ITEM

**NORCOR Management**

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[STAFF REPORT NOT YET AVAILABLE – RETURN TO AGENDA](#)

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## AGENDA ITEM

### Statewide Transportation Fund Plan/Project List

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[WASCO COUNTY STIF PLAN](#)

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[WASCO COUNTY STIF PROJECT LIST](#)

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[PLAN & PROJECT LIST CERTIFICATION OF AGREEMENT](#)

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## **DRAFT Wasco County Statewide Transportation Improvement Fund Plan**

This plan was developed under the guidance of the Wasco County Statewide Transportation Improvement Fund (STIF) Advisory Committee and adopted by the Wasco County Board of County Commissioners (BOCC). This plan was developed in accordance with the state's adopted STIF rules found in ORS 732.040.

### **I. Wasco County Statewide Transportation Improvement Fund Advisory Committee**

The Wasco County STIF Advisory Committee members were appointed on August 1, 2018 by the Wasco County BOCC. The Advisory Committee members include:

- Committee Chair Lee Bryant, representing individuals age 65 or older
- Committee Vice-Chair Dennis Ross, representing residents of South Wasco County
- Kris Boler, Greater Oregon Behavioral Health Inc., representing individuals age 65 or older
- Elwin Grout, representing people with disabilities
- Maria Pena, North Central Public Health District, representing low-income individuals and people with limited-English proficiency
- Charlotte Sallee, LINK Public Transportation, representing public transportation service providers
- Louise Sargeant, representing individuals age 65 or older

All committee materials may be found online at <https://www.mcedd.org/linktransit/wasco-county-stif/>.

Wasco County BOCC consulted with the Advisory Committee as required by ORS 732.040 and agreed with all recommendations of the Committee.

The committee held public meetings on September 24, 2018 and October 8, 2018 to recommend to the Board of County Commissioners (BOCC) the elements in this plan. The BOCC held a public meeting on October 17, 2018 and adopted this plan as submitted.

### **II. Planning Horizon**

This STIF Plan covers the period of July 1, 2018 through June 20, 2021.

### **III. Project Selection Criteria**

The Advisory Committee recommended that the following criteria be used when reviewing STIF Formula Fund Projects, as described in OAR 732-042-0020:

- Whether the Project would:
  - Increase the frequency of bus service to communities with a high percentage of Low- Income Households;
  - Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households;

- Reduce fares for public transportation in communities with a high percentage of Low- Income Households;
- Result in procurement of buses that are powered by natural gas or electricity for use in areas with a population of 200,000 or more;
- Improve the frequency and reliability of service connections between communities inside and outside of the Qualified Entity’s service area;
- Increase Coordination between Public Transportation Service Providers to reduce fragmentation in the provision of public transportation service; or
- Expand student transit services for students in grades 9 through 12;
- Whether the Project would maintain an existing, productive service;
- The extent to which the Project goals meet public transportation needs and are a responsible use of public funds; and
- Other factors to be determined by the Qualified Entity or Advisory Committee such as geographic equity.

No other factors were recommended to be added by the Advisory Committee nor by the Wasco County BOCC.

#### **IV. Defining Communities with a High Percentage of Low-Income Households**

The Advisory Committee recommended and the Wasco County BOCC approved defining all of Wasco County as an area with a high percentage of low-income households in the following way:

- “Low Income Household” is defined in the Advisory Committee Bylaws as a household the total income of which does not exceed 200% of the poverty guidelines updated periodically in the Federal Register by the U.S. Department of Health and Human Services under the authority of 42 U.S.C. 9902(2) for the 48 Contiguous States and the District of Columbia.
- “High Percentage of Low-Income Households” is defined in the Advisory Committee Bylaws as higher than the Oregon state average.

The Committee reviewed the most up-to-date Census data (American Community Survey 2012-2016) at the census tract level for poverty in the past 12 months for families, but felt that the low-income Latino population of the County is underrepresented in that dataset. At the County-wide level, data from the American Community Survey 2012-2016 show that the entirety of Wasco County is higher than the Oregon state average for low income households below 200% of the poverty level. This is true using both the dataset for families and the dataset for individuals as shown on the table below. The Advisory Committee recommended using the County-level data to designate all of Wasco County as an area with a high percentage of low-income households.

	Percentage of Individuals Below 200% of Poverty	Percentage of Families Below 200% of Poverty
Wasco County	37%	31%
Oregon	35%	27%

*Data from American Community Survey 2012-2016.*

## **V. Sub-Allocation Method**

There is only Public Transportation Service Provider within Wasco County (LINK Public Transportation). The Advisory Committee noted this condition and determined there is no reason to sub-allocate Wasco County STIF Formula funds. This Committee recommendation was approved by Wasco County BOCC.

## **VI. Recipient and Sub-Recipient Accountability Methods**

Wasco County has in place all the necessary policies and procedures to ensure compliance with OAR 732, Divisions 40 and 42, and to achieve the goals and outcomes specified in this STIF Plan, including, but not limited to program and financial management, operations management, procurement, use and maintenance of equipment, records retention, compliance with state and federal laws, civil rights and compliance with ADA.

Additionally, Wasco County has in place all the necessary policies and procedures to ensure compliance of all Sub-Recipients with OAR 732, Divisions 40 and 42, and to achieve the goals and outcomes specified in this STIF Plan, address deficiencies in Sub-Recipient performance, and to ensure the Qualified Entity can accomplish the applicable requirements of these rules, including but not limited to, audit and compliance requirements, accounting requirements, capital asset requirements and reporting requirements.

## **VII. Summary of Current Projects**

See the attached spreadsheet for information about projects.



Formula Fund Project List for the 2018-2021 Wasco County Statewide Transportation Improvement Fund Plan

Project Name	Public Transportation Service Provider	Project Description	FY19 STIF Amount	FY20 STIF Amount	FY21 STIF Amount	Total STIF Amount	FY19 Other Funds Amount	FY20 Other Funds Amount	FY21 Other Funds Amount	Total Other Funds Amount	Other Funds Source	100% or 130% List	Committee Recommended Rank on List (100% or 130%)
100% LIST													
The Dalles Deviated Fixed-Route	LINK Public Transportation	Implement a new deviated fixed-route bus service in The Dalles.	\$27,011	\$81,034	\$175,465	\$283,510	\$27,011	\$81,034	\$0	\$108,045	Federal, secured	100%	1
Bus Shelters and Amenities	LINK Public Transportation	Grant match for bus shelters and amenities in support of the deviated fixed-route.	\$0	\$10,000	\$0	\$10,000	\$0	\$30,000	\$0	\$30,000	Federal, anticipated	100%	2
New Vehicles / Capital Reserve	LINK Public Transportation	Grant match funds to support the deviated fixed-route with an additional vehicle in FY19 and add another vehicle to the fleet in FY21.	\$12,000	\$0	\$15,000	\$27,000	\$68,000	\$0	\$85,000	\$153,000	Federal, secured FY19 and anticipated FY21	100%	3
Administrative Support for Wasco County STIF	LINK Public Transportation	Support for LINK administration to maintain existing services and launch new services.	\$22,350	\$51,000	\$57,750	\$131,100	\$0	\$0	\$0	\$0	N/A	100%	4
Wasco County Coordinated Transportation Plan Update	LINK Public Transportation	Necessary for meeting program requirements as plan must be updated by 2020	\$0	\$25,000	\$0	\$25,000	\$0	\$0	\$0	\$0	N/A	100%	5
The Dalles Transit Center Facility Completion	LINK Public Transportation	Supplementing current grant funds to complete repairs to the vehicle gate and construction of a bus barn.	\$60,000	\$40,000	\$0	\$100,000	\$101,332	\$50,000	\$0	\$151,332	Federal, Local, secured	100%	6
High School Transit Training and Free Passes	LINK Public Transportation	During the school year, quarterly transit training at The Dalles High School, Dufur High School and Wahtonka Community School. One free ride per month for high school students at the schools mentioned.	\$1,210	\$5,445	\$5,525	\$12,180	\$0	\$0	\$0	\$0	N/A	100%	7

Formula Fund Project List for the 2018-2021 Wasco County Statewide Transportation Improvement Fund Plan

Project Name	Public Transportation Service Provider	Project Description	FY19 STIF Amount	FY20 STIF Amount	FY21 STIF Amount	Total STIF Amount	FY19 Other Funds Amount	FY20 Other Funds Amount	FY21 Other Funds Amount	Total Other Funds Amount	Other Funds Source	100% or 130% List	Committee Recommended Rank on List (100% or 130%)
Spanish Language Outreach	LINK Public Transportation	Development of additional Spanish marketing and rider materials, adding Spanish to the vehicle exteriors, cultural training for LINK staff.	\$5,000	\$20,000	\$20,300	\$45,300	\$0	\$0	\$0	\$0	N/A	100%	8
Weekly Celilo Shuttle	LINK Public Transportation	Weekly shuttle from Celilo Village and Lone Pine to The Dalles.	\$3,250	\$13,000	\$13,195	\$29,445	\$0	\$0	\$0	\$0	N/A	100%	9
Driver/ Dispatch Wage Increase	LINK Public Transportation	Increase in wages to remain competitive.	\$0	\$24,450	\$24,816	\$49,266	\$0	\$0	\$0	\$0	N/A	100%	10
Mobility Management Transit Support	LINK Public Transportation	Transit training for The Dalles Middle Schoolers, as well as additional outreach to Latino populations and Celilo Village and other low-income populations in the LINK service area.	\$4,000	\$16,000	\$16,240	\$36,240	\$0	\$0	\$0	\$0	N/A	100%	11
Mobile Ticketing App	LINK Public Transportation	Launching new mobile ticketing app to boost ridership.	\$57	\$228	\$456	\$741	\$0	\$0	\$0	\$0	N/A	100%	12
Expanded Marketing	LINK Public Transportation	Doubling of annual LINK marketing budget to boost ridership.	\$3,750	\$15,000	\$15,225	\$33,975	\$3,750	\$15,000	\$15,225	\$33,975	Local, anticipated	100%	13
Expanded LINK Hours for Employment Transportation Needs	LINK Public Transportation	Expanding service from 6am to 7pm on weekdays.	\$6,500	\$26,000	\$26,390	\$58,890	\$0	\$0	\$0	\$0	N/A	100%	14
Saturday Service	LINK Public Transportation	Expanding service to include 8am to 5pm on Saturdays	\$5,850	\$23,400	\$23,751	\$53,001	\$0	\$0	\$0	\$0	N/A	100%	15
		Totals of 100%	\$150,978	\$350,557	\$394,113	\$895,648	\$200,093	\$176,034	\$100,225	\$476,352			
		State Funds Estimated 100%	\$149,000	\$340,000	\$385,000	\$874,000							

Formula Fund Project List for the 2018-2021 Wasco County Statewide Transportation Improvement Fund Plan

Project Name	Public Transportation Service Provider	Project Description	FY19 STIF Amount	FY20 STIF Amount	FY21 STIF Amount	Total STIF Amount	FY19 Other Funds Amount	FY20 Other Funds Amount	FY21 Other Funds Amount	Total Other Funds Amount	Other Funds Source	100% or 130% List	Committee Recommended Rank on List (100% or 130%)
130% LIST													
Administrative Support for Wasco County STIF	LINK Public Transportation	Support for LINK administration to maintain existing services and launch additional services	\$6,705	\$15,300	\$17,325	\$39,330	\$0	\$0	\$0	\$0	N/A	130%	1
Service to Smaller Communities in Wasco County	LINK Public Transportation	Increased capacity for Maupin and South County residents with a part-time LINK driver and mini-van stationed in Maupin.	\$12,350	\$49,400	\$50,141	\$111,891	\$0	\$0	\$0	\$0	N/A	130%	2
Free Farmers Market Service	LINK Public Transportation	Adding stop on the deviated fixed-route at The Dalles Farmers' Market when the market is open, possibly free passes	\$2,888	\$13,000	\$13,195	\$29,083	\$0	\$0	\$0	\$0	N/A	130%	3
Youth Summer Service	LINK Public Transportation	Adding stop on the deviated fixed-route at The Dalles Aquatic Center when school is out, possibly free passes for youth	\$4,333	\$13,000	\$13,195	\$30,528	\$0	\$0	\$0	\$0	N/A	130%	4
Grant Match Reserve	LINK Public Transportation	Build up reserve that could be used for other federal and state grants.	\$5,000	\$20,000	\$5,000	\$30,000	\$0	\$0	\$0	\$0	N/A	130%	5
Bus Bike Racks	LINK Public Transportation	Adding bike racks to all of the LINK buses.	\$6,000	\$0	\$0	\$6,000	\$0	\$0	\$0	\$0	N/A	130%	6
		Totals of 130%	\$37,276	\$110,700	\$98,856	\$246,832	\$0	\$0	\$0	\$0			
		Totals of 100% plus 130%	\$188,254	\$461,257	\$492,969	\$1,142,480	\$200,093	\$176,034	\$100,225	\$476,352			
		State Funds Estimated 130%	\$193,700	\$442,000	\$500,500	\$1,136,200							

Formula Fund Project List for the 2018-2021 Wasco County Statewide Transportation Improvement Fund Plan

Project Name	Project budget share to improve, expand or maintain public transportation service	Priority Criteria	Percentage of Funds to Each Priority Criteria	Local Plan and Page Reference	Applicable Oregon Public Transportation Plan Goal and Policy
100% LIST					
The Dalles Deviated Fixed-Route	100% improve	Increase the frequency of bus service to communities with a high percentage of Low- Income Households; AND Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households.	50% each	Wasco County Coordinated Transportation Plan, pg. 38	Goal 2: Accessibility and Connectivity. Policy 2.1: Enhance existing and identify new public transportation connections and services.
Bus Shelters and Amenities	100% improve	Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households.	100%	Wasco County Coordinated Transportation Plan, pg. 38	Goal 6: Safety and Security. Policy 6.1: Plan for, design, and locate transit stops and stations to support safe facilities, including providing safe street crossings.
New Vehicles / Capital Reserve	100% improve	Increase the frequency of bus service to communities with a high percentage of Low- Income Households; AND Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households.	50% each	Wasco County Coordinated Transportation Plan, pg. 36	Goal 9: Funding and Strategic Investment. Policy 9.1: Invest strategically in maintenance, planning, transit service, and capital improvements to preserve and enhance public transportation.
Administrative Support for Wasco County STIF	50% improve/ 50% maintain	Increase the frequency of bus service to communities with a high percentage of Low- Income Households; AND Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households; AND The improvement in the frequency and reliability of service between communities inside and outside of the Qualified Entity’s service area.	33% each	Wasco County Coordinated Transportation Plan, pg. 35 and 40	Goal 9: Funding and Strategic Investment. Policy 9.3: Pursue stable and consistent funding for public transportation operations and capital investments that maintain services and address identified needs.
Wasco County Coordinated Transportation Plan Update	100% improve	Increase the frequency of bus service to communities with a high percentage of Low- Income Households; AND Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households; AND The improvement in the frequency and reliability of service between communities inside and outside of the Qualified Entity’s service area.	33% each	Wasco County Coordinated Transportation Plan, pg. 46	Goal 4: Equity. Policy 4.1: Engage populations recognized as transportation disadvantaged in public transportation service decision making.
The Dalles Transit Center Facility Completion	100% improve	Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households.	100%	Wasco County Coordinated Transportation Plan, pg. 36	Goal 9: Funding and Strategic Investment. Policy 9.1: Invest strategically in maintenance, planning, transit service, and capital improvements to preserve and enhance public transportation.
High School Transit Training and Free Passes	100% improve	Expand student transit services for students in grades 9 through 12	100%	Wasco County Coordinated Transportation Plan, pg. 42	Goal 3: Community Livability and Economic Vitality. Policy 3.1: Enhance access to education and employment via public transportation.

**Formula Fund Project List for the 2018-2021 Wasco County Statewide Transportation Improvement Fund Plan**

<b>Project Name</b>	<b>Project budget share to improve, expand or maintain public transportation service</b>	<b>Priority Criteria</b>	<b>Percentage of Funds to Each Priority Criteria</b>	<b>Local Plan and Page Reference</b>	<b>Applicable Oregon Public Transportation Plan Goal and Policy</b>
Spanish Language Outreach	100% improve	Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households.	100%	Wasco County Coordinated Transportation Plan, pg. 41 and 37	Goal 4: Equity. Policy 4.4: Address the disparities, barriers, and needs that impact people's ability to access and use public transportation.
Weekly Celilo Shuttle	100% improve	Increase the frequency of bus service to communities with a high percentage of Low- Income Households; AND Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households.	50% each	Wasco County Coordinated Transportation Plan, pg. 39	Goal 4: Equity. Policy 4.4: Address the disparities, barriers, and needs that impact people's ability to access and use public transportation.
Driver/ Dispatch Wage Increase	100% improve	The improvement in the frequency and reliability of service between communities inside and outside of the Qualified Entity's service area.	100%	Wasco County Coordinated Transportation Plan, pg. 35	Goal 9: Funding and Strategic Investment. Policy 9.3: Pursue stable and consistent funding for public transportation operations and capital investments that maintain services and address identified needs.
Mobility Management Transit Support	100% improve	Expand student transit services for students in grades 9 through 12. AND Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households.	50% each	Wasco County Coordinated Transportation Plan, pg. 42, Approved by Wasco County BOCC	Goal 1 Mobility: Public Transportation User Experience. Policy 1.4: Coordinate and enhance mobility management services and strategies to better coordinate services to enable riders and potential riders to use public transportation.
Mobile Ticketing App	100% improve	Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households.	100%	Wasco County Coordinated Transportation Plan, pg. 37, Approved by Wasco County BOCC	Goal 1 Mobility: Public Transportation User Experience. Policy 1.3: Enact fare policies that reflect the needs of the community served; ensure that public transportation fares are understandable and easy to pay.
Expanded Marketing	100% improve	Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households.	100%	Wasco County Coordinated Transportation Plan, pg. 41, Approved by Wasco County BOCC	Goal 10: Communication, Collaboration, and Coordination. Policy 10.1: Coordinate communication and marketing to promote knowledge and understanding of available public transportation services.
Expanded LINK Hours for Employment Transportation Needs	100% improve	Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households. AND The improvement in the frequency and reliability of service between communities inside and outside of the Qualified Entity's service area.	50% each	Wasco County Coordinated Transportation Plan, pg. 39, Approved by Wasco County BOCC	Goal 3: Community Livability and Economic Vitality. Policy 3.1: Enhance access to education and employment via public transportation.
Saturday Service	100% improve	Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households. AND The improvement in the frequency and reliability of service between communities inside and outside of the Qualified Entity's service area.	50% each	Wasco County Coordinated Transportation Plan, pg. 39, Approved by Wasco County BOCC	Goal 3: Community Livability and Economic Vitality. Policy 3.3: Promote the use of public transportation to foster greater community livability.

Formula Fund Project List for the 2018-2021 Wasco County Statewide Transportation Improvement Fund Plan

Project Name	Project budget share to improve, expand or maintain public transportation service	Priority Criteria	Percentage of Funds to Each Priority Criteria	Local Plan and Page Reference	Applicable Oregon Public Transportation Plan Goal and Policy
130% LIST					
Administrative Support for Wasco County STIF	50% improve/ 50% maintain	Increase the frequency of bus service to communities with a high percentage of Low- Income Households; AND Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households; AND The improvement in the frequency and reliability of service between communities inside and outside of the Qualified Entity’s service area.	33% each	Wasco County Coordinated Transportation Plan, pg. 35 and 40, Approved by Wasco County BOCC	Goal 9: Funding and Strategic Investment. Policy 9.3: Pursue stable and consistent funding for public transportation operations and capital investments that maintain services and address identified needs.
Service to Smaller Communities in Wasco County	100% improve	Increase the frequency of bus service to communities with a high percentage of Low- Income Households; AND Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households.	50% each	Wasco County Coordinated Transportation Plan, pg. 38, Approved by Wasco County BOCC	Goal 1 Mobility: Public Transportation User Experience. Policy 1.1: Provide consistent and reliable public transportation services that people can count on to meet their travel needs.
Free Farmers Market Service	100% improve	Increase the frequency of bus service to communities with a high percentage of Low- Income Households; AND Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households.	50% each	Wasco County Coordinated Transportation Plan, pg. 38, Approved by Wasco County BOCC	Goal 5: Health. Policy 5.1: Provide access to healthy lifestyle options by supporting the ability of people to reach goods and services such as groceries, recreation, health care, and social opportunities via public transportation.
Youth Summer Service	100% improve	Increase the frequency of bus service to communities with a high percentage of Low- Income Households; AND Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households.	50% each	Wasco County Coordinated Transportation Plan, pg. 38, Approved by Wasco County BOCC	Goal 5: Health. Policy 5.1: Provide access to healthy lifestyle options by supporting the ability of people to reach goods and services such as groceries, recreation, health care, and social opportunities via public transportation.
Grant Match Reserve	100% improve	Increase the frequency of bus service to communities with a high percentage of Low- Income Households; AND Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households; AND The improvement in the frequency and reliability of service between communities inside and outside of the Qualified Entity’s service area.	33% each	Wasco County Coordinated Transportation Plan, pg. 40, Approved by Wasco County BOCC	Goal 9: Funding and Strategic Investment. Policy 9.1: Invest strategically in maintenance, planning, transit service, and capital improvements to preserve and enhance public transportation.
Bus Bike Racks	100% improve	Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households; AND The improvement in the frequency and reliability of service between communities inside and outside of the Qualified Entity’s service area.	50% each	Wasco County Coordinated Transportation Plan, pg. 42, Approved by Wasco County BOCC	Goal 2: Accessibility and Connectivity. Policy 2.2: Improve access to and ease of use for public transportation by connecting routes and services, including linking stops and stations to bicycle and pedestrian facilities.

**FY 2019-2021 Statewide Transportation Improvement Fund  
Formula Fund STIF Plan Certification of Agreement**

This STIF Plan submitted by \_\_\_\_\_, a Qualified Entity, serves as a legally binding agreement between the Qualified Entity and the State of Oregon, acting by and through its Department of Transportation.

By signing below, I certify that I am authorized to execute this STIF Plan on behalf of \_\_\_\_\_, a Qualified Entity as defined in ORS 184.752 (2), under the direction or approval of the Qualified Entity's Governing Body, and to legally bind the Qualified Entity.

I further acknowledge and represent on behalf of the Qualified Entity each of the following:

- The Qualified Entity, through its agents, officers or employees responsible to administer the STIF Plan and oversee completion of the projects included in the STIF Plan, has read and understands ORS 184.751 through ORS 184.766 and OAR chapter 732, divisions 40 and 42;
- The Qualified Entity agrees to be bound by ORS 184.751 through ORS 184.766 and OAR chapter 732, divisions 40 and 42 and any other laws applicable to STIF Formula Fund program administration and to the completion of the projects described in this STIF Plan;
- The associated STIF Plan is complete and includes all of the required documentation and information;
- The STIF Plan does not contain and is not based on any false or fraudulent information;
- The STIF Plan does not contain any statement or representation that is untrue in whole or part;
- The STIF Plan does not omit information that could have a material effect on the value, validity or authenticity of the STIF Formula Fund distributions made to the Qualified Entity;
- The Qualified Entity agrees to deliver the project(s) described in this STIF Plan within the identified timelines; and
- The Qualified Entity understands that it may request STIF Formula Fund distributions from the Oregon Department of Transportation after the Oregon Transportation Commission has approved the STIF Plan, but may not make a request prior to July 1, 2018.

Name of authorized representative: \_\_\_\_\_

Authorized representative signature: \_\_\_\_\_

Date of authorized representative's certification, acknowledgement and representation: \_\_\_\_\_

Name of authorized representative: \_\_\_\_\_

Authorized representative signature: \_\_\_\_\_

Date of authorized representative's certification, acknowledgement and representation: \_\_\_\_\_



## AGENDA ITEM

### CGCC Project

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[STUDENT HOUSING SURVEY](#)

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[HOUSING ECONOMIC FEASABILITY STUDY](#)

---

[HOUSING FINANCIAL ANALYSIS](#)

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[LETTER OF SUPPORT FROM MCF&R](#)

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# COLUMBIA GORGE COMMUNITY COLLEGE STUDENT HOUSING SURVEY 2018

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M.Ed, Ed.S and Doctoral Programs-Ed Leadership

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Northwest Nazarene University





# EXECUTIVE SUMMARY

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COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

## EXECUTIVE SUMMARY

### OVERVIEW

In January 2018, Columbia Gorge Community College (CGCC) engaged Leland Consulting Group to complete an economic feasibility analysis of on-campus housing. Simultaneously, the Marketing and Community Outreach department at CGCC administered the Columbia Gorge Community College Student Housing Survey. In collaboration with Leland Consulting Group and supported by the City of The Dalles, this survey sought to assess the potential demand for affordable on-campus, student housing at CGCC The Dalles campus. Additionally, amenities and services desired of on-campus, student housing as well as the preferred type of unit were analyzed.

This report summarizes the findings of the Columbia Gorge Community College Student Housing Survey.

### KEY FINDINGS: CURRENT LIVING PROFILE

- **The current place of residence for the vast majority (73%) of current CGCC student participants includes The Dalles (40%), Hood River (24%), and Goldendale, WA (9%).** The remaining 27% (or 41 of 151) are located in 22 individual towns surrounding the Columbia Gorge region.
- **Similarly, 85% (137 of 161) of the community member respondents are residents of The Dalles (66%) and Hood River (19%).**
- **The survey results found that 49% (67 of 135) of the current CGCC student respondents rent in the surrounding area.**
- **When asked to describe their housing situation, 30% (20 of 67) of current CGCC student respondents indicated that they do have housing of their own yet are worried about losing it in the future.** This same percentage of community member participants (30%) also expressed the concern of unstable housing arrangements.
- **Of the current student participants indicating that they do not have housing of their own, 87% (61 of 68) currently reside with friends or family.** The remaining 10% are staying in a shelter, in a car, or on the street. It is important to note that this number represents 5% (7 of 135) of the total current CGCC student respondents.
- **When asked who made [or will make] the decision regarding where you would live [will live] while attending CGCC, 50% (69 of 139) of current and prospective students indicated that the decision was/will be made solely by them.** An additional 9%

## EXECUTIVE SUMMARY

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### COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

designated that housing was/will be a decision made jointly by themselves and spouse/partner.

- **For the majority (59%) of current CGCC students that participated in the survey**, the monthly housing expense was between \$300-\$699 per month.
- **The average respondent currently pays approximately \$570 per month for housing.** For a plurality of participants (> 57%), this monthly amount also includes the cost of utilities such as electric/gas, water, and trash.
- **Personal support (59%) and federal grants (52%) were identified as the primary sources of funding for current student participants' academic expenses.** Prospective student respondents also indicated personal support (30%) and federal grants (30%) as top funding sources for their post-secondary education.

### KEY FINDINGS: AFFORDABLE HOUSING NEEDS

#### COLUMBIA GORGE COMMUNITY COLLEGE CURRENT STUDENT PERSPECTIVES

- **All (100%) of the current CGCC students that participated in the survey indicated that cost** was extremely important (87%) or important (13%) when selecting housing.
- **The majority (72%) of current student participants indicated that finding affordable housing was a challenge** when making the decision to enroll at CGCC. Additionally, 74% of the respondents reported that securing affordable housing was extremely important (48%) or important (26%) in the decision to enroll at CGCC.
- **Over half (75 participants or 57%) of current student respondents selected extremely interested (21%) or interested (36%)** when asked, "If CGCC The Dalles campus provided affordable on-campus, student housing, how interested would you be in living there?"
- **The vast majority of current student participants (92%) agreed** that having on-campus student housing would make CGCC more attractive to prospective students.

#### COMMUNITY MEMBERS PERSPECTIVES

- **98% of community member participants indicated that cost** was extremely important (67%) or important (31%) when selecting housing.
- **141 out of 160 (88%) respondents agreed that finding affordable housing in The Dalles is difficult.**

## EXECUTIVE SUMMARY

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### COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

- **A plurality (27 of 47 or 57%) of the community member participants that do not own their own home expressed extreme interest or interest** in living in student housing as a non-student if CGCC The Dalles campus provided affordable on-campus housing.
- **Collectively, the majority (89%) of survey participants extremely agreed (57%) or agreed (32%)** that having on-campus student housing would make CGCC more attractive to prospective students.

### FUTURE CGCC STUDENT PERSPECTIVES

- **Future CGCC students unanimously (100%) expressed that having on-campus student housing** would make them more likely to attend.
- **When asked how interested prospective CGCC students would be in living on-campus if affordable student housing was an option**, the majority (71%) selected extremely interested or interested.
- **Prospective student respondents collectively expressed (86%) that when making the decision to enroll at CGCC**, finding affordable housing will be a challenge.

### PARENTS/GUARDIANS OF CURRENT AND PROSPECTIVE CGCC STUDENTS PERSPECTIVES

- **Current parent/guardian respondents collectively agreed that having on-campus student housing would make CGCC more attractive to prospective students.** All (100%) of the survey participants indicated that they extremely agree or agree to such statement.
- **When asked how important cost was when selecting housing options for their student while attending CGCC**, 72% of current and prospective parent/guardian participants selected extremely important (54%) or important (18%).
- **When comparing the responses of parents/guardian of current CGCC students and current students a significant discord exists in the perception of on-campus, student housing cost.** All (100%) respondents identified as parents/guardians of current CGCC students indicated that they believed on-campus student housing would be less expensive than off-campus housing. In comparison, only 55% of current CGCC students responded similarly.
- Of the six current parent/guardian respondents, five (83%) indicated that their student currently lives at home. However, when asked if they would be interested if CGCC The Dalles campus provided affordable on-campus, student housing, five of the six (83%) parents/guardians expressed extreme interest (33%) or interest (83%) in their student

## EXECUTIVE SUMMARY

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### COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

living there. 80% of parents/guardians of prospective students that took part in the survey responded similarly.

#### KEY FINDINGS: AMENITIES AND FEATURES OF ON-CAMPUS HOUSING

- **Affordability and value, strong Wi-Fi and internet access, and safety and security of area** were identified by both students (current and prospective) and parents/guardians (current and prospective) as the top three amenities of importance when considering on-campus, student housing.
- **The vast majority (> 80%) of both student and parent/guardian populations identified access to on-site parking and a smoke free environment** of extreme importance or importance.
- **A small percentage of students specified that on-campus dining options (38%), convenient access to public transportation (44%), and resident lounge/common areas (45%)** were important or extremely important features needed in student housing options located on campus.

#### KEY FINDINGS: ON-CAMPUS HOUSING PREFERENCES AND NEEDS

- **Single unit (1 bedroom/1 student) (27%), double unit (2 bedroom/2 students) (21%), and family housing (20%)** were identified as the preferred type of unit to reside amongst current CGCC students and parents/guardians (current and prospective).
- **Current CGCC students and parents/guardians of current and prospective students expressed preference in lease terms** that represented the academic term (44%) and/or a monthly lease agreement (26%).
- **On-site parking was a feature collectively identified as a need amongst students (current and prospective) as well as parents/guardians of students (current and prospective).** The majority of respondents (88%) indicated that on-site parking was an extremely important or important feature in housing options. Approximately 99 survey participants (83%) indicated that they did have a motor vehicle that would require on-site parking. 88% of those respondents possess one motor vehicle.

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COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

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# INTRODUCTION

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COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

## INTRODUCTION TO THE REPORT

The Columbia Gorge Community College Student Housing Survey was administered in January 2018 by the Marketing and Community Outreach department at CGCC. In collaboration with Leland Consulting Group and supported by the City of The Dalles, this survey assessed the demand for affordable on-campus housing as well as evaluated the current housing situation of current and prospective CGCC students. The opportunities, benefits, and/or risks associated with introducing student housing options to CGCC's campus were considered. Additionally, amenities and services desired of on-campus, student housing as well as the preferred type of unit were analyzed.

## SURVEY OBJECTIVES

- ✓ Survey current and prospective Columbia Gorge Community College students as well as parents/guardians and the community at large to assess the need for affordable on-campus, student housing.
- ✓ Use the results to better understand how the housing situation in the Columbia Gorge affects current and prospective students at CGCC.
- ✓ Determine preferred type of unit and amenities and features desired of on-campus, student housing on the CGCC The Dalles campus.
- ✓ Assess the opportunities, benefits, and/or risks associated with introducing student housing options to CGCC's campus.

## SURVEY STEERING COMMITTEE:

**Lori Ufford**, Chief Academic Officer, Interim President

**Dr. Eric Studebaker, PhD**, Chief Student Service Officer

**Dan Spatz**, Manager of Marketing & Community Outreach

**Jim Austin**, Director of Facilities Services

The steering committee would like to thank the following individuals who provided assistance throughout the process:

**Amanda Hoey**, Executive Director, Mid-Columbia Economic Development District

**Coco Yackley**, Director, Columbia Gorge Health Council



# INTRODUCTION

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COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

**Corliss Marsh**, Community Volunteer

**Dawn Hert**, Senior Planner and Historic Landmarks Coordinator, City of The Dalles

**Jonathan Neptune**, Student, Columbia Gorge Community College

**Michele Spatz**, Interprofessional Education Outreach Coordinator, Pacific University  
Libraries

**Scott McKay**, Executive Director, Mid-Columbia Senior Center

## PROJECT SCHEDULE:

December 2017- Design and testing of survey instrument

January 5-19, 2018- Survey data collected

January 20-27, 2018- Survey data analyzed

February 2018- Report delivery to CGCC Marketing and Outreach Department

March 2018 - Report to the CGCC Board of Directors and recommendation on next steps

April 2018 - City planning commission review

January 2019 - Deadline for demonstration of matching funds

March / April 2019 - Article XIG bond sale

Beginning in April 2019 - Three-year construction window for housing and skill center

## VALIDITY AND RELIABILITY OF SURVEY INSTRUMENT

An online survey instrument consisting of a demographic questionnaire and a five-point Likert survey was created to gather data for this study. Both quantitative and qualitative (optional) data were collected. The Columbia Gorge Community College Student Housing Survey was utilized to assess the need for affordable on-campus, student housing at CGCC The Dalles Campus. Current and prospective CGCC students as well as parents/guardians and the community at large were identified as the target population for this study. Five variations of the instrument tool were developed to serve the participants' unique associations with the college.

Prior to data collection occurring, the Columbia Gorge Community College Student Housing Survey was validated and checked for reliability. A panel of seven experts selected from the academic venue, the community, and student body, reviewed the full research instruments as

# INTRODUCTION

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COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

well as the individual survey items for content validity. Each expert assessed the strength of each survey question by rating items as “very relevant (no modifications needed)”, “quite relevant (no modifications needed but could be improved with minor changes)”, “somewhat relevant (some modifications needed)”, or “not relevant.” Consistent with Polit and Beck (2006), the ratings of “very relevant” and “quite relevant” were calculated to determine the range of the Item Content Validity Index (I-CVI). From the collected feedback, an overall S-CVI of .93 was determined. An S-CVI of .90 or higher is required to validate a survey instrument (Fields, 2013; Polit & Beck, 2006).

In addition to content validity, the reliability of the survey was determined using Cronbach’s alpha. Cronbach’s alpha is an estimate of internal consistency associated with the scores that are derived from a scale or composite score. Reliability is important because in the absence of reliability it is not possible to have validity associated with the scores of a scale (Fields, 2013; Tanner 2012). An instrument with a Cronbach’s alpha score of .70 or higher is considered reliable and internally consistent (Fields, 2013; Tanner, 2012). To ensure the internal consistency and reliability of the surveys used for this study, a Cronbach’s alpha was calculated for each instrument variation. An internal consistency reliability of .90 or greater was determined.

## SECTION I: DEMOGRAPHIC INFORMATION

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COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

### SECTION I: DEMOGRAPHIC INFORMATION

Participants included 338 current and prospective students of Columbia Gorge Community College (CGCC) as well as parents/guardians and the community at large. Demographic information such as age, gender, current marital/family status, current enrollment status, anticipated graduation date, employment status, current place of residence, and primary sources for academic expenses were collected. Individuals representing five unique associations with CGCC contributed to this study (see Figure 1.1).

Figure 1.1: Participant Demographic Data (n=338)

	Frequency	Percent (%)
Association with CGCC		
Community Member	162	48%
Current CGCC Student	151	44%
Prospective CGCC Student	10	3%
Parent/Guardian of Prospective Student	9	3%
Parent/Guardian of Current Student	6	2%

## SECTION I: DEMOGRAPHIC INFORMATION

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COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

Figure 1.2: Current CGCC Student Profile (n=151)

	Frequency	Percent (%)
Enrollment Status		
Full-time student (12 or more credits)	94	62%
Part-time student (fewer than 12 credits)	57	38%
Anticipated Graduation Date from CGCC		
Winter 2018	4	3%
Spring 2018	23	15%
Summer 2018	18	12%
Fall 2018	7	5%
Winter 2019	2	1%
Spring 2019	35	23%
Summer 2019	8	5%
Fall 2019	21	14%
Other	33	22%
Age Group		
18-24 years old	86	57%
25-29 years old	26	17%
30 year old and over	39	26%
Gender		
Female	114	76%
Male	37	25%
Non-binary	0	0%
Other	0	0%
I do not wish to self-identify	0	0%

## SECTION I: DEMOGRAPHIC INFORMATION

COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

	Frequency	Percent (%)
Current Marital/Family Status		
Single without child(ren)/dependent(s)	87	57%
Single with child(ren)/dependent(s)	26	17%
Married/partnered without child(ren)/dependent(s)	13	9%
Married/partnered with child(ren)/dependent(s)	25	17%
Currently Utilizing Childcare (n=51)		
Yes	11	22%
No	40	78%
Primary Sources of Funding for Academic Expenses		
Family support	43	28%
Personal support	89	59%
Student loan(s)	35	23%
Academic scholarship(s)	38	25%
Federal grant(s)	79	52%
Employer reimbursement or tuition program	3	2%
GI bill	4	3%
Other	15	10%
Region in Oregon Located		
The Dalles	61	40%
Hood River	36	24%
Goldendale, WA	13	9%
Mt Hood Parkdale	7	5%
White Salmon, WA	7	5%
Underwood, WA	3	2%
Dufur	2	>1%
Mosier	2	>1%
Tygh Valley	2	>1%
Wasco	2	>1%
Lyle, WA	2	>1%
Mora	1	>1%
Cascade Locks	1	>1%

## SECTION I: DEMOGRAPHIC INFORMATION

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### COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

Grass Valley	1	>1%
Maupin	1	>1%
Portland	1	>1%
Spray	1	>1%
Bigen, WA	1	>1%
Centreville	1	>1%
Dallesport, WA	1	>1%
Klickitat, WA	1	>1%
Stevenson, WA	1	>1%
Troutlake, WA	1	>1%
Vancouver, WA	1	>1%
Unknown	1	>1%

#### Current Employment Status

I work on-campus	4	3%
I work off-campus	94	62%
I work both on & off campus	3	2%
I do not work	50	33%

#### Hours Worked Per Week (n=101)

1-10 hours	13	13%
11-20 hours	26	26%
21-30 hours	21	21%
31-40 hours	30	30%
More than 40 hours	11	10%

#### Current Home Owner

Yes	14	9%
No	137	91%

## SECTION I: DEMOGRAPHIC INFORMATION

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COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

Figure 1.3: Community Member Profile (n=162)

	Frequency	Percent (%)
Age Group		
18-24 years old	4	2%
25-29 years old	14	9%
30 year old and over	144	89%
Gender		
Female	99	61%
Male	55	34%
Non-binary	1	1%
Other	1	1%
I do not wish to self-identify	6	4%
Current Marital/Family Status		
Single without child(ren)/dependent(s)	42	26%
Single with child(ren)/dependent(s)	10	6%
Married/partnered without child(ren)/dependent(s)	56	35%
Married/partnered with child(ren)/dependent(s)	54	33%
Currently Utilizing Childcare (n=64)		
Yes	19	30%
No	45	70%
Region in Oregon Located		
The Dalles	107	66%
Hood River	30	19%
White Salmon, WA	4	2%
Mosier	4	2%
Mt Hood Parkdale	2	1%
Wasco	2	1%
Dallesport, WA	2	1%
Lyle, WA	2	1%
Dufur	1	>1%

## SECTION I: DEMOGRAPHIC INFORMATION

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### COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

Moro	1	>1%
Shaniko	1	>1%
Rainier	1	>1%
Langley, WA	1	>1%
Underwood, WA	1	>1%
Washougal, WA	1	>1%
SoapLake, WA	1	>1%

#### Current Employment Status

I work full-time	115	71%
I work part-time	21	13%
I do not work	26	16%

#### Current Home Owner

Yes	115	71%
No	47	29%



## SECTION I: DEMOGRAPHIC INFORMATION

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COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

Figure 1.4: Prospective CGCC Student Profile (n=10)

	Frequency	Percent (%)
Planned Enrollment Status		
Full-time student (12 or more credits)	6	60%
Part-time student (fewer than 12 credits)	4	40%
Anticipated Enrollment Date at CGCC		
Winter 2018	1	10%
Spring 2018	2	20%
Summer 2018	2	20%
Fall 2018	3	30%
Winter 2019	0	0%
Spring 2019	0	0%
Summer 2019	0	0%
Fall 2019	1	10%
Other	1	10%
Age Group		
18-24 years old	5	50%
25-29 years old	2	20%
30 year old and over	3	30%
Gender		
Female	8	80%
Male	2	20%
Non-binary	0	0%
Other	0	0%
I do not wish to self-identify	0	0%

## SECTION I: DEMOGRAPHIC INFORMATION

COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

	Frequency	Percent (%)
Current Marital/Family Status		
Single without child(ren)/dependent(s)	5	50%
Single with child(ren)/dependent(s)	1	10%
Married/partnered without child(ren)/dependent(s)	0	0%
Married/partnered with child(ren)/dependent(s)	4	40%
Currently Utilizing Childcare (n=5)		
Yes	2	40%
No	3	60%
Primary Sources of Funding for Academic Expenses		
Family support	1	10%
Personal support	3	30%
Student loan(s)	6	60%
Academic scholarship(s)	2	20%
Federal grant(s)	6	60%
Employer reimbursement or tuition program	1	10%
GI bill	1	10%
Other	0	0%
Planned Employment Status while at CGCC		
I plan to work on-campus	0	0%
I plan to work off-campus	5	50%
I plan to work both on & off campus	4	40%
I do not plan work	1	10%
Hours Planned to Work Per Week (n=9)		
1-10 hours	2	22%
11-20 hours	4	44%
21-30 hours	0	0%
31-40 hours	3	33%
More than 40 hours	0	0%

## SECTION I: DEMOGRAPHIC INFORMATION

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COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

### Current Home Owner

Yes	3	30%
No	7	70%

## SECTION I: DEMOGRAPHIC INFORMATION

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COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

Figure 1.5: Parent/Guardian of Current or Prospective Student Profile (n=16)

	Frequency	Percent (%)
Student's Current or Planned Enrollment Status		
Full-time student (12 or more credits)	10	62%
Part-time student (fewer than 12 credits)	3	19%
I am not sure	3	19%
Student's Anticipated Enrollment Date at CGCC (n= 9)		
Fall 2018	4	44%
Student to enroll after 2019 academic year	5	56%
Student's Anticipated Graduation Date from CGCC (n=6)		
Winter 2019	1	17%
Spring 2019	1	17%
Summer 2019	1	17%
Fall 2019	2	33%
Other	1	17%
Age Group		
17 years old or younger	5	31%
18-24 years old	11	69%
25-29 years old	0	0%
30 year old and over	0	0%
Gender		
Female	7	44%
Male	9	56%
Non-binary	0	0%
Other	0	0%
I do not wish to self-identify	0	0%

## SECTION II: CURRENT LIVING PROFILE

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COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

### SECTION II: CURRENT LIVING PROFILE

Participants in this survey were asked a series of questions regarding their current place of residence, housing situation, and monthly housing expense. This information is valuable in understanding how the housing situation in the Columbia Gorge region affects current and prospective CGCC students. Additionally, the primary sources of funding for current and prospective students' academic expenses were collected.

The current place of residence for the vast majority (73%) of current CGCC student participants includes The Dalles (40%), Hood River (24%), and Goldendale, WA (9%). The remaining 27% (or 41 of 151) are located in 22 individual towns surrounding the Columbia Gorge region. Similarly, 85% (137 of 161) of the community member respondents are residents of The Dalles (66%) and Hood River (19%).

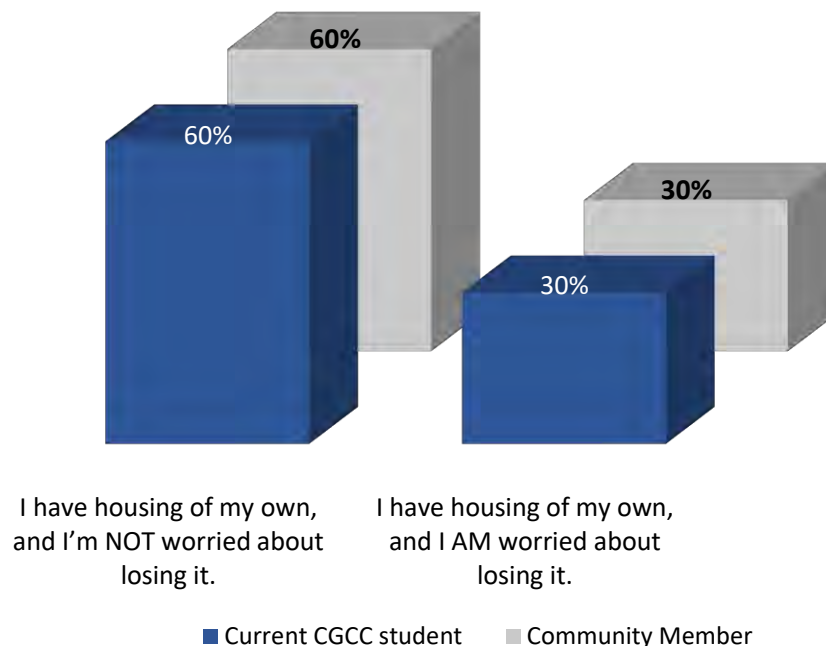


As an institution currently without on-campus housing, living options for students include living with family, a spouse/partner, or friends or securing housing in the community. The survey results found that 49% (67 of 135) of the current CGCC student respondents rent in the surrounding area. When asked to describe their housing situation, 30% (20 of 67) of the participants indicated that they do have housing of their own yet are worried about losing it in the future. This same percentage of community member participants (30% or 11 of 37) also expressed the concern of unstable housing arrangement (see Figure 2.1).

## SECTION II: CURRENT LIVING PROFILE

COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

**Figure 2.1: Current housing situation for Columbia Gorge Community College students and community members: Renter**



Of the current student participants that indicated that they did not have housing of their own, the vast majority (90%) currently reside with family or friends. The remaining 10% are staying in a shelter, in a car, or on the street. **It is important to note that this number represents 5% (7 of 135) of the total current CGCC student respondents.**

**Figure 2.2: Current housing situation for Columbia Gorge Community College students: Non-Renters**

CURRENT HOUSING SITUATION: NON-RENTERS (N=68)	FREQUENCY	PERCENTAGE
I'm staying with friends or family	61	90%
I am staying in a shelter, in a car, or on the street.	7	10%

## SECTION II: CURRENT LIVING PROFILE

### COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

Among both current and prospective students, a number of respondents (50%) indicated that they, alone, make [will make] the decision regarding where they live [will live] while attending CGCC. An additional 9% designated that housing was a decision made jointly by themselves and spouse/partner (see Figure 2.3).

**Figure 2.3: Primary decision maker for current and prospective CGCC students**

DECISION MAKER	FREQUENCY	PERCENTAGE
I did/will solely	69	50%
My parent(s)/guardian(s) & I jointly	21	15%
My parent(s)/guardian(s) solely	13	9%
My spouse/partner & I jointly	31	9%
Other	5	3%

For the majority (59%) of current CGCC students that participated in the survey, the monthly housing expense ranged between \$300-\$699 per month (see Figure 2.4). The average respondent currently pays approximately \$570 per month for housing (see Figure 2.5). For a plurality of participants (<57%), this monthly amount also includes the cost of one or more utilities such as electric/gas, water, and trash (see Figure 2.6).

**Figure 2.4: Monthly housing expense for current CGCC students**

MONTHLY HOUSING EXPENSE PER PERSON	FREQUENCY	PERCENTAGE
Less than \$100	1	1%
\$100-\$199	1	1%
\$200-\$299	2	3%
\$300-\$399	12	17%
\$400-\$499	7	10%
\$500-\$599	16	23%
\$600-\$699	6	9%
\$700-\$799	7	10%
\$800-\$899	0	0%
\$900-\$999	5	7%
\$1000-\$1,099	7	10%
\$1,100-\$1,199	2	3%
\$1,200-\$1,299	2	3%
More than \$1,300	2	3%

## SECTION II: CURRENT LIVING PROFILE

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COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

**Figure 2.5: Average cost of housing per month per person for current CGCC students**

MONTHLY HOUSING EXPENSE	MINIMUM	AVERAGE	MAXIMUM
All current CGCC student respondents (n=70)	> \$100	\$570	< \$1500

**Figure 2.6: Utilities covered by current monthly rent payment for current CGCC students**

UTILITY COVERED BY MONTHLY RENT (N=70)	FREQUENCY	PERCENTAGE OF STUDENTS
Electric	40	57%
Gas	19	27%
Water	40	57%
Trash	41	59%
Internet	39	56%
Cable/Satellite Television	13	18%
Other	2	3%
Not applicable; my monthly rent payment does not cover any utilities	13	18%



## SECTION III: AFFORDABLE HOUSING NEEDS

COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

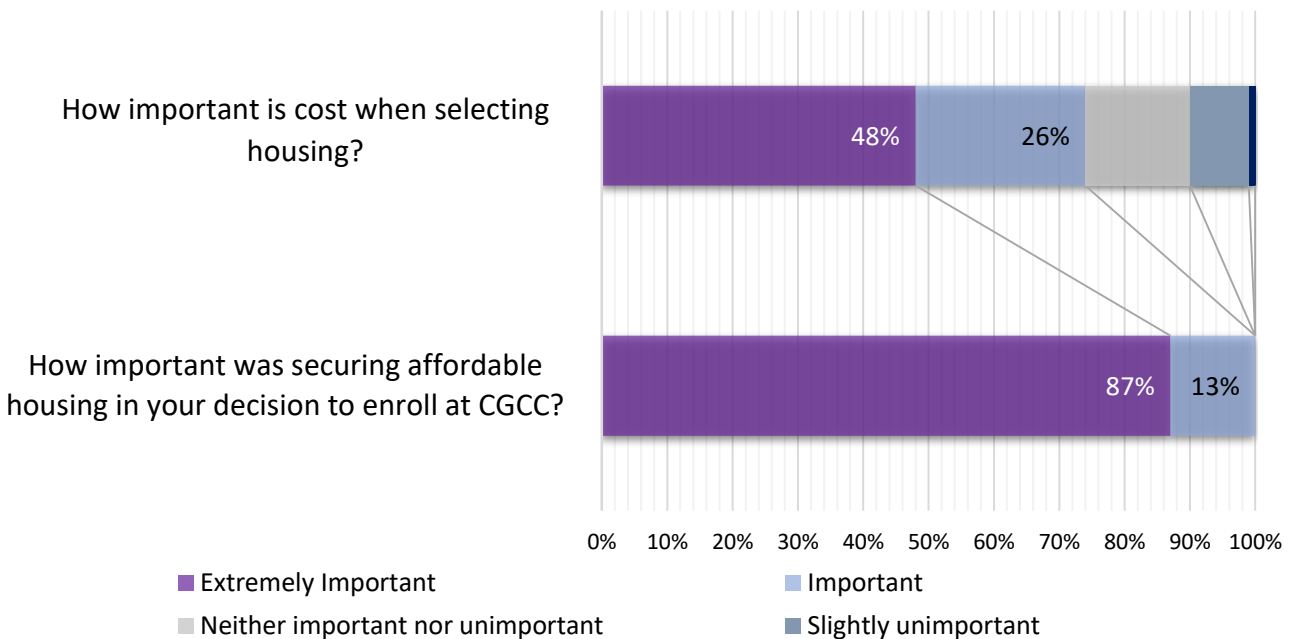
### SECTION III: AFFORDABLE HOUSING NEEDS

Current and prospective CGCC students, as well as parents/guardians and the community at large were asked to respond to a series of questions regarding the need and demand for affordable on-campus student housing at CGCC The Dalles campus. Survey participants rated each item using a five-point Likert scale. The results of these items are summarized below.

#### COLUMBIA GORGE COMMUNITY COLLEGE CURRENT STUDENT PERSPECTIVES

When asked to rate the importance that cost has when selecting housing, all (100%) of the current CGCC students that participated in the survey indicated that the price point was of extreme importance (87%) or importance (13%) when making housing decisions. Similarly, the vast majority of current student participants (72%) described that finding affordable housing was a challenge when making the decision to enroll at CGCC. In addition, 74% of the respondents reported that securing affordable housing was extremely important (48%) or important (26%) in the decision to enroll at CGCC. Figure 3.1 and 3.2 explain the responses from current CGCC student participants as it relates to need and access to affordable housing.

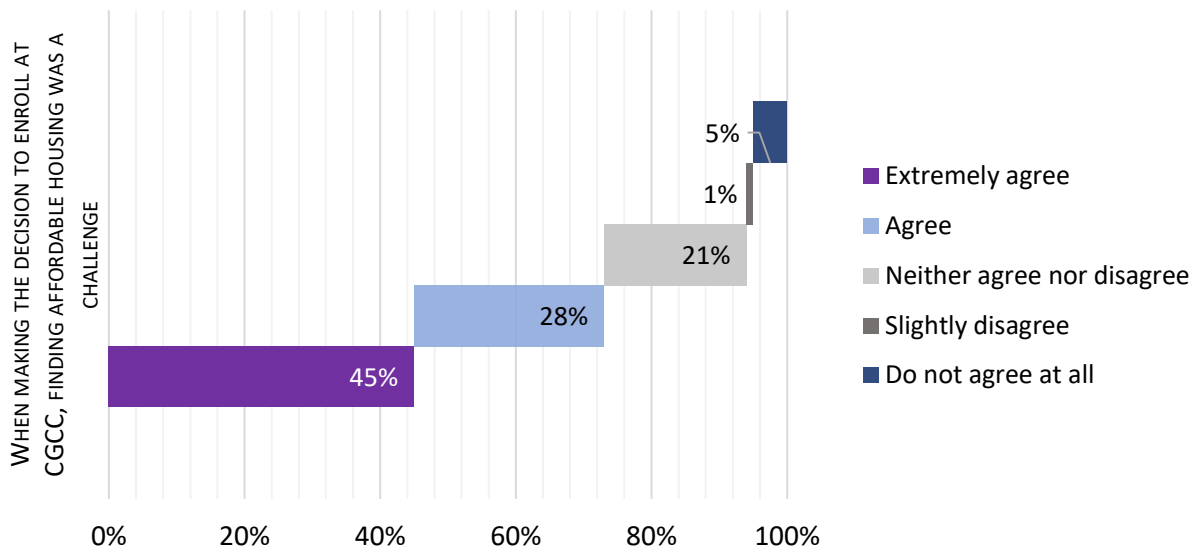
**Figure 3.1: Affordable housing needs of current CGCC students**



## SECTION III: AFFORDABLE HOUSING NEEDS

COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

**Figure 3.2: Access to affordable housing for current CGCC students**



Over half (75 participants or 57%) of current student participants expressed extreme interest (21%) or interest (36%) when asked, “If CGCC The Dalles campus provided affordable on-campus, student housing, how interested would you be in living there?” (see Figure 3.3). Of equal importance, is the vast majority of current students (92%) that agreed having on-campus student housing would make CGCC more attractive to prospective students (see Figure 3.4).

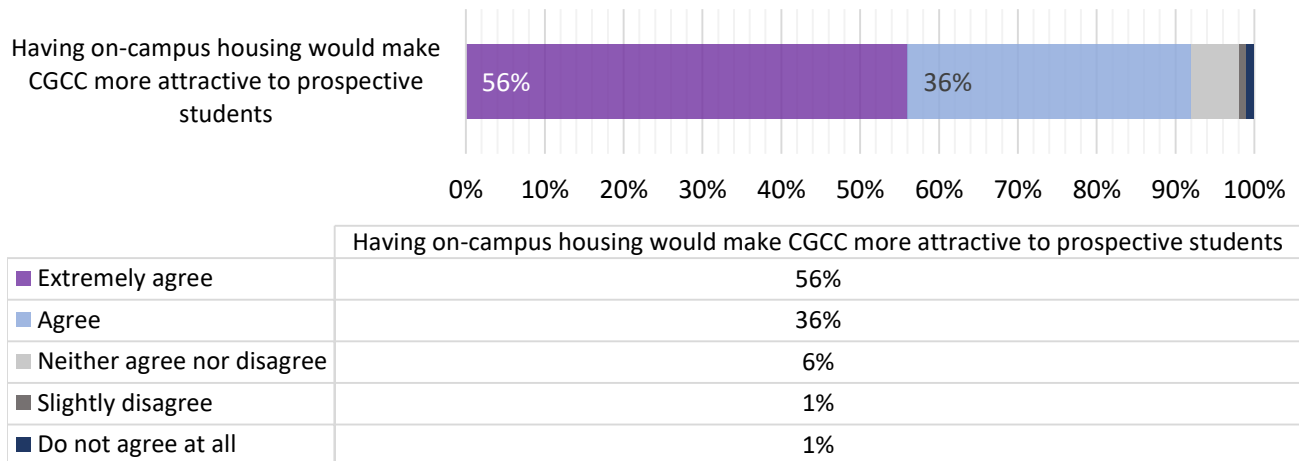
**Figure 3.3: Interest in on-campus, student housing at CGCC The Dalles, campus**

If CGCC The Dalles campus provided affordable on-campus, student housing, how interested would you be in living there? (n=132)	Frequency	Percentage
Extremely Interested	27	21%
Interested	48	36%
Neither Interested nor uninterested	24	18%
Slightly Uninterested	4	3%
Not interested at all	29	22%

## SECTION III: AFFORDABLE HOUSING NEEDS

COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

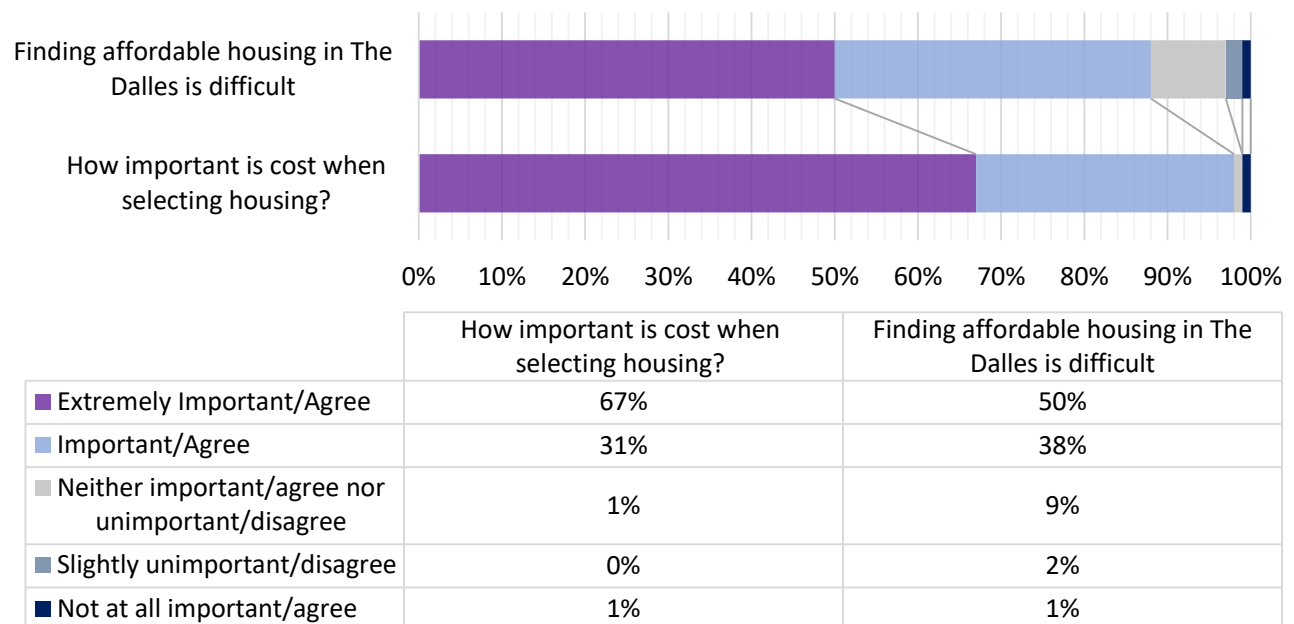
**Figure 3.4: Current CGCC students perceived impact of housing on college appeal**



### COMMUNITY MEMBERS PERSPECTIVES

Similar to current CGCC student participants, 98% of community member participants indicated that cost was extremely important (67%) or important (31%) when selecting housing. Community member respondents also expressed an overwhelming agreement (88% or 141 of 160) that finding affordable housing in The Dalles was difficult (see Figure 3.5).

**Figure 3.5: Affordable housing needs of community members**



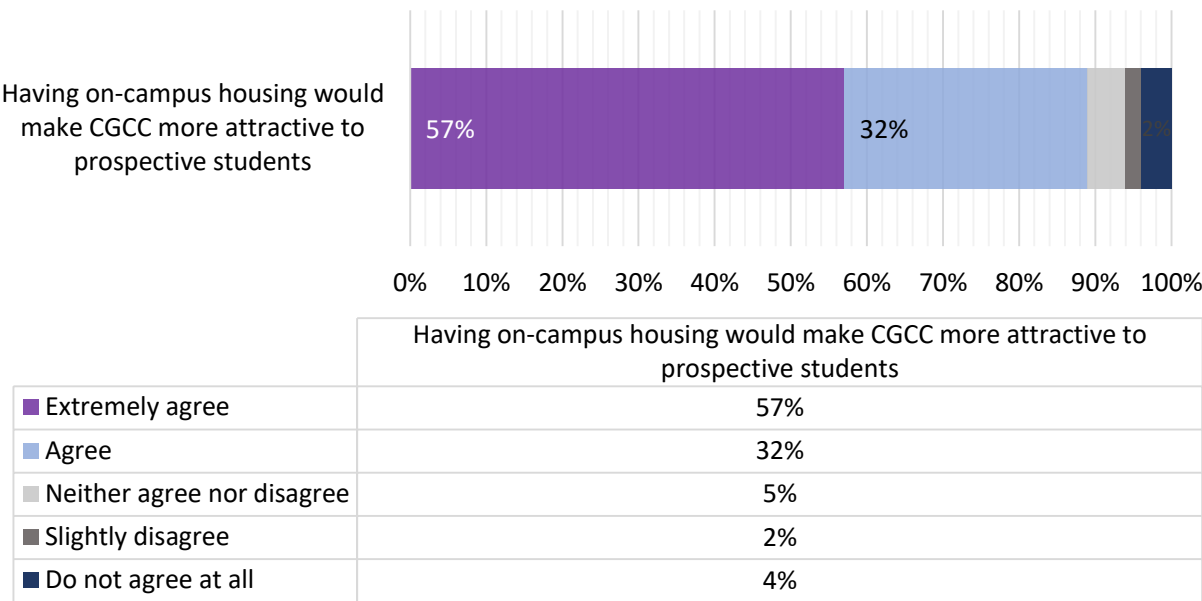
# SECTION III: AFFORDABLE HOUSING NEEDS

COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

Of the community member participants that do not own their own home, **57% (27 of 47) expressed extreme interest or interest in living in student housing as a non-student** if CGCC The Dalles campus provided affordable on-campus housing.

As a collective group, the majority (89%) of community member participants extremely agreed (57%) or agreed (32%) that having on-campus student housing would make CGCC more attractive to prospective students (see Figure 3.6).

**Figure 3.6: Community members perceived impact of housing impact on college appeal**



## FUTURE CGCC STUDENT PERSPECTIVES

Prospective CGCC student participants **unanimously (100% or 10 of 10 student) expressed that having on-campus student housing would make them more likely to attend.** Moreover, when asked how interested they would be in living on-campus if affordable student housing was an option, the vast majority (71%) selected extremely interested or interested. **Collectively, prospective CGCC students expressed (86%) that when making the decision to enroll at CGCC, finding affordable housing would be a challenge.**

## PARENTS/GUARDIANS OF CURRENT AND PROSPECTIVE CGCC STUDENT PERSPECTIVES

Current parent/guardian respondents collectively agreed that having on-campus student housing would make CGCC more attractive to prospective students. **All (100% or 5 of 5**

## SECTION III: AFFORDABLE HOUSING NEEDS

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COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

**parents) of the survey participants indicated that they extremely agree or agree to such statement.**

When asked how important cost was when selecting housing options for their student while attending CGCC, **72% of current and prospective parent/guardian participants selected extremely important (54%) or important (18%).**

When comparing the responses of parents/guardian of current CGCC students and current students a significant discord exists in the perception of on-campus, student housing cost. **All (100%) respondents identified as parents/guardians of current CGCC students indicated that they believed on-campus student housing would be less expensive than off-campus housing.** In comparison, only 55% of current CGCC students responded similarly.

Of the six current parent/guardian respondents, five (83%) indicated that their student currently lives at home. However, when asked if they would be interested if CGCC The Dalles campus provided affordable on-campus, student housing, **five of the six (83%) parents/guardians expressed extreme interest (33%) or interest (83%) in their student living there. 80% of parents/guardians of prospective students that took part in the survey responded similarly.**

## SECTION IV: AMENITIES AND FEATURES OF ON-CAMPUS HOUSING

COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

### SECTION IV: AMENITIES AND FEATURES OF ON-CAMPUS HOUSING

Current and prospective CGCC students as well as the parents/guardians of current and prospective CGCC students were asked to rate the importance of specific features and amenities desired if student housing options were available on-campus. Respondents rated each item from “extremely important” to “not at all important.” It should be noted that affordability and value, strong Wi-Fi and internet access, and safety and security of area were identified by both students and parents/guardians as the top three amenities of importance when considering on-campus, student housing. Additionally, the vast majority (< 80%) of both populations identified access to on-site parking and a smoke free environment of extreme importance or importance (see Figure 4.1).

Figure 4.2 describes the responses collected from current and future students. Figure 4.3 provides a comparison of student answers to those of parents/guardians.

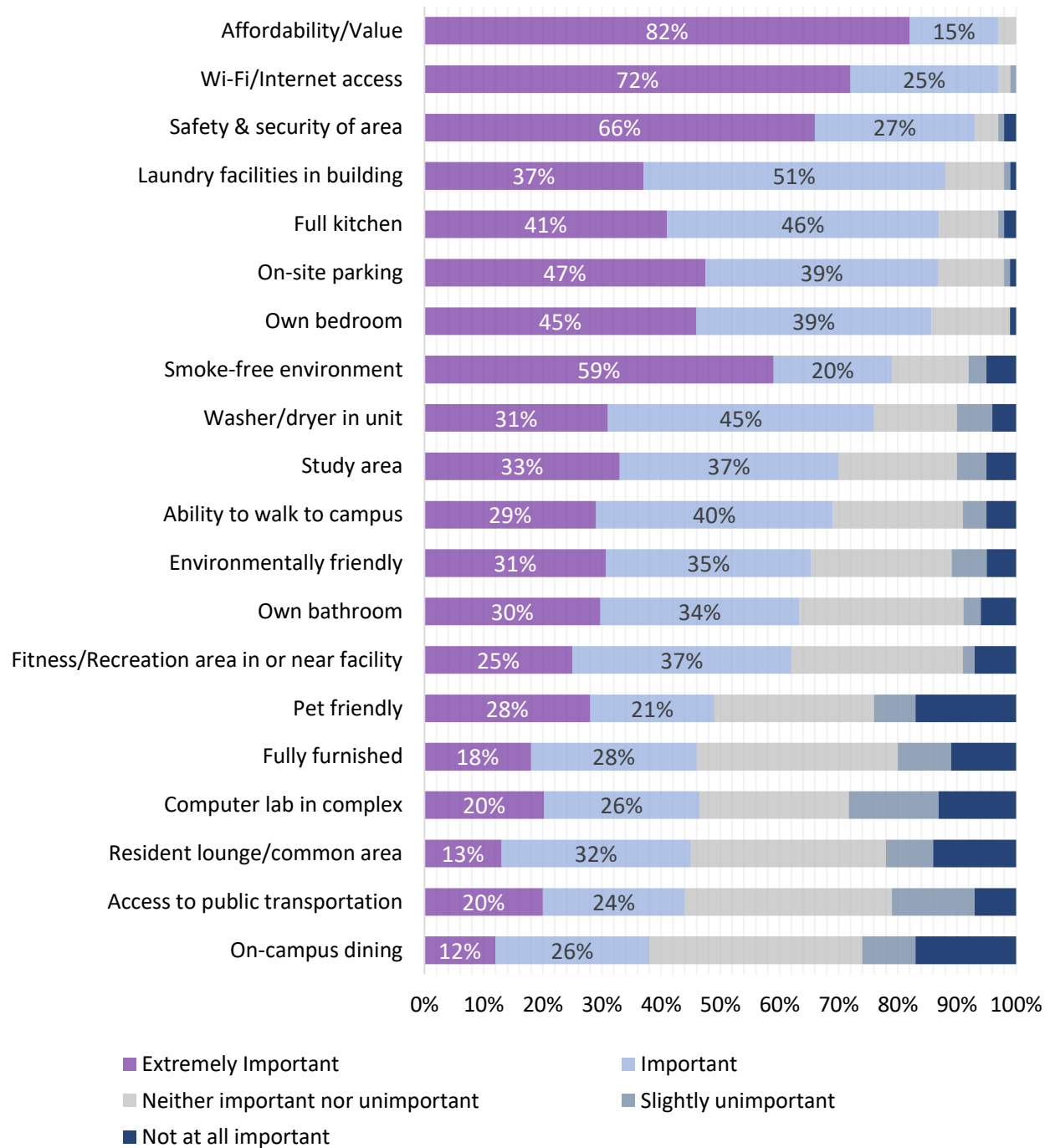
**Figure 4.1: Top amenities and features in student housing if options were located on CGCC’s campus by all respondents (current/prospective CGCC students and parents/guardians of current/prospective CGCC students)**

IMPORTANT AMMENTIES & FEATURES IN ON-CAMPUS, STUDENT HOUSING	PERCENTAGE OF ALL RESPONDENTS (N=114)
Affordability and value	96%
Strong Wi-Fi/Internet access	96%
Safety and security of area	92%
Convenient laundry facilities in the building	89%
In-unit full kitchen	89%
Access to on-site parking	88%
Ability to have own bedroom	83%
Smoke free environment	80%
Washer and dryer in the living unit	68%
Quiet study area in the building	65%
Ability to walk to campus	65%
Environmentally friendly building	63%
Ability to have private bathroom	62%
Fitness or recreation area(s) in or near the housing facility	56%
Pet friendly environment	45%
Fully furnished living unit	43%
Computer lab in the housing facility/complex	43%
Resident lounge/common area	43%
Convenient access to public transportation	32%
On-campus dining option	24%

## SECTION IV: AMENITIES AND FEATURES OF ON-CAMPUS HOUSING

COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

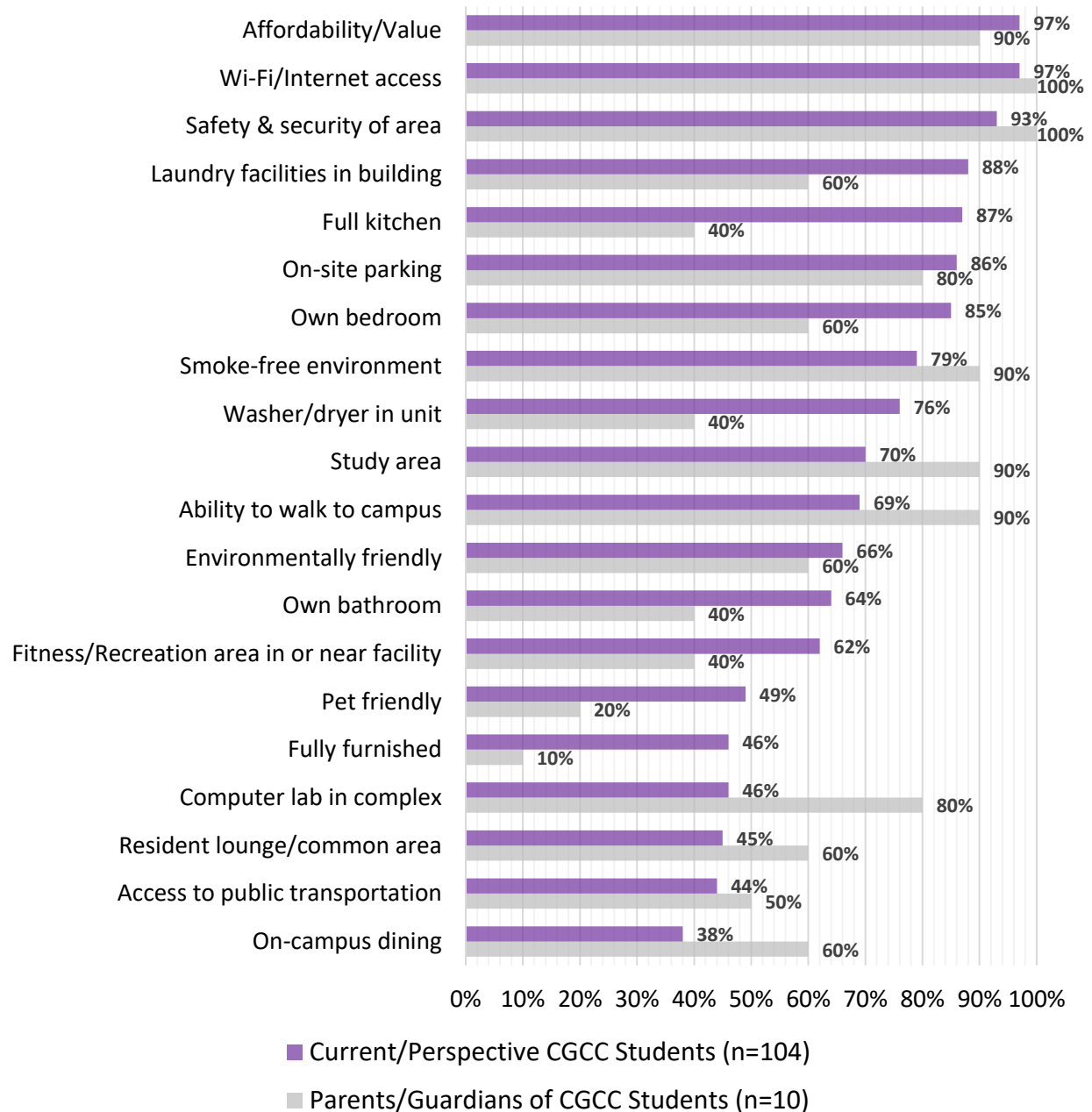
**Figure 4.1: Features and amenities of on-campus, student housing desired by current and prospective CGCC students**



## SECTION IV: AMENITIES AND FEATURES OF ON-CAMPUS HOUSING

COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

**Figure 4.2: Features and amenities of on-campus, student housing-  
A comparison of desires: Current/Prospective CGCC students and Parents/Guardian of CGCC  
students selecting “Extremely Important” or “Important”**





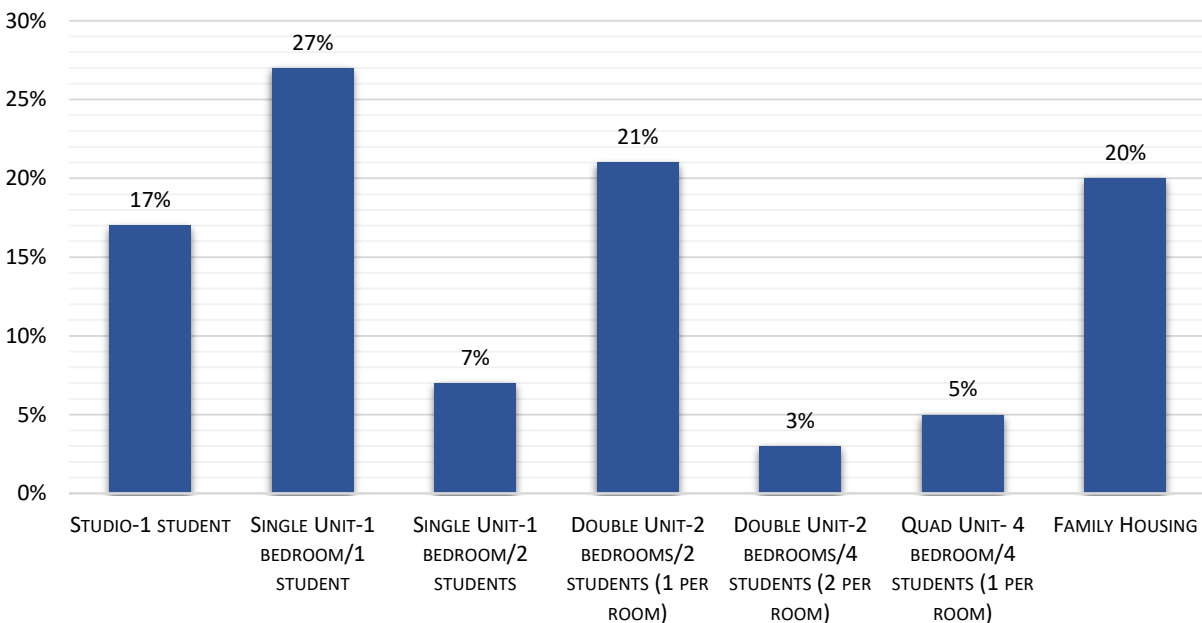
## SECTION V: ON-CAMPUS HOUSING PREFERENCE AND NEEDS

COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

### SECTION V: ON-CAMPUS HOUSING PREFERENCES AND NEEDS

Current CGCC students as well as parents/guardians of current and prospective CGCC students were asked preference in type of unit if student housing options were located on campus. Single unit (1 bedroom/1 student), double unit (2 bedroom/2 students), and family housing were identified as the preferred type of unit to reside (see Figure 5.1). Of least preference in unit type included single units (1 bedroom/2 students), quad units (4 bedrooms/4 students), and double units (2 bedrooms/4 students).

**Figure 5.1: On-campus housing preference of current CGCC students and parents/guardians (current and prospective) by type of unit**

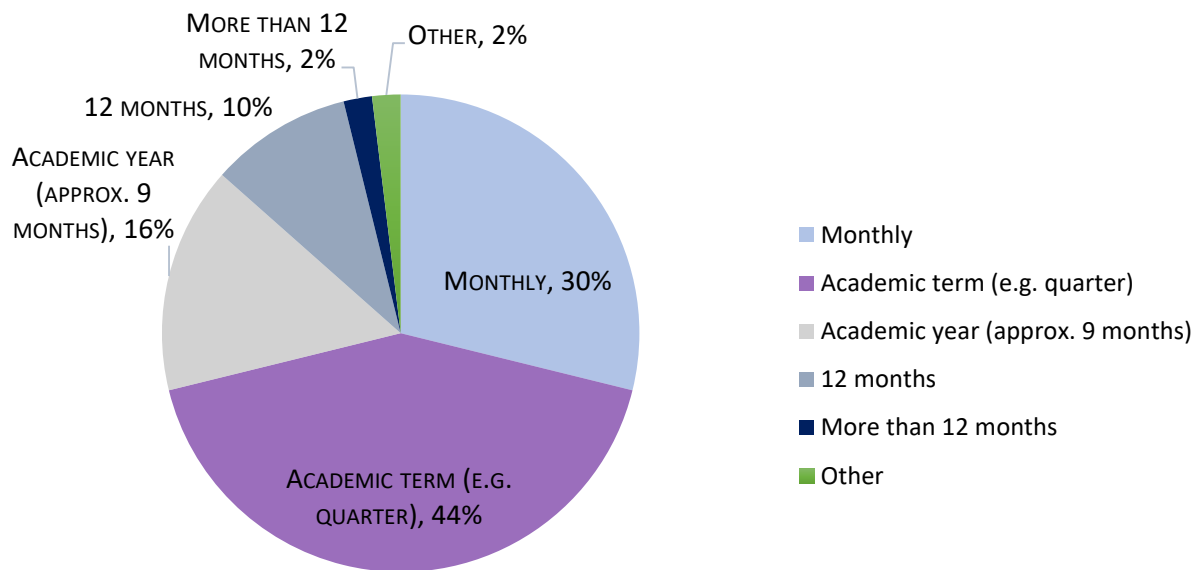


Additionally, participants were asked to provide the preferred lease terms when considering on-campus, student housing options. Collectively, current CGCC students and parents/guardian of current and prospective students expressed preference in lease terms that represented the academic term (44%) and/or a monthly lease agreement (26%). Figure 5.2 illustrates the amalgamate responses.

## SECTION V: ON-CAMPUS HOUSING PREFERENCE AND NEEDS

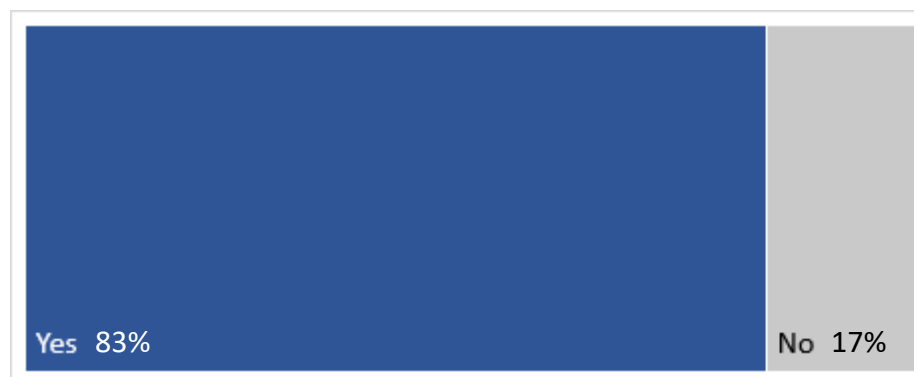
COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

**Figure 5.2: Preferred lease terms for on-campus housing of current CGCC students and parents/guardians (current and prospective)**



On-site parking was a feature collectively identified as a need amongst students (current and prospective) as well as parents/guardians of students (current and prospective). The majority of respondents (88%) indicated that on-site parking was an extremely important or important feature in housing options (see Figure 4.1 above). Approximately 99 survey participants (83%) indicated that they did have a motor vehicle that would require on-site parking (see Figure 5.3). 88% of those respondents possess one motor vehicle.

**Figure 5.3: Percentage of respondents that have a motor vehicle that would require on-site parking (n=113)**



## SECTION VI: SURVEY COMMENTS

### SECTION VI: SURVEY COMMENTS

**The following comments were taken directly from the survey and not edited or filtered**

#### POSITIVE

- Due to the inability to find affordable housing for my daughter and I in The Dalles, I currently drive from Spray (about 115 miles each way) twice a week to school to finish my pre-reqs so I can apply to the nursing program. It was so challenging last term, but it's so much more affordable because I have family out here and CGCC is the closest school to me. Having affordable family housing on or near campus would be a game changer for myself and other students.
- Some sort of affordable housing for student would attract a higher amount of people who do not reside in The Dalles and/or Hood River. Housing in the area has become very expensive and why I have to stay with my Grandma. The rental rates in the area is only getting higher and causing young adults to drown in debt and quit school because they cannot afford to live now a days.
- I am an alumni and would love to see housing added to The Dalles campus. Nearly 15 years ago when I began attending there was an apparent need for it and I cannot imagine that need has abated. Equally important is that if housing is added that accommodations be made for single parents. This is the single most important thing the college can do for increasing educational and professional attainment of area residents.
- I'm about to graduate, however, I have children that I expect to attend in the future and housing would be a big help.
- I believe there is a huge housing crisis in The Dalles and surrounding areas. On-campus housing would not only be attractive to students and aid in young adult independence but would potentially open up other rentals in the area that are currently used by students.
- I had never been to The Dalles before attending CGCC, and I strongly understand the difficulty of finding housing that is affordable. I am currently staying with another classmate in a house in town with a single gentleman being the owner/ landlord. I believe most people that attend CGCC are locals, but the new electro-mechanical courses are surely to grow even more. Maybe a new building in a location that could utilize the vertical axis wind turbine on campus would really be a game changer for the electro - mechanical students.

## SECTION VI: SURVEY COMMENTS

### COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

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- I am a former CGCC student, graduated in 2014. Even then, it was extremely difficult to find affordable housing in The Dalles. Through my work-study position in Student Services, I would get asked about housing at student orientations as well as during the initial enrollment process. During the winter one year, my roommate and I had to rent a hotel room in The Dalles for 5 days so we could be able to get to classes and not have to worry about getting snowed in.
- Affordable housing is a huge barrier to anyone wanting to move to The Dalles and the Gorge for any reason. More affordable housing would make CGCC an even better option to those wanting to move here for school.
- Housing is a huge issue in The Dalles and The Gorge. We would attract more students if we had housing and if we had housing, we could look at having sports teams too.
- Many students need housing in this community due to their family situations and it benefits the student to move out of chaotic homes in order to become successful adults. There is a desire and a need, but affordable housing is lacking.
- I think offering - affordable - housing for students will attract more students, as well as help with the housing crisis that has been impacting the Gorge.
- I would consider using the CGCC on campus housing if this is to be offered. My current living situation is not a very good one.
- On campus affordable student/faculty housing could free up other rental housing in The Dalles and perhaps the surrounding area. It seems it would also be a benefit to students, remaining close to resources to enhance their college experience.
- I lived on campus at a community college and it was such a great experience
- Please make this work out. This would help a lot.
- I own apartments in TD. Have housed many of your students. Housing in HR and TD is needed, both on campus and in town.
- My daughter attends North Idaho College in Couer d'Alene ID, which is a community college, but also has a residence hall. This was an attractive option as it would still be a lower total cost than attending a WA university her first two years. NIC also has a well rounded athletic program.
- Four-year schools have become so expensive, we need to help our local students find a way to study in The Dalles. Rental property is nearly impossible to find, and I believe this would be a tremendous help!

## SECTION VI: SURVEY COMMENTS

- As a former CGCC employee, I was very happy when the college offered student housing in the Mid-1990's. A community college that provides housing is a great plus in a very competitive market for post secondary students. The high priced, tight real estate market of Portland has found its way to the Gorge. What has been occurring in Hood River and White Salmon for a while is now beginning to happen in The Dalles. This CGCC housing initiative would be a welcomed part of the solution!
- I believe that in the Columbia Gorge, there is a big shortage on affordable housing. We do not have very many apartments in The Dalles, and the ones we do have, the majority are low income and have long wait lists. I think it would be ideal to provide affordable housing for students at CGCC.
- To increase enrollment at CGCC I believe that the ability to secure housing would be a tremendous benefit - even for students who live locally but would like to live away from home. I would not be opposed to providing housing to other clients but would hope you would prioritize students at CGCC
- The current opportunities for prospective students to secure affordable housing in this area is immensely discouraging. By providing affordable housing for said prospective students, would be an incredible draw for those students viewing CGCC as a higher education choice.
- We have seen so many people interested in coming to The Dalles having challenges finding housing that is affordable as well as clean and safe. For the past five or six years this has seemed to get worse every year!
- This could also be an wonderful way to allow students who are interested in the "college" experience to get it closer to home rather than having to go off to one of the four-year institutions that are hours away. That support network can be critical for many students to succeed-and there are no affordable options for them close to home now!
- I think that this is a wonderful IDEA and you guys at CGCC can accomplish this! I think that for the right price, and if you build it correctly, you guys could do really well with this. Kitchens are kind of important because it saves everyone money cooking at home, maybe you guys could even implement a grocery shopping feature... for \$75 a week the college will provide enough groceries to last and they are good groceries, possibly even the stores around here will give you all a discount on food... Such as a wholesale price.
- I think it is a great opportunity, especially for students who come for specific Career/Technical programs, or are from small towns over an hour away. I think it is important that it be year-round so as people won't lose their housing in June when the market is so saturated. I also like the idea of it being for community members, too, but I think there should be a priority system for students/prospective students.

## SECTION VI: SURVEY COMMENTS

- I think you could attract students from outside the region, much like COCC does in Bend, if you provided on campus housing.
- Housing is such a crisis in this area right now. More affordable housing opportunities, especially for those trying to pursue education, are absolutely the way to go.
- I am not interested personally in living on campus but it is because I own my home. I have a job where I help people look for housing and I know that it is extremely difficult. This would be a wonderful resource for the community and I'm sure it would be popular and utilized.
- Housing was the most difficult part of going through college. I was bummed when I found out there was no housing on campus because that was part of my dream for college to be able to live on campus and not need much transportation. I personally made it through living with friends and family. Housing on the CGCC campus would defiantly be a plus and I have no doubts that the rooms will be full all year round! This is a great idea. I really hope it works out. The students need housing. CGCC is the best community college I think. They take great care of there students and housing would be a great way to extend that extra help.
- I think it would be a large source of revenue, also it would increase saftey for the students who have to travel almost an hour through poor weather conditions, its not an easy process of making friends in this town, having the ability to have people close by would make things easier for congregation. Furthermore the school would be able to have a constant revenue source that would help increase programs for people. When i was moving here it was incredibly difficult to find housing, and now that i live here i dont have a massive social life, if both of these issues could be solved as well as give the school a source of revenue, i think that would be a fantastic choice
- The current prices for rental housing are not extreme, however the security deposit, first and last month's rent and deposits for utilities make moving in unattainable. Affordable housing does not only apply to monthly rent prices but the whole package. Providing student housing would greatly increase the worth of CGCC campus
- I think having on-campus student housing will help students that live some other place and what to go to college. It would help with people that are in the community and The Dalles as well.
- I feel that being able to offer housing to prospective students would make the community college and the area a more desirable place to live, study and work. It would be beneficial to the entire gorge region and benefit all of us moving forward. As a community member, I feel that housing is a HUGE problem and if the college were to have affordable housing for students, it would benefit the community as a whole.

## SECTION VI: SURVEY COMMENTS

- On-campus housing will ease some of the burden on rental housing within the community.
- This would provide the opportunity to get students more engaged in college activities, clubs, events, overall participation.
- For students and staff who must travel many miles to attend this college, affordable housing would be very desirable. Having on campus housing will be a key motivator to attract a future work-force population looking for training, education and a future job. I think this concept could make all the positive difference in the world for attracting a stable student population in The Dalles and be able to interest businesses and companies looking to invest in The Dalles and in Wasco County. This is a really good idea in my opinion.
- The Dalles and the adjoining communities are experiencing a substantial amount of transient, non-permanent residents. Construction growth of data centers, wind farms, and other similar "work week" housing needs have not only driven up prices, but rental requirements for what rental properties are available. Student housing, fixed income housing, and other options are critical for the sustained welfare of these communities. Urban growth boundaries, National Scenic Area restrictions/challenges, unwillingness to change to meet growing technological and socio-economic demands are just a few of the barriers to success for this region and economy. The days of yore are gone. Aluminum smelters are not returning. We need younger multi-skilled workers in the work force. If they leave for education and training purposes it will be that much harder to get them back here. Recruitment and retention of skilled workers is a challenge, housing is a major reason why.
- The Dalles is faced with an affordable housing issue that currently appears to not have any resolution within the near future. Between bank owned houses, the inability for the Urban Growth Boundary to expand due to National Scenic Area and current flood of workers in the community working on several multiple year construction projects, the availability of vacant homes have been depleted. To inflate the issue, the cost of rent has dramatically increased due to the market demand and has created issues with younger adults not being able to afford housing in the community. The addition of student housing at CGCC would help bridge the gap and make CGCC more desirable to prospective students.
- I believe it would enhance the enrollment of students and benefit The Dalles in many ways.
- Many of my friends and family have moved away over the last 3 years due to the housing issues in the area. We don't have affordable housing or apartments and we just

## SECTION VI: SURVEY COMMENTS

don't have enough to house everyone. People are having to buy in Goldendale, Dufur, Maupin, Arlington, etc.

- I believe that affordable housing is essential for students in this community. There could also be a direct benefit for establishing a fire fighting training curriculum that the students would be able to use on campus housing to help them while in this curriculum as well. I would support the College establishing on campus housing.
- If housing could also be provided to Migrant/Seasonal Farmworkers I think that would be a great benefit to the community. There is little to no housing available to this working class. Even if there was temporary housing for the summer cherry harvest, it would benefit workers very much. It would allow them to have housing during the harvest and not struggle to find where to stay during their summer work.
- We have the opportunity to have a regional draw. We have a beautiful campus, really quite amazing (view, green spaces, huge park next door, growing downtown, etc.). Housing would, it seems, be a significant barrier reducer and build more of a sense of campus. There seems to be a great deal of potential to grow that campus on its current footprint - in other words there is space to develop on the existing land. I would certainly pursue it as part of a broader strategy of building that campus as a regional academic center as both a living and academic campus supporting significant growth in student body, employment, engagement with the broader community, and destination status.
- On-campus housing would make it feel more like a college experience without leaving the area
- I think it would be a large source of revenue, also it would increase safety for the students who have to travel almost an hour through poor weather conditions, its not an easy process of making friends in this town, having the ability to have people close by would make things easier for congregation. Furthermore, the school would be able to have a constant revenue source that would help increase programs for people. When I was moving here it was incredibly difficult to find housing, and now that I live here I don't have a massive social life, if both of these issues could be solved as well as give the school a source of revenue, I think that would be a fantastic choice.
- One of the reasons my children left the area is because they couldn't afford to rent a house and go to school. They all went to colleges that had on campus housing. Which is too bad because it is still costing them too much for their education.
- I believe this would help so many off us who have a hard time getting to school. Please Please consider it!



## SECTION VI: SURVEY COMMENTS

- CGCC provides instructional programs and services to residents within a large geographic area of approximately 10,000 square miles. On-campus housing would increase opportunities for higher education and skill-training to those who would otherwise need to travel great distances. Campus housing may enable more students and visitors to participate in classes, workshops, and meetings on-site. It could also provide emergency shelter.
- I think this is a great idea because regardless if you're a student or not, it is a very competitive rental and house market in the Gorge. To add on to the difficulty, as a student you often can't afford much. I foresee CGCC student enrollment increasing if there was on-campus housing available and could potentially lead to a larger workforce in the area.
- I think you could attract students from outside the region, much like COCC does in Bend, if you provided on campus housing.
- We have a college-age daughter but she realizes housing is difficult to find in The Dalles. Consequently, to live independently and go to community college requires her to live in a different location where there's a college and affordable housing even though our family resides in The Dalles.
- Currently, the price for rent is high and the availability of decent rental properties is very low in The Dalles. Due to this situation, it is very hard for students (or anyone for that matter) to get quality affordable housing. Any opportunity we have to create affordable housing for our people should be explored.
- I am a past CGCC student. When I attended I did not need housing but there were students that it would of helped. I think it is a good idea.
- Our son attended CGCC back in 1998-99. At that time there was student housing for a small number of students. This was very convenient and also a great transition from home to first place to live. I would love to see some sort of housing available for incoming students.
- I mentor kids heading to college - housing gives the campus life experience they are looking for
- This would be a huge step forward for CGCC
- Our community is experiencing a housing crisis. Lack of real estate combined with outrageous rental and mortgage costs impair our growth and threaten the stability of the families who live here.

## SECTION VI: SURVEY COMMENTS

### NEGATIVE

- On campus living can be nice. But the cost added to it will be ridiculously high with the extras such as a recreation center, further public transportation, etc. Also I'm concerned with the farm season housing, will this be another area in The Dalles of basically free housing for those who come to our area for a small amount of time? And will that impact the availability for students to remain or begin living in campus during the summer? Will the dorm housing be the same price as what our students will be paying? Also, if housing gets approved, where would CGCC start with types of buildings? I notice that most of my classmates are either fresh out of high school and living free at home or else people in their late 20's to 40's with families that need affordable housing. I can see CGCC failing in the case of building dorms for typical University, where a roommate is not usually a known person, as we tend to host less students of such. I hope this point of view is helpful in the discussion of on campus housing. If the decision is made to build housing, I hope CGCC will strongly evaluate their student lives before deciding where to begin it what would be best.
- Concerned that housing management and maintenance supports itself and is not a burden to taxpayers.
- I think that often on-campus housing helps a lot for first year students. However in most cases in my experience it is used to milk money from the students. Not only is the dorm itself very expensive, but my siblings dorms forced them to buy VERY expensive meal-plans (~8-10\$ per meal, 3 per day). I am very frugal and come from a poorer family. So while I would have very much liked to live in a dorm environment. I would never let myself go into such debt while a cheaper living arrangement was possible. If CGCC opened a dorm I would hope they would make it a priority to have low cost options. For example some rooms could have less luxury's and furnishings to enable poorer students to not have to take on debt. Plus an optional meal plan with perhaps an infographic on public transit to local grocery stores if food security was a concern. Maybe there could be a cheaper, grocery meal plan. Where you would get more raw ingredients to be cooked oneself in the dorm kitchen.
- You have to be kidding? A two year junior college with housing? A total waste of taxpayer money.
- The college should stick to education and not re enter housing
- TD has many more attainable housing options, including commuting from Dallesport. Hood River has a much greater need and has attractive WALKABLE services nearby, including schools, hospital and grocery. TD campus lacks these additional offerings, so the housing would lack such items or a car would be required to access.

## SECTION VI: SURVEY COMMENTS

- I do NOT think on-campus housing is justifiable on any level for a community college (especially not CGCC with it's on-going financial struggles). CGCC had on-campus housing early on and it was a disaster in every way and the dormitories were demolished. Why in the world would the college think reinstituting on-campus housing would be a good idea?? It makes no sense at all. This would not be a wise financial move.
- The location of the campus is the problem. Get off the hill.
- Regarding student housing you are talking about, my main concern is the additional operational cost that "Brick and Mortar" bring to the overall college budget. I worked at CGCC for 16 years and weathered the flush budget times and the lean budget times. "Flush times" seen the hiring of additional staffing to market, support, and expanded new classes and ability offer additional student career support programs as well as building two new classroom buildings. To be followed by the "lean years" where administrating, staffing, student classes as well as supportive career and pathway programs took the brunt of budget cuts because fixed operational cost for buildings cannot be trimmed. I urge the board to think long and hard before adding more brick and mortar to the already numerous building that the college must maintain. Besides just the fixed utility and maintenance cost there would be the additional management system cost that comes housing. Does the college really want to be in the housing and renter/tenant management business? Several times over the years the college students have asked for an on-campus student child care facility. I see several advantages to considering this idea. One, to serve students attending classes. Second, augment and further expand the current CGCC early child education program adding the practicum classes needed for degree completion. Thirdly, this care facility if open to the community would meet an asked for and needed center type child care services benefiting all families, workers and employers our communities. Would this reach out and serve more in our communities?
- We need to cater to the trades, there is a shortage of skilled labor and trades, partner with local school district for vocational training, and apprenticeships, find a niche that serves an important segment of society. We have enough educated idiots.

## MISCELLANEOUS

- I think that is would be interesting to look at both the Hood River and TD campuses for housing. In Hood River - the CC is sitting on some of the best vacant land for creating affordable housing. As everyone knows in the Gorge - you live in the Gorge and travel between all the communities over many years here. It is one big community. Hood River is having a much bigger problem with housing - so I would encourage the CC to look at all of their properties when considering creating housing.

## SECTION VI: SURVEY COMMENTS

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- If the plan goes through, the living spaces shouldn't be lavish. There should be an emphasis on affordability and not on being trendy. The students residing in the said living facility can easily use the school computer lab and such if they really need it.
- Student housing would need to allow children of students to live, too.
- I think there is a big difference between on-campus student housing in the form of 'traditional' college dorms (which would generally be less appealing to the CGCC student population) versus on-campus student housing that is low-cost apartments/units/etc for students and their partners/families/etc (which I think would be more appealing to the CGCC student population).
- For those who are admitted with pets should have a deposit fee, and pet restrictions (to where pets can be allowed on certain size and type of animals), and as well as pet policies (to prepare for a damage room to be cleaned, paint, or change a stained rug/carpet). Also, about student housing is that the dinning facilities are open during day-light hours only. Food delivery should be have limit access to the public, unless there's security guards whether armed or UN-armed should be actively be on duty for the security of CGCC campus. Last but not least, the campus also should provide security cameras for many security reasons for the safety of our communities, neighbors, families, and our campus here in The Dalles. Thanks!
- Obviously you will be surveying students, but I wonder how much of an actual need there is for students in the community. Is the college prepared to manage housing as well as everything else it currently does and needs to do to fulfill its mission? How would you prioritize offering housing to students versus staff and even the general public? What about safety issues?
- I don't have enough information regarding what kind of housing CGCC is considering. Dormitory style or apartments? I think dormitory style would be more cost-effective and would be like going to a four-year school where relationships are formed among dormitory dwellers. I like the idea of providing housing and CGCC does have open space to build. However, managing a housing complex would increase the administrative burden on the college.
- Housing should be held first for out of the area of normal commute students, faculty and college employees may need help in finding community housing but should not compete with students for on campus housing.
- I think it could be a great addition to CGCC and The Dalles; however, my largest concern as a resident is taxes. Is this going to raise our property taxes to provide this? I feel mine are already extremely high and while this would help solve a much needed

## SECTION VI: SURVEY COMMENTS

problem in our community, it could hurt us middle guys that are purchasing our properties.

- This study needs to include annual & long-term costs for having student housing on campus including "house mothers", protection/ care of students under 18 years old, maintenance, vacancies, enforcing rules for living in such housing, cleaning & repairs before a new renter gets a room/apartment, etc. In 1994- in the original CGCC housing some students bullied, took advantage of, played mean tricks on younger / less mature students. Residence assistants must be bilingual to deal fairly with whomever lives in the housing. The success of this project will depend on CGCC offering programs that attract students to 2 year programs that lead to jobs that currently exist in the economy.
- As a former CGCC employee, I met students who had problems with unreliable transportation and inadequate housing. A few lived in their vehicles and some lived in unsafe conditions. For students who lack resources, I hope on-campus housing will be affordable, safe, and partly furnished. I recommend hiring an on-site supervisor.
- One or two bedroom apts with a rent of about \$500 per month would be ideal.
- The Hood River campus needs this as well!
- Curious as to why the focus on The Dalles campus, when the college serves students across a larger district.
- Please involve the community in the decision of the location of this housing development. Although it is much needed, and I support this idea, consideration to current neighboring homeowners should be taken into account. As we all know, college students and other groups can be disruptive, cause traffic congestion, and create an eyesore to neighboring homeowners. Overall though, I think this idea would help stimulate the local economy and lead to the revitalization of The Dalles.
- Also make affordable housing at Hood River, Oregon because there are students who can't drive to The Dalles campus.
- I think that it is important to have a pet friendly housing system for students that have animals.
- Making the housing multi-purpose so that it could house people such as those attending a conference (either on- or off-campus) or those who are working limited-duration jobs such as in the fruit industry or a construction project would be beneficial.

## SECTION VI: SURVEY COMMENTS

COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

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- I think it would be important to provide housing for families as well, especially single parents. This might help them finish school.
- Student housing would be amazing. However, many (if not the majority) of the students have spouses/families. I think it would be extremely important to have more family accommodations than single accommodations.

## REFERENCES

COLUMBIA GORGE COMMUNITY COLLEGE • 2018 STUDENT HOUSING SURVEY

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February 2018

# **The Dalles On-Campus Housing Economic Feasibility Study**



Prepared By



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# Limiting Conditions

Every reasonable effort has been made to ensure that the data contained in this report reflects the most accurate information possible, and it is believed to be reliable. This report is based upon estimates, assumptions and information developed by Leland Consulting Group from third-party data sources, independent research, general knowledge of the industry and consultations with the client and the client’s representatives. No responsibility is assumed for inaccuracies in reporting by the client, client’s agents, and representatives of any other data source used.

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This report is qualified in its entirety by, and should be considered in light of, these limitations, conditions, and considerations.

## Introduction

Leland Consulting Group was engaged by Columbia Gorge Community College (CGCC) in December 2017 to assess the feasibility of developing housing on the The Dalles campus of the College. The housing is intended to serve primarily students, but also possibly a limited number of staff, faculty and perhaps meet the seasonal needs of other non-student markets, during summer term, when student occupancy is at its lowest point.

The housing will be an integral part of a larger project that would also include training Skills Center. Funding for the housing and the Skills Center are “linked to the authorization by the Oregon State Legislature for \$7.32 million in state bonding capacity, via Article XI-G of the Oregon Constitution, for construction of a Skills Center as a prototype facility in conjunction with North Wasco County School District 21. The Skills Center must focus on grades 11-14 and the transition between high school and post-secondary education.” *Source: CGCC Request for Qualifications and Proposals 2017-03, November 30, 2017.*

In order to access the State funds, the College must raise matching funds of \$7.32 million, resulting in a total minimum project investment of \$14.64 million. An investment of at least \$7.32 million in campus housing qualifies as matching funds and triggers access to the bond revenue for the Skills Center. Other State funding sources cannot be utilized for matching funds.

The methodology for assessing the need and the feasibility of campus housing at CGCC includes:

- Describing the opportunities and challenges associated with housing on the CGCC campus.
- Identifying the target markets that would be served.
- Presentation of the results of a survey of the community, CGCC students, their parents, and prospective students and their parents, conducted by CGCC and completed in January 2018.
- Surveying the characteristic and cost of privately owned off-campus housing conditions in the local market.
- Student housing case studies at six other community colleges.
- Recommending a development program for the site.
- A financial analysis of the proposed venture (under separate cover).

This report summarizes Leland Consulting Group’s findings and recommendations. This analysis has been completed in order to provide an independent, third party evaluation of the market potential for campus housing, together with the projected financial performance of the proposed venture.

## Study Objectives

The goal and intent of this engagement is to prepare an analysis that provides a thorough understanding of the market, together with the derivation of pragmatic business strategies and a market driven development program that meets the needs of identified target markets.

The above stated objectives of this assignment are derived within the context of CGCC’s broader objective of remaining competitive, growing the college, and continuing to serve the educational needs of the region they serve. The need for campus housing is based on testing the following premises:

- The absence of suitable affordable housing for students attending CGCC in The Dalles and Hood River is creating a significant barrier to attracting new students and faculty to CGCC, expanding the geographical market area, and perhaps even maintaining the College's competitive position in the market. It has become difficult to hire faculty and staff because of the regional housing shortage.
- To remain competitive and attract students who are unable to attend CGCC while living with their parents, due to an unreasonably daily commute to attend classes.
- The convenience and availability of on-campus housing can create a competitive advantage over colleges without campus housing. The college could be losing market share to other community colleges with housing because of the inability of prospective students to find adequate housing locally.
- CGCC's financial objective for student housing on the campus is to receive sufficient revenue from the housing to cover operating costs, including a maintenance reserve for future repairs, and service debt, or a turnkey Master Lease. The college is willing to contribute the land to the venture, which is owned free and clear by the College.
- With respect to timing, if the College decides to proceed with on-campus housing, it is the College's objective to break ground in 2020 with completion in 2021.

## CGCC Survey

In January 2018 the Marketing and Community Outreach Department of the College, in collaboration with Leland Consulting Group and supported by the City of The Dalles, completed a survey to assess the need for affordable on-campus housing at the College (*Student Housing Survey 2018; Report Author - Dr. Bethani Studebaker, EdD; January 2018*).

This survey was an important part of the methodology for determining the need and preferences for on-campus housing at CGCC.

Five different groups were surveyed.

**Table 1. Survey Participants**

Participants (n=338)	Frequency	Percent
Community Members	162	48%
Current CGCC Students	151	44%
Prospective CGCC Students	10	3%
Parent/Guardian of Current Students	9	3%
Parent/Guardian of Prospective Students	6	2%
<b>Total</b>	<b>338</b>	<b>100%</b>

*Source: Student Housing Survey 2018; Dr. Bethani Studebaker, EdD*

The demographics of the 151 current CGCC students who responded to the questionnaire are as follows:

- Gender:
  - 76 percent – female
  - 24 percent – male

- Marital/family status:
  - 75 percent – single
  - 25 percent – married/partnered
  - 35 percent – single and married/partnered couples with child(ren) or dependent(s)
- Enrollment status of the students surveyed:
  - 62 percent – full-time students
  - 38 percent – part-time students
- Age group:
  - 57 percent – 18 to 24 years
  - 17 percent – 25 to 29 years
  - 26 percent – 30 years and older

Selected results of this survey are interspersed throughout this report based on subject matter. A complete copy of the survey report is available through the Marketing and Community Outreach Department of CGCC under separate cover.

## Executive Summary

The decision as to whether to build campus housing at CGCC is driven by the vision and objectives of the College with respect to growth, which has implications for additional student enrollment, curriculum, faculty, staff, and perhaps other physical facilities, like the Skills Center. If it is the College's objective to grow its student body and staff, a strategic growth plan needs to be implemented that is future oriented and proactive, not reactive.

Maintaining or increasing enrollment, particularly during economic cycles, will most likely necessitate an expansion of the geographical market area currently served by the College. Campus housing is an important ingredient to expanding this market.

Thus, CGCC is facing a challenge.

- The College is currently operating at approximately 31 percent under capacity (the ratio of current FTE to FTE capacity).
- While this condition can probably be explained by the inverse relationship between community college attendance and the health of the economy, the financial performance at any college is maximized when operating at capacity.
- The question facing CGCC is what strategies need to be employed to increase market share and student enrollment? Growth has become even more difficult given the national trend of declining college enrollment.

*"Enrollment numbers in higher education have fallen for five consecutive years. The decline in college-going students has hit small colleges. Nearly one-third of small colleges operated with a budget deficit last year." Source: The Atlantic; Why Universities are Phasing Out Luxury Dorms. August 21, 2017.*

- Eighty seven percent of the student body at CGCC is derived from the three counties closest to The Dalles (Wasco, Hood River and Klickitat counties). This area is CGCC's "primary" market area. The relatively small size of this market, which is growing slowly, makes CGCC vulnerable and there is a risk of a losing market share as other competitors in the Pacific Northwest add housing, potentially eroding the competitive position of the College.
- Penetration of the College's primary market is most likely deep with a high market share. As market share increases, the cost and difficulty of increasing market share escalates.
- A better and less expensive strategy for increasing enrollment is to expand the geographical market area by removing barriers that are deterring expansion. One of the primary and most important barriers is housing conditions in The Dalles. Apartments are running at or near 100 percent occupancy. As soon as a tenant vacates there is another to take their place.

*"Changing demographics are requiring colleges to expand beyond the local market, and housing will play an important role in recruiting students." Source: Urban Land; Industry Outlook for Student Housing; ULI; August 1, 2016*

- Furthermore, national surveys indicate a strong preference among student for housing that allows pedestrian access to the campus and classes.

*"What are the priorities of students and their parents when they are considering student housing? Proximity to campus is the first priority. The second priority is safety. Today's students want to be able to walk to their classrooms." Source: Urban Land; Industry Outlook for Student Housing; ULI; August 1, 2016.*

- The number one reason student's reject a college is due to the lack of suitable housing. In 2010 a survey was conducted of nearly 14,000 students by The Center for Facilities Research of the APPA. The purpose of the study was to determine the relative importance of an institution's physical assets on a student's choice of higher education institutions and the relative importance of an institution's various facilities in the decision process.

*"Poorly maintained or inadequate residential facilities were listed as the number one reason for rejecting enrollment at an institution. Over 40 percent of the students surveyed rejected institutions that did not have on-campus housing." Source: Student Housing: Trends, Preferences and Needs; Contemporary Issues in Education Research; Volume 3, Number 10.*

- Assuming it is desirable to increase, or hold enrollment relatively constant, even in the face of economic fluctuations, it seems indisputable that one of the most important strategies for accomplishing this objective is campus housing.

## Key Findings

- On-campus student housing is a key component for recruiting and retaining students who originate from out of the local area.
- In cases where housing on or near the college is not available, commute time is a critical factor in college selection. Surveys show only 30 percent of students commute more than 30 minutes to attend classes and only four percent commute more than 50 minutes.

- While the absence of campus housing represents a challenge for CGCC, it also presents an opportunity. The addition of campus housing would:
  - Enable the College to increase market penetration and market share.
  - Expand the market geographically outside of the local region (current primary market area).
  - Gain a competitive advantage.
  - Differentiate itself from the competition.
- The location of CGCC in a National Scenic area, coupled with the College's reputation, could place CGCC in a much stronger competitive position in the market with on-campus housing. The most logical markets for expansion include:
  - The Portland region.
  - The Puget Sound region.
  - The international market is particularly fertile as demonstrated by what Everett Community College has accomplished (international students are 54 percent of their student body).
- The potential market depth from high school graduates in the primary market area is approximately 328 students per year over the next five years.
- Seasonal non-student markets that could be tapped to increase occupancy during summer term include:
  - Seasonal farmworkers.
  - Interns at the local hospital in The Dalles.
  - Winery intern programs at the Maryhill Winery in Goldendale, Washington.
  - Firefighters on call in Dallesport to fight wild fires.
  - Housing rentals by the night.
- There is a severe shortage of rental housing in The Dalles. A new market rate apartment has not been constructed in many years.
- A survey of nine local market rate apartments was completed with a total of 285 units.
  - Pent up demand is clearly present and the regional market is severely under supplied.
  - Occupancy is at or near 100 percent.
  - Rents average \$866 per month (\$1.09 per square foot).
  - Low rents will not support the cost of new construction.
  - The design, finishes, and amenities are not up to the standards of a modern apartment.
  - Some apartment managers are unwilling to rent to college students if they are not living with an adult.
- Market or housing need is a confusing term. How is need defined and can it be quantified?
  - Need is often confused with market demand. It is a given the market exists. The market consists of people who buy goods and services. In this case the market is a student(s) who decides to attend a community college. For a college, the depth of the market is only limited by the geographical market area it serves.
  - Need should be viewed differently than demand. In the case of CGCC, campus housing may be a "strategic need" or part of multiple strategies that could be implemented to expand the

geographical market area, remain competitive, increase market share, and enhance the College's competitive position in the market, in order to ensure the future of the College.

- o Based on the survey completed by CGCC, 57 percent of current students are extremely interested or interested in campus housing at CGCC. If this percentage is applied to the current student body there is a potential market pool of 335 students who might rent on-campus housing.

#### Potential Demand Based on CGCC Survey

Filtered Market	Beds*	Percent	Current Enrollment FTE 865	Capacity FTE 1,250
<b>Market Depth</b>				
Extremely Interested or Interested		57%	493 Beds	713 Beds
<b>Market Penetration</b>	74		15%	10%

*\*Number of beds at 95% occupancy*

*Source: Leland Consulting Group and CGCC Survey*

- o Seventy-eight beds are the number of rentable beds recommended in the first phase of development at CGCC.
- o Other national surveys indicate that approximately six to seven percent of the student body lives on campus. However, with a severely supply constrained local housing market, there may be a higher propensity to live on campus at CGCC.

#### Potential Demand Based on National Averages

Percent of of FTE	Current Enrollment FTE 865	Capacity FTE 1,250
6%	52 Beds	75 Beds
9%	78 Beds	113 Beds

- o Irrespective of demand, achieving and maintaining full occupancy is not guaranteed. An aggressive marketing plan must be developed and implemented to achieve success.
- Case studies of six other community colleges with on-campus housing were completed.
  - o Out of a total of 1,591 beds, 88 percent (1,392) were four-bedroom, two-bathroom units with four students sharing two bathrooms, a kitchen and living area (referred to as "quads").
  - o The average size for these quads was 1,248 square feet.
  - o The average rent was \$795 per month per student (\$2.55 per square foot), including utilities.
  - o Occupancy was 95 to 100 percent fall, winter, and spring terms, tapering off to approximately 50 to 60 percent in the summer.
- David E. Waldron and Associates, architects, from Bend Oregon were retained by CGCC to assist in programming for the four-acre site adjacent to and south of Building Three. A site plan, site description, and building elevations are contained in the body of this report. Program recommendations include:
  - o A 29,900 square foot, three-story, wood frame building, with a day light basement, is recommended for the first phase of development.
  - o There is additional land available to construct a second building with housing and the Skills Center.



- The three-story building, above the daylight basement, would accommodate:
  - Eighteen four-bedroom, two-bath units (quads) with 72 rooms/beds (six units with 24 beds per floor).
- A one-bedroom apartment and eight studio apartments are recommended for the daylight basement.
  - The one-bedroom apartment and two studios would accommodate a resident manager and two assistants.
  - Six of the studio apartments would be available for rent by married students, faculty, or staff.
- The methodology for determining the number of units and beds was to solve for the building size that could be delivered for a cost of approximately \$7.3 million, which is the amount of matching funds required to access the funds for the Skills Center.
- A laundromat and a manager's office would be located on the first floor.
- Average annual occupancy, once stabilized, is estimated at 92 percent, assuming 75 percent occupancy in the summer and 95 percent occupancy the rest of the year.

## Market Area

A primary market is defined as the geographical area from which approximately 80 percent of the student body at CGCC originates. The balance of the market comes from secondary and tertiary markets. The following shows the origin of students enrolled from the summer of 2016 through the spring of 2017, the latest period for which this data is available.

**Table 2. Geographical Origin of Student Body**

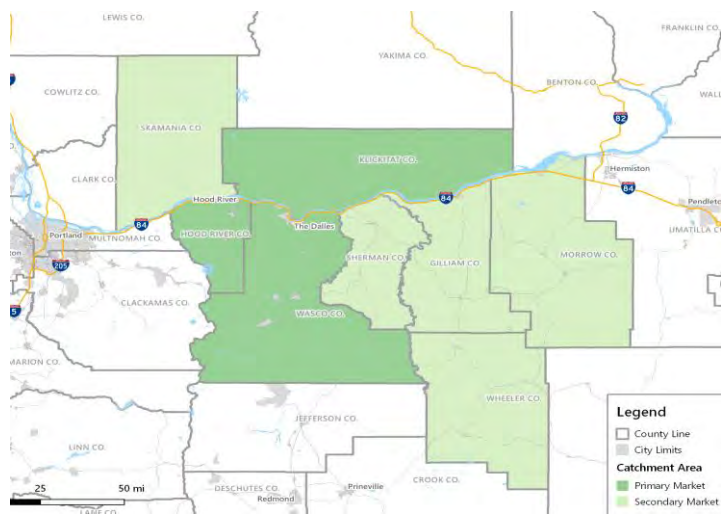
	Student Enrollment	Percent
<b>Primary Market</b>		
Wasco (Oregon)	400	40.2%
Hood River (Oregon)	279	28.0%
Klickitat (Washington)	191	19.2%
<b>Subtotal</b>	<b>870</b>	<b>87.4%</b>
<b>Secondary Market</b>		
Sherman (Oregon)	25	2.5%
Skamania (Washington)	25	2.5%
Gilliam (Oregon)	20	2.0%
Wheeler (Oregon)	11	1.1%
<b>Subtotal</b>	<b>81</b>	<b>8.1%</b>
<b>Tertiary Market</b>		
Other Oregon Counties	31	3.1%
Other Washington Counties	8	0.8%
Out of States of OR & WA	5	0.5%
<b>Subtotal</b>	<b>44</b>	<b>4.4%</b>
<b>Total</b>	<b>995</b>	<b>100.0%</b>

*From Summer of 2016 through Spring of 2017*

*Source: CGCC*

The following shows the primary and secondary market areas for CGCC.

**Figure 1. Primary and Secondary Markets – CGCC**



- As logic would suggest, the vast majority of CGCC students (87 percent) originate from the three counties with the highest populations closest to The Dalles. These counties are, for the most part, rural counties that are growing slowly.
- The data suggests that market share and market penetration from the primary market area is high, due to close geographical proximity to the College. As this distance increases market penetration drops off dramatically.
- Low penetration of secondary and tertiary markets could be partially explained by rental housing conditions in The Dalles. Students who graduated from high schools in the primary market area can perhaps continue to live with their parents and commute to CGCC. However, as this commute distance lengthens, these students are far less likely to attend CGCC if they cannot find adequate and affordable housing in The Dalles or Hood River. They will attend other community colleges where housing is available.

### Key Findings: CGCC Survey Pertaining to Place of Residence

The place of residence for current CGCC students surveyed shows 73 percent of the students live in The Dalles, Hood River, and Goldendale. Hood River and Goldendale are 23 miles (30 minutes) and 33 miles (39 minutes), respectively, from The Dalles. It is highly likely many of these students probably commute daily to attend classes.

- Forty percent – The Dalles, Oregon.
- Twenty-four percent – Hood River, Oregon.
- Nine percent – Goldendale, Washington.
- Twenty-seven percent – 22 various towns surrounding the Columbia Gorge region.
- Forty-nine percent of current students rent in the area.
- Among the students who do not have housing of their own, 90 percent are living with friends or family (45 percent of all students).

- Place of residence and the high number of students living with friends or family is consistent with the previous findings whereby 87 percent of the CGCC student population is living in, or is derived from, the three-county area of Wasco, Hood River, and Klickitat Counties (primary market area).

## Market Demographics

A summary of the demographics of the primary and secondary market areas is shown below. A more detailed assessment of these demographics is contained in Appendix A at the back of this report.

**Table 3. Demographics of Primary and Secondary Markets**

	Primary Market		Secondary Market	
	Market	Percent	Market	Percent
<b>Population 2017</b>	<b>71,575</b>		<b>28,109</b>	
Projected Population 2022	74,768		28,585	
Average Annual Increase	639	0.83%	95	0.34%
Per Capita Income (2017)	\$25,284		\$26,270	
Median Age	43.0		43.4	
Population inside Urbanized Areas	37,577	52.5%	6,212	22.1%
Population in Rural Areas	33,998	47.5%	21,897	77.9%
<b>2017 Households</b>	<b>29,096</b>		<b>10,984</b>	
Average Household Size	2.46		2.56	
Median Household Income (2017)	\$48,297		\$52,016	
Average Household Income (2017)	\$63,773		\$67,052	
<b>Occupied Housing Units (2017)</b>	<b>27,955</b>		<b>10,923</b>	
Owner Occupied	17,975	64.3%	7,635	69.9%
Renter Occupied	9,980	35.7%	3,288	30.1%
Average Home Value	\$301,248		\$250,407	

Source: ESRI

There are no major demographic differences between the two market areas other than 78 percent of the population in the secondary market live in rural unincorporated areas compared to 48 percent in the primary market.

- The population in the primary market is 155 percent larger than the secondary market.
- Projected growth is higher in the primary market.
- The average and median incomes in the primary market are seven percent and five percent lower respectively.
- The percentage of rental occupied households is higher in the primary market, most likely because the population living in urbanized areas is greater in the primary market.

## Challenges and Opportunities

The College is facing several challenges pertaining to maintaining operational efficiency, the College's competitive position in the marketplace, and increasing market share and enrollment in proportion to possible future capacity expansion.

### Operations

Colleges work best financially when they are able to operate at or near capacity, with respect to the number of FTE (full-time equivalent) students who attend the college.

Current enrollment at CGCC is:

- 3,025 students.
- 865 FTE (full-time equivalent).

However, the College has the capacity to serve:

- 1,250 FTE (full-time equivalent).
- The College is currently operating at 31 percent under FTE capacity.

Operating under capacity is suboptimal with respect to maximizing the operational efficiency and the revenue to operating cost relationship, potentially resulting in curriculum reductions or other cost cutting measure. The financial performance of a college is maximized when the college is operating at or near capacity and continues to expand enrollment over time as capacity is increased.

It is a well-known fact among community college administrators there is an inverse relationship between enrollment and the economy. In strong economies, people continue to work and are less likely to attend college classes. When the economy slackens, people are laid off and may go back to college or work and attend classes to increase future job security.

The strength of the current economy could explain in part why CGCC is currently operating below capacity. Strategically, if the College wants to function at or near capacity when the economy is healthy, or continue to add capacity and grow, deeper penetration of secondary and tertiary markets should be an objective.

### Market Expansion

The fact that 87 percent of the student body for CGCC is derived from only three counties (Wasco, Hood River and Klickitat) is a constraint to the future growth of the College.

Approximately 77.5 percent of all students at CGCC are between the ages of 17 and 29 and 68 percent are 24 years of age or younger.

**Table 4. Age Distribution of Students - CGCC**

Age	Distribution
Less than 18	4.5%
18-22	53.0%
23-29	20.0%
30-39	13.0%
40-49	6.0%
50 and Over	3.5%
<b>Total</b>	<b>100.0%</b>

The population of the primary market area is only expected to grow at a rate of approximately 639 persons per year over the next five years. However, the population in the age group from 15-34 is forecasted to grow only 11 persons per year from 2017 through 2022 and the age group from 15-24, the most fertile market for new students at CGCC, is projected to decline by 33 persons per year over the next five years. Thus, the College will have to increase its market share in the primary market to maintain current enrollment, or expand its geographical market area.

**Table 5. Forecasted Population for 15-34 Age Group**

Primary Market Area	2017	2022	Change
Total Population	71,575	74,768	3,193
<b>Annual Average Change</b>			<b>639</b>
<b>Annual Growth Rate</b>			<b>0.88%</b>
<b>Age Group</b>			
15-24	8,016	7,851	-165
25-34	8,231	8,449	218
<b>Total</b>	<b>16,247</b>	<b>16,300</b>	<b>53</b>
<b>Annual Average Change</b>			<b>11</b>
<b>Annual Growth Rate</b>			<b>0.65%</b>

Source: ESRI

If the historical geographical primary market area and age distribution remains the same in the future, CGCC is facing a static or contracting market. Increasing the College's share of this market could be difficult and expensive, since market share is already very high. A potentially declining local/regional market is disturbing, especially when facing a market where nationally college enrollment is also declining.

The addition of the skill center is a capacity increase that may require an increase in the number of students attending the College. Strategically, barriers to geographical expansion of the market area need to be identified and removed in order to grow. The housing problem in The Dalles is a barrier that is not likely to be alleviated in the foreseeable future.

Campus housing is also a key component for student retention, especially in the case of CGCC where the majority of the off-campus rental housing inventory is inconveniently located, unavailable, old, and often in poor condition. National surveys show students have a strong preference for newer more modern housing within walking distance to campus.

*"What are the priorities of students and their parents when they are considering student housing? Proximity to campus is the first priority. The second priority is safety. Today's students want to be able to walk to their classrooms. Source: Urban Land; Industry Outlook for Student Housing; ULI; August 1, 2016.*

*"Properties near campus are more resilient to market fluctuations. Student surveys consistently show that easy access to campus is a top priority." Source: What's next in student residences; Ten trends from Chicago's annual student housing summit; June 30, 2016*

*"The market has been indicating a strong preference for pedestrian-oriented student housing close to campus". Source: Urban Land; Industry Outlook for Student Housing; ULI; August 1, 2016*

*In a survey conducted by Brailsford & Dunlavey of students attending Broome Community College in New York, proximity of housing to the campus was rated as very important or important to 72.4 percent of the student and unimportant or very unimportant to 27.6 percent of the students. Source: Broome Community College; Market Study for Student Housing; Brailsford & Dunlavey; October 2011*

*"Housing is a major issue among potential students, and area guidance counselors are citing the importance of housing among high school students when selecting institutions." Source: Ibid*

*"Changing demographics are requiring colleges to expand beyond the local market, and housing will play an important role in recruiting students." Source: Urban Land; Industry Outlook for Student Housing; ULI; August 1, 2016*

*"With the average high school senior applying to twenty or more colleges, housing is a tangible marketing tool as well as a way for a college to differentiate itself." Source: Student Housing: Trends, Preferences and Needs; Contemporary Issues in Education Research; Volume 3, Number 10.*

*"Today's colleges and universities compete intensely for students and research shows that students consider housing options a significant factor in deciding on a school." Source: What's next in student residences; Ten trends from Chicago's annual student housing summit; June 30, 2016*

In cases where on-campus housing is not available, commute time is a critical factor in selecting a college. Students whose parents live too far away to commute daily to CGCC are more likely to attend other community colleges where adequate housing is available.

A 2013 survey of 7,095 college students across the country show only 22 percent of the market would be willing to endure a one-way commute of more than five miles. This percentage drops off proportionately as distances increase.

**Table 6. Furthest Distance Students Will Commute**

One - Way Commute	Percent
A couple of blocks	15%
1 mile	16%
2 miles	16%
3 miles	14%
4 miles	6%
5 miles	10%
More than 5 miles	22%

*Source: Apartment Trends; August 5, 2013*

A second survey of 200 students at Broome Community College in the State of New York shows similar results. Commute time for 70 percent of the students surveyed was 30 minutes or less. Only four percent of the students had a commute of more than 50 minutes. The approximate commute time from Hood River to the CGCC campus is just over 30 minutes.

**Table 7. Student Commute Times**

One - Way Commute	Percent
Less than 5 minutes	2%
5-10 minutes	15%
11-20 minutes	35%
21-30 minutes	19%
<b>Subtotal</b>	<b>70%</b>
31-40 minutes	12%
41-50 minutes	14%
More than 50 minutes	4%
<b>Subtotal</b>	<b>30%</b>

*Source: Market Study for Student Housing; Broome Community College; 2011*

It can be concluded that commute time and distance between a student's residence and the college they attend is a major factor in selecting a college. It also indicates that the reason 87 percent of the CGCC market area is within the three closest counties surrounding The Dalles is probably due to commute time, distance outside of these three counties, and the availability and lack of suitable housing in The Dalles and Hood River.

An additional challenge for colleges wanting to build student housing is the unprecedented increase in construction costs.

*"What are the biggest challenges to providing student housing? The increased cost of construction has been a big challenge over the last two years and because construction costs are up, we're also shrinking some of our unit sizes." Source: Urban Land; Industry Outlook for Student Housing; ULI; August 1, 2016*

## Opportunity

Thus, while the absence of campus housing represents a challenge for CGCC, it also presents an opportunity. The addition of campus housing would:

- Enable the College to increase its market penetration and market share;
- Expand its market geographically;
- Gain an advantage over many of its competitors; and
- Differentiate itself from its competition (other community colleges in the Pacific Northwest that do not have campus housing).

Over 370,000 students attend community colleges each year in Oregon. In 2017 CGCC was ranked fourth out of 15 community colleges in Oregon as having the best two-year program. *Source: Best Colleges in Oregon for 2017; Best Colleges.com*

The location of CGCC in a National Scenic area, coupled with the College's reputation, presents a significant opportunity. By removing barriers to market expansion the College is in a much better position competitively to increase enrollment and tap into markets that previously have been unavailable to the College.

- Given the strength of the location, curriculum, and academic excellence, the logical markets for expansion include:
  - The Portland region.
  - The Puget Sound region.
  - The international market is particularly fertile and nearly unlimited, as demonstrated by what Everett Community College has accomplished with more than 50 percent of their student body consisting of international students. Everett Community College has stated, "It would not be possible to penetrate this market without campus housing." The vast majority of their international students live on campus.
  - If CGCC ever were to implement an athletic program, campus housing would be essential to attracting student athletes, the majority of whom would be coming from outside of the area.
- Affordable off-campus and/or on-campus housing is essential to expanding into the market areas listed above.

## Target Markets

Demographically, the most fertile target markets for on-campus housing at CGCC are:

- Recent high school graduates.
- Students between the ages of 17 and 24.
- Single students without children/dependents.
- Full-time students.



Students 24 years of age and younger represent 68 percent of the student body at CGCC. A national survey conducted by the American Association of Community Colleges shows that 67 percent of all community college students are under the age of 24.

It is highly probable a higher proportion of students over the age of 24 are part-time students, they are more likely to be married, and they may have children. Thus, it can be assumed that conservatively approximately 60 to 70 percent of the student body at CGCC could be candidates for on-campus student housing.

Some of these students may be living with their parents or other relatives. Surveys show that most students who live with their parents while attending college do so out of financial necessity, not out of preference. However, in the case of CGCC necessity could be driven by the lack of suitable, secure, off-campus housing within a reasonable distance of the campus, rather than necessity.

It is interesting to ponder the question of how influential parents are in the housing decision? In a survey conducted for Broome College in December in 2011 the following questions was asked: "Please rate how important each of the following factors was in your decision on where to live this year; Parents or family's wishes." A total of 181 students responded to this questions. *Source: Broome Community College; Market Study for Student Housing; Brailsford & Dunlavy; October 2011.*

- 21.0 percent – very important
- 25.4 percent – important
- 24.9 percent – unimportant
- 28.7 percent – very unimportant

Although the survey does not specify who is paying for the student's college, it is logical to assume that if the student is paying their own college tuition, their parent's influence over where they live is likely to be far less.

#### **Key Findings: CGCC Survey Pertaining to Parents Influence in Housing Decision**

- Among current and prospective students, 50 percent indicated they alone would make the decision on where they will or would live while attending CGCC. Twenty-four percent said it would be a joint decision with their parents or spouse. Only nine percent indicated their parents would make the decision.

## **Graduating High School Seniors**

According to national statistics from the Bureau of Labor Statistics, in 2016:

- 30.2 percent of students graduating from high school did not enroll in college.
- 23.7 percent enrolled in a two-year college.
- 46.1 percent enrolled in a four-year college.

However, students graduating from high schools in more rural communities are more likely to attend a two-year college, compared to students living in larger metro areas. Surveys show 30.1 percent of students graduating from more rural counties attend two-year colleges. *Source: The Hechinger Report; April 11, 2017.*

Over the next five years, based on current enrollment in grades 8 through 12, a total of 5,445 students in CGCC's primary and secondary market areas are expected to graduate from high school within the next five years, an average of 1,089 students per year. Applying the national percentage of 30.1 percent who will attend a two-year college, the potential market depth from high school graduates in the primary market area is approximately 328 students per year over the next five years.

## Other Seasonal Markets

If housing is added to the campus at CGCC it is obviously important that occupancy is maintained as close to 100 percent as possible in order to maximize revenue that at least covers operating expenses, plus a reserve for future maintenance and debt service.

In order to maximize market share and penetration, the policy of the College should be to give priority for on-campus housing to full-time students, followed by part-time students, especially during the fall, winter, and spring school year. Summer enrollment in other community colleges with on-campus housing declines approximately 40 to 50 percent below the rest of the year.

However, while it is possible student demand may be strong enough to maintain full occupancy during the school year, in the summer months it may be financially prudent to supplement off-season occupancy by renting to non-students.

At CGCC, the period from the end of spring term to the beginning of fall term is just over three months (3.3 months). In order to obtain an approximate estimate of potential off-season housing demand at the College interviews were conducted with the following individuals:

- Nate Stice, Working With Communities; North Central Regional Coordinator, State of Oregon (pertaining to workforce housing)
- Bob Palmer, Fire Chief, Mid-Columbia Fire Department
- Richard Foster, Economic Development Specialist, Economic Development, Klickitat County
- Chuck Covert, Airport Manager, Columbia Gorge Regional Airport, Dallesport, Washington

Several potential sources of off-season patronage at CGCC campus housing were identified:

- Seasonal farmworkers: The season for farmworkers is longer than three months and could overlap with spring and fall terms.
- Interns at the local hospital in The Dalles.
- Winery intern programs at the Maryhill Winery in Goldendale, Washington.
- Firefighters:
  - In the summer months, during the wildfire season (May through October) there are approximately 15 fire fighters on call at Dallesport, across the Columbia River from The Dalles. Dallesport is a staging area for fighting wildfires in the area. There is no housing, so the fire fighters are sleeping in trailers or on the ground in tents.
  - At times when there is a wildfire in the area there will be 200 to 300 fire fighters at Dallesport sleeping in tents.

- The Mid-Columbia Fire Department has a state grant to pay the tuition at CGCC for six students. They attend CGCC and work shifts at the fire department in exchange for their tuition. The program has faltered because these students have had to commute from Portland and it has become difficult to find students willing to commute.
- Pilots in training: The Columbia Gorge Regional Airport has six to 12 pilots in training at the airport throughout the year. It is very difficult for these pilots to find housing, especially in the summer when the motels are usually full.
- Some colleges rent housing by the night to non-students. Conferences are sometimes held at Colleges in the summer and attendees stay in campus housing.
- All of the persons interviewed were in agreement that there is a tremendous need for housing in The Dalles and on the CGCC campus. They all believed there would be a fertile available market to supplement occupancy at CGCC in the off-season.

## Local Off-Campus Housing Market

This section of the report identifies the characteristics of the off-campus rental housing market in The Dalles and Hood River. An understanding of housing conditions in the regional market provides a comparison of off-campus costs and the housing supply available to students at CGCC. However, off-campus housing is not comparable to student housing, which usually includes shared bathrooms, kitchens, a living room, and other common areas in order to make on-campus housing more affordable.

Net market demand addresses the quantitative difference between the supply of housing and the number of persons who require housing in a given market area. Pent up demand occurs when demand is in excess of supply.

Based on regional housing market conditions in The Dalles and Hood River, it will be shown that pent up demand is clearly present and the regional market is severely under supplied. Occupancy is at or near 100 percent. The only vacancy is an occasional turnover during a given month. These turnover vacancies are immediately leased.

### Key Findings: CGCC Survey Pertaining to Local Housing Availability

- Seventy-three percent of the CGCC student survey respondents indicated finding affordable housing in the area was a challenge and 88 percent of the community members agreed.

## New Housing Supply

Data shows in the 10-year period from 2010 through 2017 new housing supply has not kept up with net household growth in the The Dalles and Hood River, even though growth has been modest at best.

- Approximately 89 percent of the increase in occupied housing in The Dalles has been rental housing.
- Most new housing in Hood River has been single-family homes (72 percent).

- Overall, the increase in the regional housing inventory has averaged 23 units per year less than household growth, resulting in a tightening market with nearly 100 percent occupancy and low turnover.

**Table 8. Change in Households and Housing Inventory 2010 - 2017**

	2010	2017	Change	Annual Increase
<b>The Dalles</b>				
Households	5,693	6,115	422	42
Occupied Housing	5,956	6,157	201	20
Rental Housing	2,443	2,621	178	18
<b>Hood River</b>				
Households	2,973	3,227	254	25
Occupied Housing	2,974	3,226	252	25
Rental Housing	1,511	1,585	74	7
<b>Total Households</b>	<b>8,666</b>	<b>9,342</b>	<b>676</b>	<b>68</b>
<b>Total Occupied Housing</b>	<b>8,930</b>	<b>9,383</b>	<b>453</b>	<b>45</b>
<b>Total Rental Housing</b>	<b>3,954</b>	<b>4,206</b>	<b>252</b>	<b>25</b>

Source: ESRI

The disconnect between rising land cost, new construction costs, and rents for apartments that were constructed predominantly in the 1950's through the 1970's, is curtailing new regional multifamily housing development. Developers are unable to get bank appraisals with rental rates high enough to support new construction, due to the age, condition, and relatively low rents and cost basis for the existing apartment supply. With a low cost basis there is less incentive for apartment owners to increase rents. Maintaining occupancy and limiting turnover is the priority.

Although building permit data is not available for The Dalles or Wasco County, the following shows the number of building permits issued between 2012 and 2016 in Hood River County and the City of Hood River.

**Table 9. Building Permits Issued**

	2012	2013	2014	2015	2016	Total	Annual Average
<b>Hood River County</b>							
Single Family	74	90	74	82	105	425	85
Multi Family	4	13	14	16	0	47	9
<b>Total</b>							
<b>City of Hood River</b>							
Single Family	51	45	39	34	38	207	41
Multi Family	0	9	9	12	0	30	6
<b>Total</b>	<b>51</b>	<b>54</b>	<b>48</b>	<b>46</b>	<b>38</b>	<b>237</b>	<b>47</b>

Source: SOCDC Building Permits Database

As indicated, very few multifamily units have been built in the last five years in the City of Hood River or Hood River County. The rental-housing inventory has not kept pace with net household growth and new demand.

## Apartment Survey

To gain a better understanding of the constraints potential students, staff, and faculty face when considering enrollment or employment at CGCC, a survey was conducted of a representative sample of selected market rate rental apartments in The Dalles (8 properties) and Hood River (one property) to assess the characteristics of the regional apartment inventory.

Although a significant portion of the apartment inventory in The Dalles and Hood River consists of affordable housing financed with State of Oregon tax credits, only market rates apartments were selected in the survey because low income subsidized apartments are almost never available, particularly to students. Maximum rents are fixed, with a ceiling of 50 to 60 percent of median family income. There are long waiting lists to rent these subsidized apartments and tenants must be income qualified. In some cases property managers will not accept students unless they are living with an adult.

The following table shows the unit mix, sizes, and rents for the nine market rate apartments surveyed. Detailed information on each of these apartments is contained in Appendix B at the end of the report.

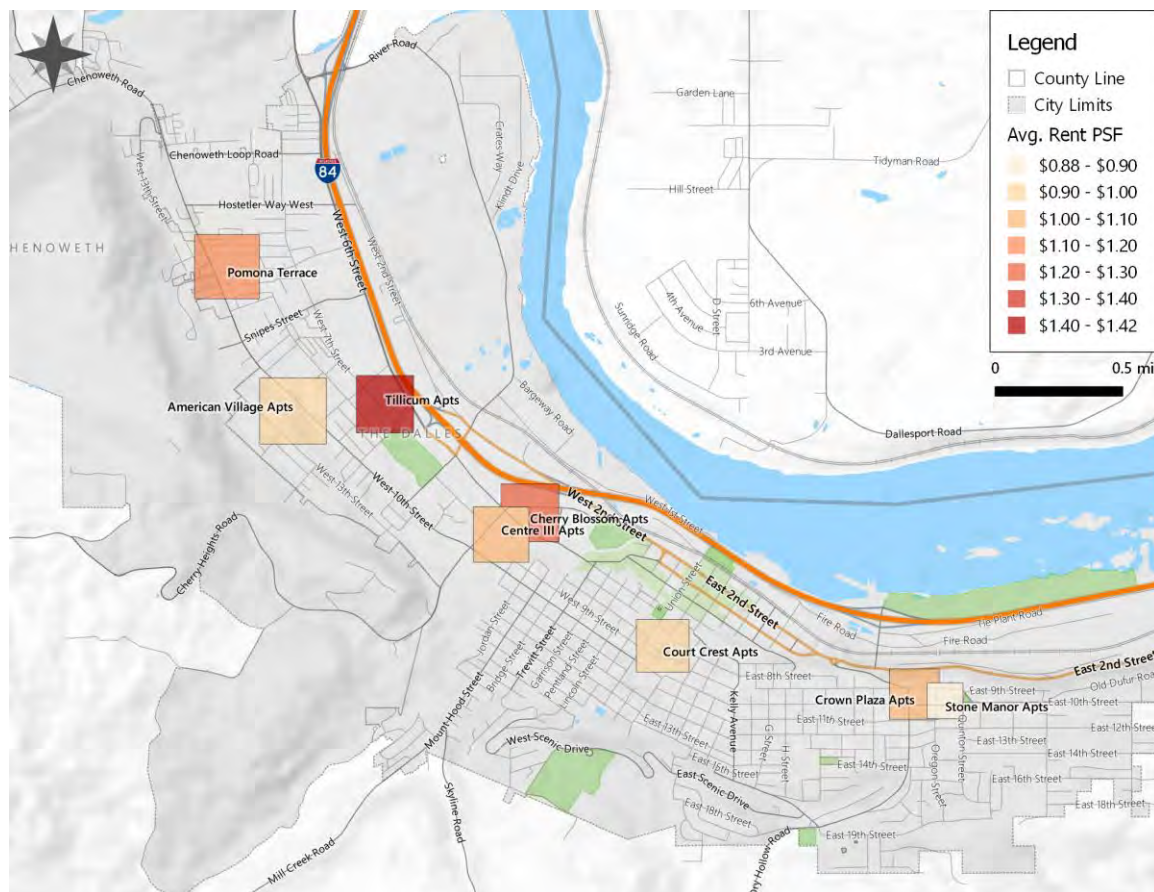
**Table 10. Average Unit Sizes, Mix and Rent for Market Rate Apartments**

Name	Year Built	Units	Size (SF)	Rent	Rent per SF
<b>The Dalles</b>					
Cherry Blossom Apartments	1970's	32	628	\$819	\$1.30
Centre II Apartments	1970's	28	825	\$850	\$1.03
Tillicum Apartments	1970's	31	426	\$603	\$1.42
Court Crest Apartments	1970's	24	825	\$822	\$1.00
Crown Plaza Apartments	1950's	20	633	\$670	\$1.06
Stone Manor Apartments	1970's	10	738	\$650	\$0.88
American Village Apartments	1970's	48	919	\$918	\$1.00
Pomona Terrace Apartments	1978	44	950	\$1,100	\$1.16
<b>Hood River</b>					
Columbia View Apartments	1970	48	910	\$959	\$1.05
<b>Total / Average</b>		<b>285</b>	<b>792</b>	<b>\$866</b>	<b>\$1.09</b>

As shown above, the market-rate rental apartment inventory in the region is old (constructed in the 1950's and 1970's). The design, finishes, and amenities are not up to the standards of a modern apartment. Rents are relatively low and would not support the cost of new construction.

The absence of new apartments at higher rents is a constraint on new development. Financial institutions require appraisals that will support new development and appraisers are unable to find comparable market rate apartments with sufficient rent, creating a classic "chicken and egg" problem.

Figure 2. Market Rates Apartments by Rent per SF



The following table summarizes the surveyed apartment inventory by the number of bedrooms.

Table 11. Unit Sizes, Mix, and Rent by Number of Bedrooms

Unit type	Units	Percent	Average Size (SF)	Average Rent	Rent Per SF
Studios	30	11%	420	\$600	\$1.43
One Bedroom	66	23%	634	\$741	\$1.17
Two Bedrooms	168	59%	888	\$938	\$1.06
Three Bedrooms	21	7%	1054	\$1,065	\$1.01
<b>Total / Average</b>	<b>285</b>	<b>100%</b>	<b>792</b>	<b>\$866</b>	<b>\$1.09</b>

The selected sample of market rate apartments in The Dalles and Hood River are probably unaffordable to a single non-working student, unless two or more students are sharing an apartment, which is what is presently occurring.

**Table 12. Cost per Student with Utilities**

Unit type	Average Rent	Utilities (Estimated)	Total	Number of Students	Rent per Bedroom*
Studio	\$600	\$130	\$730	1	\$730
One Bedroom	\$741	\$145	\$886	1	\$886
Two Bedrooms	\$938	\$160	\$1,098	2	\$549
Three Bedrooms	\$1,065	\$170	\$1,235	3	\$412

\*Adjusted rent with utilities

However, vacancy conditions make it very difficult for students to find an apartment or a single-family home, and some apartment managers are unwilling to rent to college students, particularly when they do not need to do so to maintain full occupancy.

The local apartment inventory may be suitable for married students, but a car is also needed to commute to the College from the lower elevations of The Dalles, where the apartment inventory is located. The two-mile road leading to the campus from the level of I-84 is a steep uphill climb for a bicycle.

## Campus Housing Need

Market need is a confusing term. It is a given that a market is present. The market consists of people who buy goods and services. In this case the market is a student(s) who makes a decision to attend a community college.

The real question for CGCC is what strategies need to be employed to increase market share and student enrollment? Market demand is, in many ways, supply driven. In other words, without the supply, it is not possible to capture demand.

As previously discussed, in the case of CGCC, campus housing may be a “strategic need” necessary to expand the geographical market area, remain competitive, and increase market share. The number one reason student’s reject a college is due to the lack of suitable housing.

In 2010 a survey was conducted of nearly 14,000 students by The Center for Facilities Research of the APPA. The purpose of the study was to determine the relative importance of an institution’s physical assets on a student’s choice of higher education institutions and the relative importance of an institution’s various facilities in the decision process. “Poorly maintained or inadequate residential facilities were listed as the number one reason for rejecting enrollment at an institution,” Over 40 percent of the students surveyed rejected institutions that did not have on-campus housing. *Source: Student Housing: Trends, Preferences and Needs; Contemporary Issues in Education Research; Volume 3, Number 10.*

A quantitative analysis utilizing market area demographics to determine demand, or need, is unreliable because it does not take into consideration competition and the number of persons within a market area that will select and attend CGCC. There are too many other variables to accurately measure demand by this methodology, including the condition, location, and availability of housing within a reasonable commute to the College.



## Key Findings: CGCC Survey Pertaining to Housing Need

### Current Student Perspectives

- Seventy four percent of the respondents reported that securing affordable housing was extremely important (48 percent) or important (26 percent) in the decision to enroll at CGCC.
- Over half (57 percent) of current student respondents selected extremely interested (21 percent) or interested (36 percent) when asked, “If CGCC The Dalles campus provided affordable on-campus, student housing, how interested would you be in living there?”
- The vast majority of current student participants (92 percent) agreed that having on-campus student housing would make CGCC more attractive to prospective students.

### Community Member Perspectives

- A plurality (57 percent) of the community member participants that do not own their own home expressed extreme interest or interest in living in student housing as a non-student if CGCC provided affordable on-campus housing.
- Collectively, the majority (89 percent) of survey participants extremely agreed (57 percent) or agreed (32 percent) that having on-campus student housing would make CGCC more attractive to prospective students.

### Future CGCC Student Perspectives

- Future CGCC students unanimously (100 percent) expressed that having on-campus student housing would make them more likely to attend.
- When asked how interested perspective CGCC students would be in living on-campus if affordable student housing were an option, the vast majority (71 percent) responded extremely interested or interested.

### Parents/Guardians of Current and Perspective CGCC Students

- Current parent/guardian respondents collectively agreed that having on-campus student housing would make CGCC more attractive to prospective students. All (100 percent) of the survey participants indicated they extremely agree or agree with such a statement.
- Among parent/guardian respondents of current CGCC students who did not have their own housing, 83 percent indicated their “student” currently lives at home. When asked if they would be interested if CGCC provided affordable on-campus student housing, the same number (83 percent) expressed extreme interest or interest. Seventy-one percent of parents/guardians of perspective students that took part in the survey responded similarly.

## Market Depth and Demand

As previously discussed, 68 percent of the student body at CGCC are 24 years of age or under. This age group is the prime target market for on-campus housing at CGCC. There are more likely to be more single students in this age group. Potentially 60 percent to 70 percent of the students in this age group are potential candidates for student housing.



### Key Findings: CGCC Survey Pertaining to Interest in Student Housing at the College

The above finding is consistent with the survey of CGCC students by the College where:

- Fifty-seven percent of the students now attending CGCC would be extremely interested or interested in affordable on-campus housing at CGCC, if it was available (21 percent extremely interested, 36 percent interested).
- Seventy-one percent of prospective students would be extremely interested or interested in on-campus housing.

There are currently 865 (FTE) students enrolled at CGCC and 68 percent are 24 years of age or younger (588 FTE students). If 57 to 71 percent of these students are very interested or interested in on-campus student housing at CGCC, this is a potential market pool of 335 to 417 students.

Applying the results of the CGCC survey of students extremely interested or interested in on-campus housing at CGCC, to the whole student body, results in the following potential demand and market penetration rates.

**Table 13. Potential Demand Based on CGCC Survey**

Filtered Market	Beds*	Percent	Current Enrollment FTE 865	Capacity FTE 1,250
<b>Market Depth</b>				
Extremely Interested or Interested		57%	493 Beds	713 Beds
<b>Market Penetration</b>	74		15%	10%

*\*Number of beds at 95% occupancy*

*Source: Leland consulting Group and CGCC Survey*

- The filtered market demand ranges from 493 beds to 713 beds, depending on enrollment.
- Extrapolating from the survey, the market capture rate, or penetration rate, from students who would be extremely interested or interested in living on campus, is only 10 percent to 15 percent to achieve 95 percent occupancy, depending on FTE. These penetration rates are not unreasonable, and most likely conservative, given the market, as quantified, is highly filtered and the off-campus housing constraints.

In the interest of caution, however, it should be pointed out that of the 57 percent of the students who expressed an interest in on-campus housing at CGCC, an undetermined percentage of these students may not be able to afford new on-campus housing and will continue to live with their parents or live with multiple roommates off campus.

Other national surveys indicate that approximately six to seven percent of the student body lives on campus. In a 2011 study conducted for Broome Community College by the SUNY group, who develop and manage student housing, the filtered demand for student housing was six percent of fall enrollment within the SUNY system.

*Source: Broome Community College; Market Study for Student Housing; Brailsford & Dunlavey; October 2011.*

The supply constrained housing market in The Dalles would also indicate a higher propensity to live on campus at CGCC than six percent of the student body, perhaps as much as nine percent.

**Table 14. Potential Demand Based on National Averages**

Percent of of FTE	Current Enrollment FTE 865	Capacity FTE 1,250
6%	52 Beds	75 Beds
9%	78 Beds	113 Beds

- With a student body of 865 students (FTE), assuming six to nine percent of the CGCC students will live on campus, a conservative estimate of demand is 52 to 113 beds, based on current enrollment.
- At FTE capacity this demand increases to 75 to 113 beds.

Irrespective of demand, achieving and maintaining full occupancy is not guaranteed. The provision of campus housing is only the first step. An aggressive marketing plan must be developed and implemented to achieve success.

## Student Housing Trends and Preferences

The following topics pertaining to student housing trends and preferences include selected articles from various publications and excerpts, and from the survey of current students and their parents, prospective students and their parents, and various members of the local community.

### Cost and Affordability:

There is an increasing concern about rising tuition and student debt. These factors, combined with rapidly rising housing cost, are creating an “affordability crisis.”

- “A lot of the development deals happening now cater to the top end of the market. We keep pushing the envelope on the per-bed rents and the amenities. It’s almost a race to the top to provide nicer amenities to attract students, to fill the beds as quickly as possible. But it makes the developments costly and it necessitates charging high rents. In the industry we keep asking ourselves: how much of the student population can afford to pay these rents?” *Source: Urban Land; Industry Outlook for Student Housing; ULI; August 1, 2016.*
- Affordability is driving new housing projects at the University of California’s San Francisco and San Diego campuses. In San Francisco, a shortage of on-campus beds and affordable off-campus housing threatens enrollment. The San Francisco campus is breaking ground this fall on a new housing complex that reduces square footage per bed by a third in some cases. If you can get the cost down, students will live in a closet.” *Source: The Atlantic; Why Universities are Phasing Out Luxury Dorms. August 21, 2017.*

### Key Findings: CGCC Survey Pertaining to Affordability

#### CGCC – Current Students

- All (100 percent) of the current CGCC students that participated in the survey indicated that cost was extremely important (87 percent) or important (13 percent) when selecting housing.

#### CGCC – Community Members

- Ninety-eight percent of community member participants indicated that cost was extremely important or important when selecting housing.

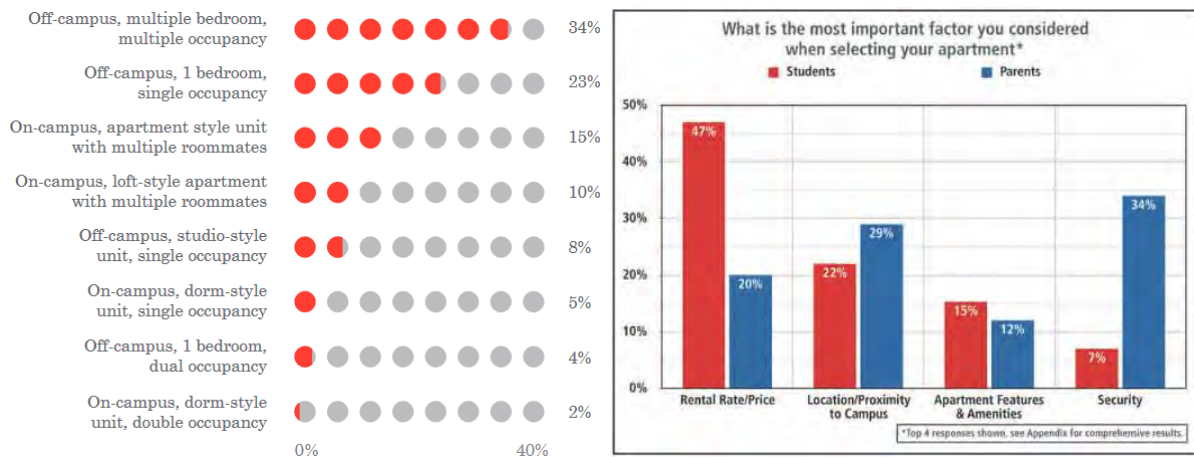
#### CGCC – Parents/Guardians of current and perspective CGCC students

- When asked how important cost was when selecting housing options for their student while attending CGCC, 72 percent of current and perspective parent/guardian participants selected extremely important (54 percent) or important (18 percent).
- When comparing the responses of parents/guardian of CGCC students and current students a disconnect exists in the perception of the cost for on-campus student housing. All (100 percent) of the respondents identified as parents/guardians of current CGCC students indicated they believed on-campus student housing would be less expensive than off-campus housing. In comparison, only 55 percent of current CGCC students responded similarly.

## Housing Preferences and Amenities

- Features: An APPA survey of 14,000 students showed the following top 10 housing preferences: (*Source: Student Housing: Trends, Preferences and Needs; Contemporary Issues in Education Research; Volume 3, Number 10*).
  - Private bedroom (95.5 percent)
  - Onsite parking (92 percent)
  - Double beds (91.3 percent)
  - Onsite laundry facilities (90.3 percent)
  - Internet access (88.8 percent)
  - Proximity to campus (73.3 percent)
  - Fitness center 73.3 percent)
  - Private bathroom (73 percent)
  - Cable TV (65.4 percent)
  - Satellite dining (50 percent)
- In the same APPA survey “a deal breaker in the housing decisions included” (*Source: Ibid.*):
  - No internet access (92.9 percent)
  - No laundry facilities on premises (84.9 percent)
  - No cable TV (75.7 percent)
  - No kitchen (57.4 percent)
  - Sharing a bedroom (49.3 percent)
  - Sharing a bathroom (11.7 percent)
- In a survey conducted by Brailsford & Dunlavy for students attending Broome Community College in New York, the top five features students indicated were important included: (*Source: Broome Community College; Market Study for Student Housing; Brailsford & Dunlavy; October 2011.*)
  - In-room wireless internet access
  - Private (single) bedroom

- In-unit full kitchen
- On-site parking
- Living room
- "Technology is key – Wi-Fi is simply a must for today's students, while private bedrooms and private or semi-private baths, kitchens and kitchenettes are nearly must-haves. Fitness rooms are desirable." *Source: What's next in student residences; Ten trends from Chicago's annual student housing summit; June 30, 2016*
- Security is very important, especially to parents. "Parents also want management that can supervise student behavior." *Source: Ibid. Card access security systems, CCTV (optional).*
- Bathrooms: Ratios range from one bathroom per student, (1:1), to as high as 1:10, but usually in the 1:2 to 1:3 range.
- "65 percent of students prefer individual bathroom facilities or a shared bathroom with one other person." *Source: Student Housing Trends in Higher Education; Gilbane Higher Education; July 2013.*
- The "What Millennials Want" survey found that while students relish the privacy of their own sleeping and bathroom spaces, they don't necessarily want to live alone. According to the survey, the majority of students (43 percent) live with three roommates.
- Surveys show consistently that high technology cable infrastructure, high-speed wireless Internet access and cellular reception remain critical components to their housing choice.
- If price were not a factor, choose one of the following that best matches your ideal apartment:



Top nine communal spaces students would be most likely to use, fading out in order of priority.



*Source: What Millennials Want, Resident Preferences in Student Housing Design and Amenities; J Turner Research; 2013*

### CGCC Survey Findings Pertaining to Housing Preferences and Amenities

- Single unit (one bedroom/one student – 29 percent), double unit (two bedrooms/two students – 22 percent), and family housing (20 percent) were identified as the preferred unit type.
- Students and parents/guardians of current and perspective students expressed preference for lease terms that represented the academic term (44 percent) and/or a monthly lease agreement (26 percent).
- On-site parking was a feature collectively identified as a need amongst students (current and perspective) as well as parents/guardians of students (current and perspective). The majority of respondents (83 percent) indicated that on-site parking was an extremely important or important feature in housing options. Approximately 83 percent indicated they did have a motor vehicle that would require on-site parking.
- Affordability and value, strong Wi-Fi and internet access, and safety and security of the area were identified by both students (current and perspective) and parents (current and perspective) as the top three amenities of importance when considering on-campus, student housing.
- The vast majority (80 percent) of both student and parent/guardian populations identified access to on-site parking and a smoke free environment of extreme importance or important.
- A small percentage of students specified that on-campus dining options (38 percent), convenient access to public transportation (44 percent), and resident lounge/common areas (45 percent) were important or extremely important features needed in student housing options located on campus.

### Community

- "Research shows that without the sense of community that often comes from living together in close communal quarters, students may have fewer opportunities to learn, how to get along with different people and manage conflicts, or develop the friendships and networks that keep them in school."  
*Source: Ibid*

### Sustainability

- "College students are an environmentally conscious demographic." *Source: Ibid.* LEED and other certified green buildings attract student residents who are becoming increasingly environmentally conscious.
- Lower operational costs through the use of more efficient HVAC and electrical systems are a long-term benefit. Solar heat can reduce operating costs.

## Case Studies

In order to provide program guidance for housing on the CGCC campus, nine colleges with student housing were contacted. Six of these colleges were selected based on their facilities and their willingness to share information.

These colleges include:

- Edmonds Community College: Lynnwood, Washington
- Green River Community College: Auburn, Washington
- Everett Community College: Everett, Washington
- Southwestern Oregon Community College: Coos Bay, Oregon
- Broome Community College: Binghamton, New York
- Rose State Community College: Midwest City, Oklahoma

The colleges in New York and Oklahoma were selected because their student housing facilities were relatively new (2014 and 2015) and they were cooperative and forthcoming in their willingness to help.

Three other colleges were contacted, but were not utilized as case studies:

- Wenatchee Valley College, Wenatchee, Washington (The housing unit types are different from what is proposed at CGCC, so there is no basis for comparison).
- Central Oregon Community College, Bend, Oregon. (The administrator contacted did not have sufficient time to answer questions. Written questions were sent, but a response was not received).
- College of Southern Idaho, Twin Falls, Idaho. (The housing is off-campus and privately owned and we were unable to get any information).

Detailed information on each of the six colleges interviewed is contained in Appendix C at the end of this report. The following summarizes our findings:

**Table 15. Distribution of Unit Types**

Unit Type	Number of Units	Percent	Number of Beds	Percent	Beds per Unit
Studios	8	2.0%	8	0.5%	1.0
2 BD, 1 BA	8	2.0%	16	1.0%	2.0
2 BD, 2 BA	54	13.8%	108	6.8%	2.0
3 BD, 2 BA	19	4.8%	57	3.6%	3.0
4 BD, 2 BA	303	77.3%	1,392	88.0%	4.6
<b>Total/Average</b>	<b>392</b>	<b>100.0%</b>	<b>1,581</b>	<b>100.0%</b>	<b>4.0</b>

As shown, 77 percent of the units and 88 percent of the beds were four bedrooms with two bathrooms, referred to as "quads". All of these quads have a shared kitchen and a shared living area with four persons sharing two bathrooms.

Because nearly 90 percent of the beds are a four-bedroom two-bath floor plan, the specific characteristics of this unit type were aggregated separately below.

**Table 16. Four-Bedroom Two-Bath Housing Units (Quads)**

Community College	Year Built	Units	Beds	Beds per Unit
Edmonds CC	2009	45	180	4.0
Green River CC	2005	85	340	4.0
Everett CC	2017	25	100	4.0
Southwestern Oregon CC	1997-2005	68	390	5.7
Broome CC	2014	62	310	5.0
Rose State CC	2015	18	72	4.0
<b>Total/Average</b>		<b>303</b>	<b>1,392</b>	<b>4.6</b>

- Housing at Southwestern Community College was built in four phases in 1997, 1998, 2000, and 2005.
- Average beds per unit are more than four because Southwestern Community College and Broome Community College offer both single and double occupancy for some of their rooms at different price points.

**Table 17. Unit Size and Pricing for Four-Bedroom Two-Bath Housing Units**

Community College	Unit Size (SF)	Rent per Month*			Summer Discount
		Per Room	Per Unit	Per SF	
Edmonds CC	1,352	\$895	\$3,580	\$2.65	None
Green River CC	1,000	\$764	\$3,056	\$3.06	None
Everett CC	NA	\$665	\$2,660	NA	13%
Southwestern Oregon CC	1,363	\$857	\$3,428	\$2.52	None
Broome CC	1,250	\$941	\$3,764	\$3.01	None
Rose State CC	1,275	\$650	\$2,600	\$2.04	None
<b>Average</b>	<b>1,248</b>	<b>\$795</b>	<b>\$3,181</b>	<b>\$2.55</b>	

\*Single Occupancy, Fall, Winter & Spring only, (includes utilities)

- Utilities are included in the rent. In addition, colleges typically collect a nonrefundable application fee, a nonrefundable cleaning fee, a refundable damage deposit fee, and an activity or social fee.
- Broome Community College and Southwestern Oregon Community College discount their room rate 10 percent and 14 percent respectively for double occupancy (two persons per room).
- Everett Community Colleges discounts their summer rate by 13 percent.
- There is a two percent rent discount at Green River Community College if a student leases for a full year instead of three terms.

**Table 18. Occupancy**

Community College	Fall-Spring Occupancy	Summer Occupancy	Average Annual Occupancy	Supplement Summer Occupancy
Edmonds CC	95%	50%-60%	85%	Yes - \$30 per night
Green River CC	97%+	60%	90%	No- students only
Everett CC	95%	50%-60%	85%	No- students only
Southwestern Oregon CC	80%-95%	NA	NA	Yes
Broome CC	100% (wait listed)	NA	NA	No
Rose State CC	100% (wait listed)	NA	83%	No

- All of the student housing at the six colleges are normally 95 percent to 100 percent occupied during the school year. Southern Oregon Community College's occupancy in 2016 was only 80 percent, but it was 95 percent in 2015.
- Summer occupancy generally averages approximately 50 to 60 percent.
- Only two of the six colleges attempt to supplement their summer occupancy with non-students.

## Other Findings

- In two cases a third-party private management company was utilized. The rest of the colleges managed the housing internally, allowing the college to maintain control.
- The question was asked: How Important is On Student Campus Housing for Recruiting Students?
  - SWOCC said it was especially important for their athletic program and their culinary school because students generally come from outside of the local area.
  - Everett Community College has carved out an international market niche and on-campus housing is critical for recruiting. Approximately 54 percent of the students at the College are international students.
  - Rose State Community College also reported on-campus housing was critical to their recruitment of international students and for their athletic program.

## Development Program

A development program is analogous to the mission statement in a business plan. It is the guiding statement against which later program details can be tested for compliance in support of the overall theme and business objectives. It is a narrative description of how a property should be developed.

The program serves as a guide to the physical planners (architects, landscape architects and others) who are responsible for translating the program into a physical design. The overall objective is to maximize penetration of selected target markets, maintain economically viable conditions, and create a positive long-term identity for the property.



Based on industry trends, interviews with student housing managers, and the case studies, this section of the report outlines Leland consulting Group's product recommendations including:

- A description of the site together with a site plan.
- Product recommendations including building size and characteristics, floor plan, number of units, unit size, amenities, and phasing.
- A pricing model.
- Projected occupancy.

CGCC contracted with an architect (David Waldron, David Waldron & Associates, Bend, Oregon) to provide a site plan, floor plans, and determine the square footage of the residential building.

## Site Description

The CGCC campus is located approximately one mile northwest of The Dalles downtown at a significantly higher elevation. By road the campus is two miles from the downtown.

The site for the proposed project, including the skills center, is approximately four acres in size and is centrally located within the CGCC campus.

**Figure 3. Campus Housing Site - CGCC**



- The property slopes downward from west to east, on a 35 percent slope. The site has spectacular views northeast and southeast across the Columbia River.
- The site is fully improved with all utilities in the street adjacent to the site to the west.
- The project site is zoned low density residential but would allow multifamily campus housing as a conditional use through a Community Facilities Overlay Zone. According to Jim Austin, Director of Facilities Services for CGCC, the height limit is approximately 60 feet (a maximum of five stories).

## Site Plan and Elevations

Figure 4. Site Plan – Phases One and Two



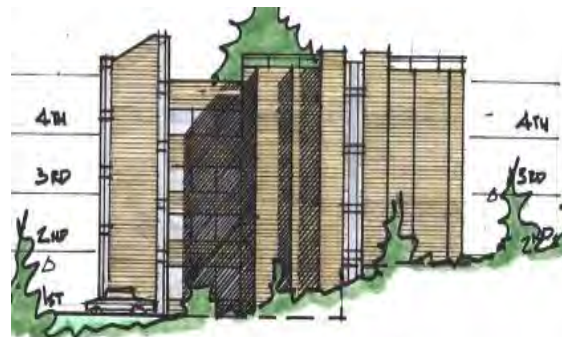
Source: David E. Waldron and Associates; Architect; Bend, Oregon

Surface parking is provided on the west and east sides of the buildings. According to Jim Austin, facilities manager for the College, there may be an opportunity for approximately 25 spaces of shared parking with the existing parking lot north of the site, in front of Building Three. With shared parking there are approximately 80 spaces in the first phase, a parking ratio of one space per bedroom.

Figure 5. Northwest Building Elevation



Figure 6. Side Building Elevation



Source: David E. Waldron and Associates; Architects; Bend, Oregon

- As a practical matter, and in order to utilize less expensive wood frame construction, three-story buildings are the optimal building height taking into consideration cost. The building is exterior loaded with a stairway from the east side of the building. One elevator is included to meet State and Federal ADA (American Disabilities Act) requirements.
- A daylight basement, with a concrete lid, below the three floors of wood frame construction is made possible due to the slope on the site. A one-bedroom apartment for the resident manager, one studio

apartment for an assistant resident manager and seven studio apartments for married students, faculty, or staff is proposed for the basement.

- Because the student housing is three stories of wood frame constructed over a daylight basement, it should be classified by City code as a three-story building, not a four-story building. The code for a four-story building in The Dalles could be more restrictive and costly. *Source: David E. Waldron and Associates.*

## Product Recommendations

The following product recommendations are for phase one of the development. Adjustments can be made in phase two. The characteristics of the building and the housing are as follows:

Table 19. Phase One Building

Number of Buildings (Phase One)		1
Number of floors above ground (entry from the east)		3
Daylight basement below (separate entry)	9 Apartments	
Gross Building Area (square feet)		29,920
Net Rentable Area (square feet)		22,262
Loading/access	Exterior stairway	
ADA access	One Elevator	
Laundromat in the building		
Small managers office on the ground floor		
High speed Wi-Fi and cable Internet access		
Cable TV		
<b>Surface Parking</b>		
Parking Stalls (on site)		55
Shared Parking Stalls (adjacent parking lot north of the site)		25
<b>Total parking stalls</b>		<b>80</b>

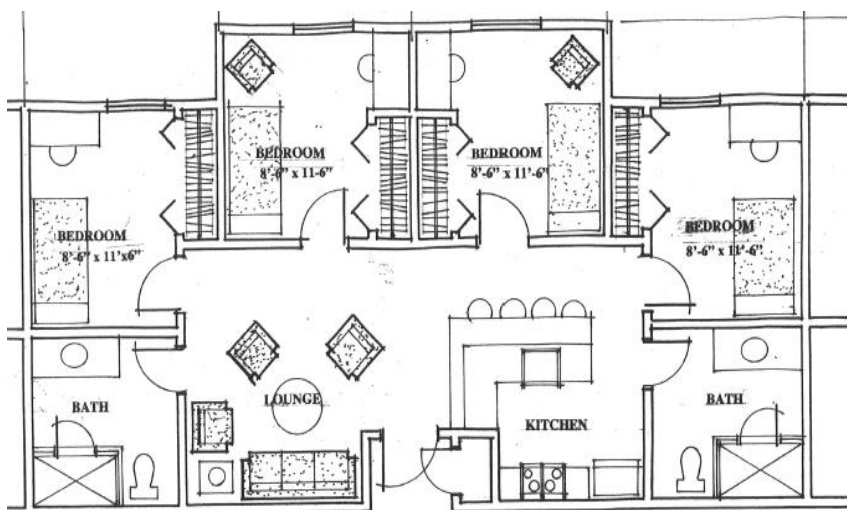
*Source: Leland Consulting Group and David E. Waldron and Associates*

Table 20. Phase One Housing

	Per Unit	Units	Unit Size (SF)	Rooms/ Beds
<b>Student Housing (Quads)</b>	4 BR, 2 BA	18	1,055	72
Bedroom Size			98	
Number of Units per Floor	6			
Number of Beds/Rooms per Floor	24			
<b>Shared Common Areas and Facilities</b>				
Bathrooms (Persons per Bathroom)	2			
Double sinks (Outside of enclosed toilet and shower)	2			
Kitchen (Persons per kitchen)	4			
Living Area (Persons per living area)	4			
<b>Included in rooms</b>				
Built in desk				
Closet				
Built-in shelf for microwave				
Half size refrigerator				
High speed Wi-Fi/Internet hookup				
Cable TV hookup (TV supplied by student)				
<b>Subtotal</b>		<b>18</b>		<b>72</b>
<b>Ground floor Apartments</b>				
Apartments for married students	Studio	7	320	7
<b>Rentable Rooms</b>				<b>79</b>
Apartment for resident manager	1 Bedroom	1	712	1
Apartment for assistant resident managers	Studio	1	320	1
<b>Total Units and Beds</b>		<b>27</b>		<b>81</b>

Source: Leland Consulting Group and David E. Waldron and Associates

Figure 7. Four-Bedroom Floor Plan



Source: David E. Waldron and Associates; Architects; Bend, Oregon

The unit size of 1,055 square feet for the four-bedroom two-bath floor plan is 16 percent smaller than the approximate average for the case studies of the six community colleges. Sizes ranged from 1,000 to 1,363 square feet for the case studies and averaged 1,248 square feet. The industry trend is to build smaller units to save cost.

The building does not include any common area amenities or facilities other than a coin operated laundromat, an elevator, and a manager's office on the main floor. A fitness center in the Skills Center is recommended. It will be too expensive to provide other common area amenities that are sometimes included in student housing, such as a fitness room, recreation room, community room, study rooms, computer lab, TV room, and food service.

The industry trend is to provide these facilities at other locations on the campus in order to keep monthly rental costs at a minimum, or not provide them at all. Affordability is more important than luxury. It will be important to maintain some type of food service elsewhere on campus. There is a cafeteria on site and CGCC has plans underway for a campus food pantry.

The methodology for deriving the number of units was to solve for the building size that could be delivered at a cost of approximately \$7.32 million, which is the matching funds required for the Skills Center. This cost includes:

- Site development.
- Hard construction costs (building).
- Interiors.
- A contingency.
- Soft costs (fees, permits, system development charges, architectural and engineering costs, and other soft costs).
- It is assumed the College will contribute the land, thus avoiding any land cost.

Detailed construction costs, estimated by David E. Waldron and Associates are contained in Appendix D at the end of this report. A summary of these costs is as follows:

**Table 21. Summary of Preliminary Estimated Construction Costs**

		Total Cost	Cost Per SF	Cost Per Unit	Cost Per Bed
Gross Building Area (SF)	29,920				
Net Rentable Area (SF)	22,262				
Housing Units	27				
Rooms/Beds	81				
Site Development		\$1,246,433			
Building		\$3,641,708			
Finishes and FF&E		\$586,093			
Contingency		\$273,712			
<b>Subtotal (Hard Costs)</b>		<b>\$5,747,946</b>	<b>\$192</b>	<b>\$212,887</b>	<b>\$70,962</b>
<b>Subtotal (Soft costs)</b>		<b>\$1,567,872</b>	<b>\$52</b>	<b>\$58,069</b>	<b>\$19,356</b>
<b>Total Cost</b>		<b>\$7,315,818</b>	<b>\$245</b>	<b>\$270,956</b>	<b>\$90,319</b>
Hard Costs as Percent of Project Cost	78.6%				
Soft Costs as Percent of Project Cost	21.4%				

Source: David E. Waldron and Associates; Architects; Bend, Oregon

- The total number of beds/bedrooms in the building is 81 – 79 of which are rentable.

## Pricing

The following shows the recommended monthly rent for on campus housing at CGCC.

**Table 22. Recommended CGCC Student Housing Rent (per month)**

	Per Unit	Per Bed	Per SF
<b>Student Housing Case Studies</b>			
4 BR, 2 BA			
Average Price	\$3,181	\$795	\$2.55
Price Range		\$650 - \$941	
Studio			
Average Price		\$1,330	\$3.00
Price Range		\$1,200 - \$1460	
<b>Local Off-Campus Inventory</b>			
Studio	\$730	\$730	\$1.45
One Bedroom	\$886	\$886	\$1.17
Two Bedrooms	\$1,098	\$549	\$1.06
Three Bedrooms	\$1,235	\$412	\$1.01
<b>Recommended Student Housing Rent - CGCC</b>			
4 BR, 2 BA	\$2,700	\$675	\$2.56
Studio	\$960	\$960	\$3.00

Note: All rents include utilities

Source: Leland Consulting Group



The recommended prices are market prices, based on the case studies and the local off-campus housing inventory. However student housing is not directly comparable to off-campus housing, particularly in comparison to the apartments in The Dalles and Hood River.

- Rent for the four-bedroom two-bath apartments is 15 percent below the average of the case studies. The studio apartments were priced 28 percent below the average for the case studies.
- In addition to rent, CGCC will be able to collect the following recommended non-refundable fees:
  - Application fee – \$250 for the term of the lease.
  - Cleaning fee – \$250.
  - Social/activity fee – \$30 per term.
- Only one of the six colleges contacted discounted rents in the summer or rented to non-students in the summer.

#### **Key Findings: CGCC Survey Pertaining to Rent Expectations**

- On average, current CGCC students pay \$570 per month for housing, which includes the cost of one or more utilities.
  - Five percent – less than \$300.
  - Fifty-nine percent – \$300 to \$699.
  - Seventeen percent – \$700 to \$999.
  - Ten percent – \$1,000 or more.
- Seventy-four percent indicated cost was extremely important or very important when selecting housing and 87 percent said affordable housing was extremely important in their decision to enroll at CGCC.

## **Occupancy**

Occupancy for CGCC student housing is estimated at:

- Fall Term: 100 percent.
- Winter and Spring Terms: 95 percent.
- Summer Term: 50 percent.
- By renting to non-students during the summer, it is conservatively estimated summer occupancy can be increased to: 75 percent.
- Based on the above, average annual occupancy at stabilization is estimated at approximately: 92 percent.
- Occupancy in the first year of operations is estimated at 90 percent.

## Appendix A

### Market Demographics

	Primary Market	Percent	Secondary Market	Percent
<b>Population 2017</b>	<b>71,575</b>		<b>28,109</b>	
Projected Population 2022	74,768		28,585	
Average Annual Increase	639	0.83%	95	0.34%
Per Capita Income (2017)	\$25,284		\$26,270	
Median Age	43.0		43.4	
Under 15	12,955	18.1%	5,537	19.7%
15-24	8,016	11.2%	6,156	21.9%
25-34	8,231	11.5%	3,120	11.1%
35-44	8,160	11.4%	3,064	10.9%
45-64	20,327	28.4%	8,742	31.1%
65 and over	13,886	19.4%	5,369	19.1%
<b>Education</b>				
Did not graduate from High school	10,307	14.4%	4,104	14.6%
High school or Alternative Equivalent (GED)	19,111	26.7%	9,051	32.2%
Some College or Associate Degree	23,190	32.4%	9,866	35.1%
Bachelors Degree	12,454	17.4%	3,429	12.2%
Graduate or Professional Degrees	6,442	9.0%	1,630	5.8%
<b>Marital Status</b>				
Never Married	19,468	27.2%	6,662	23.7%
Married	38,651	54.0%	15,966	56.8%
Widowed or Divorced	18,896	26.4%	5,453	19.4%
Population inside Urbanized Areas	37,577	52.5%	6,212	22.1%
Population in Rural Areas	33,998	47.5%	21,897	77.9%
<b>2017 Households</b>	<b>29,096</b>		<b>10,984</b>	
Average Household Size	2.46		2.56	
1 & 2 Person Housholds	18,476	63.5%	6,997	63.7%
3 Persons or More	10,329	35.5%	3,987	36.3%
Households with Children	8,962	30.8%	3,339	30.4%
Median Household Income (2017)	\$48,297		\$52,016	
Average Household Income (2017)	\$63,773		\$67,052	
Under \$50,000	14,141	48.6%	5,217	47.5%
\$50,000 to \$99,999	9,340	32.1%	3,669	33.4%
\$100,000 or more	5,616	19.3%	2,603	23.7%
<b>Occupied Housing Units (2017)</b>	<b>27,955</b>		<b>10,923</b>	
Owner Occupied	17,975	64.3%	7,635	69.9%
Renter Occupied	9,980	35.7%	3,288	30.1%
Average Home Value	\$301,248		\$250,407	

Source: ESRI



## Appendix B

### Local Off-Campus Apartments

#### The Dalles

Cherry Blossom Apartments				Rent
Unit Type	Units	Size (SF)	Rent	per SF
One Bedroom	16	505	\$750	\$1.49
Two Bedrooms	12	735	\$850	\$1.16
Three Bedrooms	4	795	\$1,000	\$1.26
<b>Total / Average</b>	<b>32</b>	<b>628</b>	<b>\$819</b>	<b>\$1.30</b>
<b>Year Built</b>	<b>1970's</b>			
<b>Typical Vacancy (# units)</b>	<b>0-2</b>			

Centre II Apartments				Rent
Unit Type	Units	Size (SF)	Rent	per SF
One Bedroom	14	750	\$800	\$1.07
Two Bedrooms	14	900	\$900	\$1.00
<b>Total / Average</b>	<b>28</b>	<b>825</b>	<b>\$850</b>	<b>\$1.03</b>
<b>Year Built</b>	<b>1970's</b>			
<b>Typical Vacancy (# units)</b>	<b>0</b>			

Tillicum Apartments				Rent
Unit Type	Units	Size (SF)	Rent	per SF
Studio	30	420	\$600	\$1.43
One Bedroom	1	600	\$700	\$1.17
<b>Total / Average</b>	<b>31</b>	<b>426</b>	<b>\$603</b>	<b>\$1.42</b>
<b>Year Built</b>	<b>1970's</b>			
<b>Typical Vacancy (# units)</b>	<b>0-1</b>			

Court Crest Apartments				Rent
Unit Type	Units	Size (SF)	Rent	per SF
One Bedroom	9	700	\$775	\$1.11
Two Bedrooms	15	900	\$850	\$0.94
<b>Total / Average</b>	<b>24</b>	<b>825</b>	<b>\$822</b>	<b>\$1.00</b>
<b>Year Built</b>	<b>1970's</b>			
<b>Typical Vacancy (# units)</b>	<b>0-1</b>			

## The Dalles (continued)

Crown Plaza Apartments				Rent
Unit Type	Units	Size (SF)	Rent	per SF
One Bedroom	8	495	\$625	\$1.26
Two Bedrooms	12	725	\$700	\$0.97
<b>Total / Average</b>	<b>20</b>	<b>633</b>	<b>\$670</b>	<b>\$1.06</b>
<b>Year Built</b>	<b>1950's</b>			
<b>Typical Vacancy (# units)</b>	<b>0-2</b>			

Stone Manor Apartments				Rent
Unit Type	Units	Size (SF)	Rent	per SF
One Bedroom	8	710	\$625	\$0.88
Two Bedrooms	2	850	\$750	\$0.88
<b>Total / Average</b>	<b>10</b>	<b>738</b>	<b>\$650</b>	<b>\$0.88</b>
<b>Year Built</b>	<b>1950's</b>			
<b>Typical Vacancy (# units)</b>	<b>0</b>			

American Village Apartments				Rent
Unit Type	Units	Size (SF)	Rent	per SF
Two Bedrooms	42	900	\$900	\$1.00
Three Bedrooms	6	1050	\$1,045	\$1.00
<b>Total / Average</b>	<b>48</b>	<b>919</b>	<b>\$918</b>	<b>\$1.00</b>
<b>Year Built</b>	<b>1970's</b>			
<b>Typical Vacancy (# units)</b>	<b>0-1</b>			

Pomona Terrace Apartments				Rent
Unit Type	Units	Size (SF)	Rent	per SF
Two Bedrooms	44	950	\$1,100	\$1.16
<b>Total / Avg.</b>	<b>44</b>	<b>950</b>	<b>\$1,100</b>	<b>\$1.16</b>
<b>Year Built</b>	<b>1978</b>			
	<b>1-2</b>			
<b>Typical Vacancy (# units)</b>	<b>(&lt;5%)</b>			

## Hood River

Columbia View Apartments				Rent
Unit Type	Units	Size (SF)	Rent	per SF
One Bedroom	10	675	\$800	\$1.19
Two Bedrooms	27	900	\$960	\$1.07
Three Bedrooms	11	1,150	\$1,100	\$0.96
<b>Total / Average</b>	<b>48</b>	<b>910</b>	<b>\$959</b>	<b>\$1.05</b>
<b>Year Built</b>	<b>1970</b>			
<b>Typical Vacancy (# units)</b>	<b>0</b>			

## Appendix C

### Case Studies

#### Edmonds Community College Lynnwood, Washington

Students 10,754

#### Housing

When Constructed	2009	Unit		Rent per Month		
	Units	Beds	Size (SF)	Per Room	Per Unit	Per SF
Studio (single occupancy)	4	4	400	\$1,200	\$1,200	\$3.00
Double Occupancy				\$740	\$740	
2 BD, 1 BA (single occupancy)	8	16	920	\$1,030	\$2,060	\$2.24
Double Occupancy				\$740	\$1,480	
4 BD, 2 BA (single occupancy only)	45	180	1,352	\$895	\$3,580	\$2.65
<b>Total</b>	<b>57</b>	<b>200</b>				
Option for 2 beds per room in 4 BR	No					
Kitchen	Yes					
Included in rent						
Utilities, parking, internet						
Other fees						
Non refundable application fee				\$275		
Non refundable cleaning fee fee				\$200		
Refundable damage deposit				\$200		
Activity fee				\$20		
Annual Occupancy						
Fall thru Spring	95%					
Summer	50%-60%					
Fall Quarter	100% (wait listed)					
Short term rentals in summer	\$30/person/night					
Management responsibility	College					
<b>Financial</b>			<b>Per Unit</b>	<b>Per bed</b>		
Annual Operating Cost	\$1,305,000		\$22,895	\$6,525		
Annual Profit	\$100,000					
Financed through 501c3 tax-exempt bonds with use agreement and ground lease						

## Case Studies (continued)

Green River Community College  
Auburn, Washington

Students 19,113

**Housing**

When Constructed	2004-2005		Unit	Rent per Month		
Unit Types	Units	Beds	Size (SF)	Per Room	Per Unit	Per SF
4 BD, 2 BA						
Fall, Winter, Spring	85	340	1,000	\$726	\$2,904	\$2.90
Summer				\$888	\$3,552	
Staff Housing	2					
<b>Total</b>	87	340				
Kitchen	Yes					
Shared living area	Yes					
Annual Occupancy						
Fall thru Spring	97%+					
Summer	60%					
Management responsibility	Private company					

Everett Community College  
Everett, Washington

Students 19,610

**Housing**

When Constructed	2017		Unit	Rent per Month		
Fall Term	Units	Beds	Size (SF)	Per Room	Per Unit	Per SF
Studio	4	4		\$1,460	\$1,460	
3 BD, 2 BA	9	27		\$1,095	\$3,285	
4 BD, 2 BA	25	100		\$730	\$2,920	
Winter, Spring Terms						
Studio				\$1,267	\$1,267	
3 BD, 2 BA				\$950	\$2,850	
4 BD, 2 BA				\$633	\$2,532	
Summer						
Studio				\$1,160	\$1,160	
3 BD, 2 BA				\$890	\$2,670	
4 BD, 2 BA				\$580	\$2,320	
Staff Housing	1	1				
<b>Total</b>	1	1				
Kitchen	Yes					
Shared living area	Yes					
Annual Occupancy						
Fall	95%					
Summer	Expect 50%-60%					
Management responsibility	College					
Ownership	Private					
Critical for international students	54% of students					

## Case Studies (continued)

**Southwestern Oregon Community College**  
**Coos Bay, Oregon**

## Students

Total	2,038
FTE	1,077


## Housing

When Constructed	1997-2005		Unit	Rent per Month		
Unit Types	Units	Beds	Size (SF)	Per Room	Per Unit	Per SF
3 BD, 2 BA	10	30	NA	NA	NA	NA
4 BD, 2 BA (average)	68	390		\$415	\$3,428	\$2,379
Fall, Spring Semesters						
Single occupancy	9	36		\$857	\$3,428	
Double occupancy	59	354		\$739	\$2,956	
Summer						
Single occupancy				\$840	\$3,360	
Double occupancy				\$600	\$2,400	
<b>Total</b>	<b>78</b>	<b>420</b>				
Studios (for staff)	11	11				
Fees						
Nonrefundable deposit				\$250		
Social fee (semester)				\$30		
Kitchen						
Clubhouse with laundry, study room, game room, TV rooms						
Annual Occupancy						
2016	80%					
2015	95%					
Rent to summer camp and conference attendees in summer						
Management responsibility	College					

**Broome Community College**  
**Binghamton, New York**

Full-time students	5,725	78%
Part-time students	1,570	22%
Total	7,295	100%

## Housing

When Constructed	2014		Unit	Rent per Month		
Unit Types	Units	Beds	Size (SF)	Per Room	Per Unit	Per SF
4 BD, 2 BA	62		1,250			
Single occupancy per room	31	124		\$941	\$3,764	\$3.01
Double occupancy per room	31	186		\$847	\$5,082	
Staff Housing	2					
<b>Total</b>	126 	310				
Kitchen	Yes					
Annual Occupancy						
Fall thru Spring	100% (wait listed)					
Summer	NA					
Management responsibility	College					

## Case Studies (continued)

**Rose State Community college**  
**Midwest City, Oklahoma**

Students 8,000

**Housing**

When Constructed

2015

Unit

Rent per Month

Unit Types

Units

Beds

Size (SF)

Per Room

Per Unit

Per SF

2 BD, 2 BA

54

108

782

\$625

\$1,250

\$1.60

4 BD, 2 BA

18

72

1,275

\$575

\$2,300

\$1.80

**Total****72****180****\$1.67**

Units used by staff (Incl. in above)

5

Application fee

Yes

Programming fee

\$100

Kitchen

Yes

Clubhouse with laundry, study room, game room, TV rooms

Annual Occupancy

Fall thru Spring

100% (wait listed)

Summer (2 Months)

Housing is closed

Management responsibility

College

Ownership

Land

College

Building

Turnkey lease from private party

## Appendix D

### Preliminary Construction Costs

Preliminary Construction Costs	Total
Gross Building Area (SF)	29,920
Housing Units	27
Beds	81
<b>Hard Costs</b>	
<b>Site Development</b>	
Product and Material Removal	\$28,500
Excavation and Soils Testing	\$631,367
Paving	\$30,500
Concrete Curbs, Walks, and Walls	\$86,800
Parking Lot Striping	\$4,900
Landscaping	\$75,000
Concrete	\$209,000
Structural Steel	\$105,183
Metal Fab and Powder Coating	\$75,183
<b>Subtotal</b>	<b>\$1,246,433</b>
<b>Building</b>	
Sheet Metal Fab	\$9,000
Rough Carpentry	\$752,000
Siding, Soffit and Trip	\$230,000
Finish Carpentry	\$108,000
Insulation	\$105,000
Roofing	\$203,000
Flashing	\$18,000
Gutters and Downspouts	\$11,200
Wood Doors, Jambs, Casings and Door Hardware	\$130,000
Windows	\$180,000
Drywall	\$227,600
Painting	\$210,000
Toilet Accessories	\$18,500
Elevator	\$89,200
Fire Sprinkler System (13R)	\$166,796
Plumbing	\$275,575
Heating and Air Conditioning	\$292,637
Electrical and Lighting	\$309,000
Phone and Data	\$24,000
Audio and Video	\$90,000
Fire Strobes/Alarm	\$88,000
Thermal and Moisture Protection	\$95,000
Signage	\$9,200
<b>Subtotal</b>	<b>\$3,641,708</b>

**Preliminary Construction Costs (Continued)**

<b>Preliminary Construction Costs (Continued)</b>	<b>Total</b>
<b>Finishes and Appliances</b>	
Cabinets	\$140,008
Carpet	\$24,345
Wood Flooring (L&M)	\$139,236
Granite and Tile (L&M)	\$140,748
Mirrors and Shower Doors	\$18,000
Appliances	\$13,756
Furnishings	\$110,000
<b>Subtotal</b>	<b>\$586,093</b>
<b>Contingency (5%)</b>	<b>\$273,712</b>
<b>Total Hard Costs</b>	<b>\$5,747,946</b>
<b>Soft Costs</b>	
General Requirements and Permits	\$274,462
System Development Fees	\$300,000
Architectural and Engineering Fees	\$376,716
Interior Design	\$98,000
Contractors Fee	\$409,308
Contingency (7.5%)	\$109,386
<b>Total Soft Costs</b>	<b>\$1,567,872</b>
<b>Total Hard and Soft Costs</b>	<b>\$7,315,818</b>

*Source: David E. Waldron and Associates; Architects; Bend, Oregon*



February 2018

# **The Dalles On-Campus Housing Financial Analysis**



Prepared By



[www.lelandconsulting.com](http://www.lelandconsulting.com)

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# Limiting Conditions

Every reasonable effort has been made to ensure that the data contained in this report reflects the most accurate information possible, and it is believed to be reliable. This report is based upon estimates, assumptions and information developed by Leland Consulting Group from third party data sources, independent research, general knowledge of the industry and consultations with the client and the client’s representatives. No responsibility is assumed for inaccuracies in reporting by the client, client’s agent and representatives of any other data source used.

This report is based upon information that was current as of February 2018. Leland Consulting Group has not undertaken any update of its research since that date. Possession of this report does not carry with it the right of publication or use of the name Leland Consulting Group without first obtaining prior written consent. No abstracting, excerpting or summarization of this report may be made without first obtaining prior written consent. This report is not to be used in conjunction with any public or private offering of securities or other similar purpose where it may be relied upon to any degree by any person other than the client without first obtaining prior written consent. This report may not be used for any purpose other than that for which it is prepared for without prior written consent.

This report is qualified in its entirety by Leland Consulting Group, and should be considered in light of these limitations, conditions and considerations.

## Introduction

Leland Consulting Group was engaged by Columbia Gorge Community College (CGCC) in December 2017 to assess the feasibility of developing housing on The Dalles campus of the College. The housing is intended to serve primarily students, but also a limited number of staff or faculty, and perhaps meet the seasonal needs of other non-student markets, during summer term, when student occupancy is at its lowest point.

A separate report has been submitted to CGCC that includes a detailed market analysis, a recommended development program, and the need for campus housing. This report is a supplement to this market analysis and needs assessment and includes a pro forma financial analysis to test the financial feasibility of the proposed venture.

To summarize, the recommended development program includes the following components:

- The site is located on the CGCC campus adjacent to and south of Building Three.
- A first phase of one building with 29,920 gross square feet and a net rentable area of 22,262 square feet is recommended.
- The building is three stories (wood frame) above a daylight basement. The daylight basement is possible because of the 35 percent slope on the building site. Student housing is located in the three stories above the daylight basement. The daylight basement contains studio apartments for married students, faculty, or staff and a one-bedroom apartment for a resident manager and a studio apartment for a management assistant.

### Summary of Recommended Housing Program

	Unit Type	Units	Unit Size (SF)	Rooms/ Beds
Student Housing	4 BR, 2 BA	18	1,055	72
Married Student Housing	Studio	7	320	7
Resident Manager	1 BR, 1 BA	1	712	1
Assistant Manager	Studio	1	320	1
<b>Total</b>		<b>27</b>		<b>81</b>

*Source: Leland Consulting Group and David E. Waldron and Associates*

The financial analysis contained in this report includes numerous assumptions based on Leland Consulting Group's best estimates of market conditions, construction costs, revenue projections, operating expenses, and interest rates on debt. All these assumptions are subject to change and the financial performance of the proposed housing is highly sensitive to changes in these inputs to the financial model.

A market program that proactively promotes the housing to current and prospective students is also an important component of the financial success of the venture. Leland Consulting Group has assumed a marketing program will be designed and implemented by CGCC in a highly professional manner.

## Executive Summary

- The need for campus housing at CGCC is predicated on a strategy designed to expand the geographical market area. Eighty-seven percent of the current student body originates from Wasco, Hood River, and Klickitat Counties. Campus housing is an important part of this strategy because beyond these boundaries daily commutes become increasingly onerous.
- The CGCC housing problem is exacerbated by the severe undersupply and limited choices for off campus housing in The Dalles and Hood River. Students attending other community colleges, located in larger metropolitan areas of Oregon and Washington, are not faced with this problem.
- With campus housing there are opportunities to attract students from the larger metropolitan area of Oregon and Washington and international students.
- A strong marketing campaign to expand the geographical market area and maximize occupancy in the campus housing is another key component of the strategy. To be successful marketing is essential.
- Campus housing is also the best way to raise the matching funds necessary to access State funds for the Skills Center. These projects together will have broad and positive impacts on the College and the community. The economic impacts of the Skills Center will also benefit the community and the State of Oregon.
- The methodology employed for the campus housing financial analysis was to solve for the amount of equity and debt the College would need to raise for the venture to be feasible with targeted market rents. Estimated or recommended market rents are a constant. They can be raised over time, but if the rents are too high the housing will experience vacancy problems. The recommended rents (current dollars) for the proposed campus housing are as follows:
  - \$675 per month per bed – 72 beds (four bedrooms, two baths student housing).
  - \$960 per month per unit – seven units (studio apartments for married students, faculty, and staff).
- Financial feasibility was based on the College receiving positive cash flow by the third year of operations with full payback of any negative cash flow by the fifth year of operations.
- Two ownership options were tested.
  1. The College finances, owns, and operates the housing. The cost of on-site management and all operation costs are the responsibility of the College.
  2. The College enters into a public/private partnership. The private party finances and owns the housing and the College signs a long-term triple net lease with the private owner and ground leases the land back to the owner at no cost. The College manages the housing and pays all operating costs. Debt service on a loan and property taxes incurred by the private owner are passed through to the College. The private owner also receives a return on their front-end equity investment.
- At the request of CGCC, the assumed vacancy rate for the financial modeling is as follows:
  - Year 1 – 40 percent
  - Year 2 – 30 percent

- Year 3 – 25 percent
  - Year 4 – 20 percent
  - Year 5 – 15 percent (Stabilized Occupancy)
  - Five-Year Average – 26 percent
  - Five-Year Average Projected in Market Analysis – 8.4 percent
  - These occupancy rates are unusually high and very conservative. The projected stabilized vacancy rate in the market analysis was considerably lower and should be the targeted vacancy rate.
  - No rational apartment developer would invest in a new apartment if they did not believe they could achieve at least 90 percent occupancy (10 percent vacancy) by the second or third year of operations.
- The results of the financial analysis, in current dollars, at the market rent and vacancy rates shown above, are summarized as follows:

	College Owned Housing	Public/Private Partnership
Required CGCC Equity/Subsidy	\$3,500,000	\$5,100,000
Private Investor Equity		\$443,164
Debt	\$3,815,818	\$1,772,655
<b>Total Equity and Debt*</b>	<b>\$7,315,818</b>	<b>\$7,315,818</b>
Annual Debt Service	\$270,742	
Annual Master Lease		\$264,927

*\*Equal to Construction Cost of the Housing Facility*

*Source: Leland Consulting Group*

- If the assumed five year average vacancy rate is reduced from 26 percent to 8.4 percent the CGCC equity requirement declines to:
  - \$1,550,000 for College Owned Option.
  - \$3,200,000 for the Public/Private Joint Venture Option.
- **Conclusions**
  - In the opinion of Leland Consulting Group, the market and financial risk to CGCC—with respect to the proposed on-campus student housing venture—is reasonable relative to the risk incurred in most real estate ventures. If the College chooses to proceed, it is recommended they bring an experienced developer on board to manage the design and construction of the student housing facility.
  - In order to mitigate risk, a strong pro-active marketing plan and effort is needed to expand the current geographical market area, which may include international students. The key to financial success is to achieve 90 percent occupancy or higher.
  - Risk is also significantly decreased in direct proportion to the amount of equity (grant money/subsidy) the College is able to acquire. A loan with a below market interest rate is also helpful. Based on the analysis it is likely the cost to the College will be higher in a public/private joint venture. However, there are other advantages, discussed below, to public/private joint ventures.

## Ownership Structure

Aging student housing inventory, increasing government regulation, and less grant money for additional facilities is forcing colleges around the country to reevaluate how they structure a new student housing venture. Private/public partnerships have become increasingly popular. In a study prepared by Anderson Strickler, LLC, in a report to the Oregon University System, four housing development models were outlined as follow.

1. **Traditional university-sponsored model** – The University develops, finances, owns and operates the housing.
2. **University affiliated foundation model** – A separate university foundation develops the housing and leases it to the university who operates and manages the facility or hires a third-party management company.
3. **Unaffiliated non-profit corporation** – Utilizes a non-profit corporation not affiliated with the university. The university may lease the housing from the corporation and operate/manage the housing or enter into an alternative operational arrangement with an unaffiliated corporation.
4. **Fully privatized model** – A private developer/investor develops, finances, owns, and operates the housing, similar to an off-campus housing complex. A variation of this model would be a joint venture with a private developer who develops and owns the housing, but enters into a long-term turnkey lease with the university, who then manages the housing.

*Source: Public-Private Partnership for On Campus Housing; The Journal of College and University Student Housing; Volume 37 No.1; 2010.*

The trend in the industry is away from the traditional university-sponsored model (#1) into some type of partnership utilizing one of the other three models shown above.

- "Often, state funds cannot be used for non-academic facilities; therefore, many institutions must seek private funding sources to achieve their goals." *Source: Ibid*
- "There are a growing number of universities looking at cost constraints. Institutions have to prioritize where they spend their money. They are saying, "Housing is not core to what we're trying to do, so we want to outsource it." But they still want to maintain a good amount of control. A lot of institutions need to look at their credit rating and figure out a way to work with private developers to keep housing developments off the school's balance sheet." *Source: Urban Land; Industry Outlook for Student Housing; ULI; August 1, 2016.*
- A number of housing providers have developed strategic alliances with investment bankers that allow them to offer a turnkey housing solution to academic institutions and others. The developer finances the construction and ground leases from the college, and then delivers a completed project that is master leased back to the college. At the end of the master lease term, the land and the improvements revert back to the college. This approach allows the developer to depreciate the structure and take advantage of any tax credit opportunities that could be part of the financing structure. A state supported college, or other non-profit entity, cannot take advantage of these tax benefits. *Source: Student Housing: Trends, Preferences and Needs; Contemporary Issues in Education Research; Volume 3, Number 10.*

- There can be significant challenges to adding a private partner to the relationship. Final decision-making authority may be shifted to the owner, and not the institution, where the profit motive of the partner can be at odds with the university's goal to take care of the student residents. However, the positives outweigh the negatives. If an institution needs additional housing and resources are scarce, it may be the only approach that is feasible. *Source: Public-Private Partnership for On Campus Housing; The Journal of College and University Student Housing; Volume 37 No.1; 2010.*
- "The key to success is having all the critical stakeholders at the table early and continuously throughout the process." *Source: Ibid.*

## Financial Modeling

The financial analysis for student housing on the CGCC campus has been structured and evaluated two different ways:

1. The College develops, owns, and operates the housing (ownership model 1 above). A fee developer or a contractor would manage the construction. The College's board, CFO and legal representatives may determine the project should be owned by a non-profit foundation either associated or disassociated from the College (ownership models 2 and 3 above). In this case the College would lease the building from the non-profit foundation.
  - This ownership structure is advantageous because it may be possible to avoid property taxes, which have a significant effect on net operating income.
  - Another advantage is the College does not have to pay a return on equity to a private investor, which lowers the annual cost to the College.
  - The College must raise the debt and equity and is at risk for covering the operating costs.
2. The College forms a public/private joint venture with a private developer/investor. The investor owns the facility and the college enters into a long-term triple net turnkey lease with the owner/investor.
  - The annual amount of the lease includes the debt service paid by the private investor, a return on the investor's equity, and a property tax pass through to the College.
  - The College pays all operating expenses and manages the housing.
  - It is important the College manages and controls the housing because of potential conflicts with a third-party manager.
  - It was assumed the College would lease the ground to the private investor at a nominal amount per year. Otherwise, the cost of the ground lease would need to be added to the annual lease, so the College would be paying for their own ground lease.
  - The financial disadvantage of this approach is the lease includes property taxes and a return to the investor. The cost of debt may also be higher for a private party than for the College.
  - At the end of the term of the ground lease the improvements should revert back to the College. The term of the lease would need to be negotiated, but land leases often run 50 years or more with options to renew. At a minimum, the term of the ground lease would need to be at least equal to the amortization period for a permanent loan.
  - The College is at risk for paying the master lease and covering the operating costs.
  - In exchange for the College contributing the land, assuming the risk of keeping the housing occupied, and covering the operating costs and the master lease, the return on a master lease to the developer/investor could be lower than market because the risk to the private investor is minimal. It is unlikely the College would ever default on the master lease. This return to the investor would be negotiated.



- The College could also reduce the risk to the developer/investor, in exchange for a lower lease rate, by guaranteeing the permanent mortgage. They are actually doing so by signing a long-term lease. However, under no circumstances should the College subordinate their land to a mortgage and end up in second position, in the event of a default on a loan by the private investor.
- A typical apartment developer targets a seven to 10 percent return on equity before debt service (ratio of NOI to equity investment).
- If the College is able to raise and contribute grant money (a subsidy) to the venture, the debt service and equity requirement will be reduced proportionately, thus reducing the lease amount and the amount of the lease to the College.
- The proposed public/private joint venture outlined above is only one of many possibilities. In any event the College's legal team needs to be consulted to suggest other possibilities and prepare or review the terms of a master lease. Clarification is also needed on how a loan default by a private investor is cured.

## Financial Analysis

The methodology for completing a five-year pro forma financial analysis for the proposed campus housing at CGCC, under the two ownership structures described above, is as follows:

- The recommended market rents in the market analysis were fixed inputs in both models. Market rent should not vary because it is unrealistic and speculative to assume rents can be higher than what the market will accept.

### Target Rent (Current Dollars)

- \$675 per month per bed – 72 beds (four bedrooms, two baths student housing).
- \$960 per month per unit – seven units (studio apartments for married students, faculty, and staff).
- The financial models solves for the amount of equity (grant money/subsidy) CGCC would have to raise in order to achieve an approximate breakeven point, after debt service or the master lease payment, in the third year of operations. Cash flow after operating expenses and debt service, or master lease payments, are negative in the first two years. On a cumulative basis the College would fully recover this negative cash flow from the first two years by the fifth year of operations.
- The projected annual stabilized vacancy for the CGCC campus housing was estimated at eight percent in the second year of operations in the market analysis. However, at the request of CGCC, vacancy was inputted into the model as follows:

### Vacancy Rate

- Year 1 – 40 percent
- Year 2 – 30 percent
- Year 3 – 25 percent
- Year 4 – 20 percent
- Year 5 – 15 percent (Stabilized Occupancy)
- Five-Year Average – 26 percent
- Five-Year Average Projected in Market Analysis - 8.4 percent
- The occupancy rates shown above are unusually conservative. As a practical matter, no rational housing developer would invest in a new apartment if they believed they could not achieve at least 90 percent occupancy (10 percent vacancy) by the second or third year of operations.
- In the current market, most new apartments in the States of Oregon and Washington are achieving 95 percent occupancy (5 percent vacancy) by at least the second year of operations due to changing demographics nationally and unprecedented demand. Many are fully preleased upon completion.

## Construction Costs

As shown in the market analysis and development program, under separate cover, CGCC contracted with David C. Waldron, Architects to develop a preliminary building and floor plan design and to estimate construction costs. These costs are summarized in the following table. Detailed construction costs are contained in Appendix A of this report.

The methodology for deriving the number of housing units was to solve for the building size and housing units that could be delivered at a cost of approximately \$7.32 million, which is the matching funds required for the Skill Center. This cost includes:

- Site development
- Hard construction costs (building)
- Interiors
- A contingency
- Soft costs (fees, permits, system development charges, architectural and engineering costs, and other soft costs).

It is assumed the College will contribute the land, thus avoiding any land cost.

**Table 1. Preliminary Estimated Construction Costs**

		Total Cost	Cost Per SF	Cost Per Unit	Cost Per Bed
Gross Building Area (SF)	29,920				
Net Rentable Area (SF)	22,262				
Housing Units	27				
Rooms/Beds	81				
Site Development		\$1,246,433			
Building		\$3,641,708			
Finishes and FF&E		\$586,093			
Contingency		\$273,712			
<b>Subtotal (Hard Costs)</b>		<b>\$5,747,946</b>	<b>\$192</b>	<b>\$212,887</b>	<b>\$70,962</b>
<b>Subtotal (Soft costs)</b>		<b>\$1,567,872</b>	<b>\$52</b>	<b>\$58,069</b>	<b>\$19,356</b>
<b>Total Cost</b>		<b>\$7,315,818</b>	<b>\$245</b>	<b>\$270,956</b>	<b>\$90,319</b>
Hard Costs as Percent of Project Cost	78.6%				
Soft Costs as Percent of Project Cost	21.4%				

*Source: David E. Waldron and Associates; Architects; Bend, Oregon*

The total estimated cost of \$7.3 million (\$245 per square foot of gross building area) is also conservative, for wood frame construction, by possibly a factor of as much as 20 percent. However, the level of detail in the preliminary building design was minimal. More detail is needed to accurately estimate construction costs. Refinement of the building design and construction costs would occur in the next stage of design and development if CGCC decides to go forward with the project.

A second difficulty in estimating housing construction costs in The Dalles is the uncertainty caused by construction cost increases and labor shortages in the local construction industry. Most of the builders in the region specialize in single-family housing. It may be necessary to import a builder from Portland. Construction costs for an apartment building in The Dalles could be more expensive than in Portland.

Construction costs have risen at unprecedented levels in the Pacific Northwest due to labor shortages, as a result of the amount of construction taking place, and the rise in materials cost due to rising demand. Costs continue to rise and are increasing faster than rent.

On February 19, 2018, an article in The Oregonian quoted Tim O'Brien, the President of Urban Asset Advisers who developed the six-story, 63-unit Lower Burnside Loft Apartments in the Central Eastside of Portland:

*"In 2014 the company paid a contractor \$156 per square foot for construction materials and labor, totaling \$7.8 million. Today, the company would budget \$220 a square foot, or \$10.8 million."  
(Compound annual growth rate of 8.5 percent over four years).*

The College would still need to spend \$7.3 million on student housing to access the \$7.3 million in State money for a Skills Center. However, it is possible more rooms/beds than 81 could be built for \$7.3 million. This would increase the revenue and enhance the financial performance of the venture.

## Alternative One: CGCC Ownership

A summary of the five-year pro forma financial analysis, assuming CGCC develops, owns, and operates the housing is shown in the tables below.

The debt service assumptions and the amount of equity/subsidy the College needs to raise to breakeven in the third year of operations, at the target rents, are as follow:

**Table 2. Alt. One - CGCC Equity Requirement and Debt Service**

Annual Debt Service		Model Inputs	Output
Construction Cost			\$7,315,818
Less: CGCC Equity/Grant		\$3,500,000	
Loan Amount			\$3,815,818
Loan to Cost Ratio			52%
Amortization Period (Years)		25	
Interest Rate		5.0%	
<b>Annual Debt Service</b>			<b>\$270,742</b>

*Leland Consulting Group*

The following is a summary of the annual and cumulative cash flow for CGCC ownership and operation of campus housing, based on the assumed vacancy rates previously discussed. A detailed financial analysis of this alternative is contained in Appendix B at the back of this report.

Table 3. Alternative One: Summary Cash Flow Analysis

Operating Pro Forma	Current Dollars	2021	2022	2023	2024	Stabilized 2025
CGCC Equity/Grant	\$3,500,000					
<b>Revenue Assumptions</b>						
4BR, 2 BA - Units	72					
Rental Rate - Bed/Room	\$675	\$716	\$731	\$745	\$760	\$775
Studio Apartments - Units	7					
Rental Rate - Per Unit	\$960	\$1,019	\$1,039	\$1,060	\$1,081	\$1,103
<b>Annual Revenue</b>						
Gross Revenue		\$753,935	\$769,014	\$784,394	\$800,082	\$816,084
Allowance For Vacancy		40%	30%	25%	20%	15%
Vacancy Expense		\$301,574	\$230,704	\$196,099	\$160,016	\$122,413
Net Revenue		\$452,361	\$538,310	\$588,296	\$640,066	\$693,671
<b>Operating Expenses</b>						
Residence Managers (2)		\$101,074	\$103,095	\$105,157	\$107,260	\$109,405
Admin. & Management Fee		\$22,618	\$26,915	\$29,415	\$32,003	\$34,684
Utilities		\$124,296	\$126,782	\$129,318	\$131,904	\$134,542
Other		\$14,830	\$15,126	\$15,429	\$15,737	\$16,052
Total Operating Expenses		\$262,818	\$271,919	\$279,318	\$286,905	\$294,683
Net Operating Income		\$189,544	\$266,391	\$308,977	\$353,161	\$398,988
Annual Debt Service		\$270,742	\$270,742	\$270,742	\$270,742	\$270,742
Cash Flow		-\$81,198	-\$4,351	\$38,236	\$82,419	\$128,246
Cumulative Cash Flow		-\$81,198	-\$85,549	-\$47,314	\$35,106	\$163,352
Debt Service Coverage Ratio		0.70	0.98	1.14	1.30	1.47
Reserve for Maintenance		\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Ending Cash Balance		-\$105,198	-\$28,351	\$14,236	\$58,419	\$104,246
Cumulative Cash Balance		-\$105,198	-\$133,549	-\$119,314	-\$60,894	\$43,352

Source: Leland Consulting Group

- Revenue and operating expenses were escalated two percent per year.
- To achieve an approximate breakeven cash flow in the third year of operations, CGCC would need to raise approximately \$3,500,000 in equity/grant money at the recommended monthly target rents. Debt at a lower interest rate than five percent would reduce this equity requirement.
- The maximum exposure in negative cash flow from operations is \$133,500, which occurs in the second year of operations. This deficit is fully recovered by the fifth year of operations.

## Alternative Two: Public/Private Joint Venture

A summary of the five-year pro forma financial analysis, assuming CGCC enters into a public/private joint venture with a private developer/investor is shown in the tables below. The venture assumes the College signs a long-term triple net master lease with the investor. The College manages the housing and is responsible for all operating expenses except property taxes, which is paid by the private investor and passed through to the College in the lease. A detailed financial analysis of this alternative is contained in Appendix C at the end of this report.

It may be problematic for the College to raise grant money for a property owned by a private investor due to legal issues. This possibility was modeled in order to make a direct comparison between alternatives one and two. If a legal mechanism cannot be found to subsidize a private developer, the best option may be to ground lease to the developer and allow them to own, market, and manage the housing.

Another way to structure the venture might be to jointly own the housing with the percentage of ownership determined by the amount of equity contributed by each party. However, the College would still be responsible for the private investors debt service, property taxes, and a return on the investors equity.

The annual master lease payment by CGCC to a private investor is calculated as follows:

**Table 4. Long Term Master Lease Paid by CGCC (Current Dollars)**

Annual Lease Payment	Model Inputs	Output	Lease Payment
Construction Cost	\$7,315,818		
Less: CGCC Equity/Grant	\$5,100,000		
Balance Left to Finance		\$2,215,818	
Investor Equity	20%	\$443,164	
Loan Amount (Debt)		\$1,772,655	
Loan to Cost Ratio		24%	
Amortization Period (Years)	25		
Interest Rate	5%		
Annual Debt Service			\$125,774
Investors Return on Equity	7%		\$31,021
<b>Subtotal</b>			<b>\$156,796</b>
Annual Property Taxes*			\$108,131
<b>Annual Master Lease Payment</b>			<b>\$264,927</b>

*\*Source: Wasco County Chief Tax Assessor*

*Leland Consulting Group*

- Assuming CGCC raises \$5,100,000 in equity/grant money the annual lease payment is \$265,000, approximately the same annual amount of debt service if the College owns the facility. The difference is the additional \$1.6 million the College would need to contribute to subsidize the venture. The subsidy contributed by the College is necessary to breakeven in the third year of operations at the rent/revenue target.
- This large amount of required subsidy is partially due to the vacancy rate assumption, which averages 26 percent in the first five years of operation. A normal vacancy rate is five to 10 percent.

The following is a summary of the annual and cumulative cash flow assuming a public/private joint venture, based on the assumed target market rents and vacancy rates previously discussed. A detailed cash flow of alternative two is included in Appendix C at the end of this report.

**Table 5. Alternative Two: Summary Cash Flow Analysis**

Operating Pro Forma	Current Dollars	2021	2022	2023	2024	Stabilized 2025
CGCC Equity/Grant	\$5,100,000					
<b>Revenue Assumptions</b>						
4BR, 2 BA - Units	72					
Rental Rate - Bed/Room	\$675	\$716	\$731	\$745	\$760	\$775
Studio Apartments - Units	7					
Rental Rate - Per Unit	\$960	\$1,019	\$1,039	\$1,060	\$1,081	\$1,103
<b>Annual Revenue</b>						
<b>Gross Revenue</b>		<b>\$753,935</b>	<b>\$769,014</b>	<b>\$784,394</b>	<b>\$800,082</b>	<b>\$816,084</b>
Allowance For Vacancy		40%	30%	25%	20%	15%
Vacancy Expense		\$301,574	\$230,704	\$196,099	\$160,016	\$122,413
<b>Net Revenue</b>		<b>\$452,361</b>	<b>\$538,310</b>	<b>\$588,296</b>	<b>\$640,066</b>	<b>\$693,671</b>
<b>Operating Expenses</b>						
Residence Managers (2)		\$101,074	\$103,095	\$105,157	\$107,260	\$109,405
Admin. & Management Fee		\$22,618	\$26,915	\$29,415	\$32,003	\$34,684
Utilities		\$124,296	\$126,782	\$129,318	\$131,904	\$134,542
Other		\$14,830	\$15,126	\$15,429	\$15,737	\$16,052
<b>Total Operating Expenses</b>		<b>\$262,818</b>	<b>\$271,919</b>	<b>\$279,318</b>	<b>\$286,905</b>	<b>\$294,683</b>
<b>Net Operating Income</b>		<b>\$189,544</b>	<b>\$266,391</b>	<b>\$308,977</b>	<b>\$353,161</b>	<b>\$398,988</b>
<b>Annual Lease Payment</b>						
Debt Service/Return to Investor	\$156,796	\$156,796	\$156,796	\$156,796	\$156,796	\$156,796
Property Tax Pass Through	\$108,131	\$114,749	\$117,044	\$119,385	\$121,773	\$124,209
<b>Total Lease Payment</b>		<b>\$271,545</b>	<b>\$273,840</b>	<b>\$276,181</b>	<b>\$278,569</b>	<b>\$281,004</b>
<b>Cash Flow</b>		<b>-\$82,002</b>	<b>-\$7,449</b>	<b>\$32,796</b>	<b>\$74,592</b>	<b>\$117,984</b>
<b>Cumulative Cash Flow</b>		<b>-\$82,002</b>	<b>-\$89,451</b>	<b>-\$56,655</b>	<b>\$17,937</b>	<b>\$135,921</b>
Master Lease Coverage Ratio		0.70	0.97	1.12	1.27	1.42
Reserve for Maintenance		\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
<b>Ending Cash Balance</b>		<b>-\$106,002</b>	<b>-\$31,449</b>	<b>\$8,796</b>	<b>\$50,592</b>	<b>\$93,984</b>
<b>Cumulative Cash Flow</b>		<b>-\$106,002</b>	<b>-\$137,451</b>	<b>-\$128,655</b>	<b>-\$78,063</b>	<b>\$15,921</b>

Leland Consulting Group

- Revenue and operating expenses were escalated two percent per year.
- The maximum exposure in negative cash flow from operations is \$137,500, which occurs in the second year of operations. This deficit is fully recovered by the fifth year of operations.
- The difference in CGCC's equity/grant contribution between alternatives one and two (\$3.5 million in alternative one and \$5.1 million in alternative two) is due to the avoidance of \$108,000 per year in property taxes and the return of \$31,000 per year on a private investors equity.
- The advantage to the private investor is they are able to depreciate the building and take a property tax deduction on their personal tax returns.
- The assumed seven percent return on equity to the investor is not fixed. Rather, it would be a negotiated rate between CGCC and the private investor.

## Sensitivity Analysis

In order to test the results of varying assumptions in the financial models a sensitivity analysis was completed for the following inputs:

- Vacancy rate; and
- A lower interest rate on debt for alternative one, assuming CGCC can obtain below market rate interest.

The sensitivity analysis was completed by holding all variables constant, but changing the above inputs to solve for the same result as the financial models previously presented (breakeven cash flow by the third year of operation with full recovery of negative cash flow by the fifth year of operations).

**Table 6. Sensitivity Analysis**

	Alternative One	Alternative Two
<b>Market Rent</b>		
4 BR/2BA Student Housing	\$675	\$675
Studio Apartments	\$960	\$960
<b>Base Case</b>		
Average Five Year Vacancy	26.0%	26.0%
<b>CGCC Equity/Grant</b>	<b>\$3,500,000</b>	<b>\$5,100,000</b>
<b>Average Five Year Vacancy</b>	<b>8.4%</b>	<b>8.4%</b>
<b>CGCC Equity/Grant</b>	<b>\$1,550,000</b>	<b>\$3,200,000</b>
<b>With Low Interest Loan to CGCC</b>		
Average Five Year Vacancy	26.0%	NA
Base Case Loan	5%	NA
Low Interest Loan	3.5%	NA
<b>CGCC Equity/Grant</b>	<b>\$2,750,000</b>	<b>NA</b>
<b>With Low Interest Loan to CGCC</b>		
Average Five Year Vacancy	8.4%	NA
Base Case Loan	5%	NA
Low Interest Loan	3.5%	NA
<b>CGCC Equity/Grant</b>	<b>\$600,000</b>	<b>NA</b>

*Leland Consulting Group*

- Reducing the average vacancy rate from 26 percent to a more normal 8.4 percent reduces the amount of equity (grant money/subsidy) the College would need to raise by approximately \$2 million.
- The model is sensitive to changes in the interest rate on debt. A one-and-a-half (1.5) percent reduction in the interest rate would result in a \$750,000 reduction in the amount of equity (grant money/subsidy) the College would need to raise.
- At the 8.4 percent average five-year vacancy rate projected in the market analysis, with a 3.5 percent interest rate on a loan, the College would only need to raise \$600,000 in grant money/subsidy to achieve breakeven in the third year, with full recovery of any negative cash flow in the fifth year.



## Appendix A

### Construction Costs

Preliminary Construction Costs	Total
Gross Building Area (SF)	29,920
Housing Units	27
Beds	81
<b>Hard Costs</b>	
<b>Site Development</b>	
Product and Material Removal	\$28,500
Excavation and Soils Testing	\$631,367
Paving	\$30,500
Concrete Curbs, Walks, and Walls	\$86,800
Parking Lot Striping	\$4,900
Landscaping	\$75,000
Concrete	\$209,000
Structural Steel	\$105,183
Metal Fab and Powder Coating	\$75,183
<b>Subtotal</b>	<b>\$1,246,433</b>
<b>Building</b>	
Sheet Metal Fab	\$9,000
Rough Carpentry	\$752,000
Siding, Soffit and Trip	\$230,000
Finish Carpentry	\$108,000
Insulation	\$105,000
Roofing	\$203,000
Flashing	\$18,000
Gutters and Downspouts	\$11,200
Wood Doors, Jambs, Casings and Door Hardware	\$130,000
Windows	\$180,000
Drywall	\$227,600
Painting	\$210,000
Toilet Accessories	\$18,500
Elevator	\$89,200
Fire Sprinkler System (13R)	\$166,796
Plumbing	\$275,575
Heating and Air Conditioning	\$292,637
Electrical and Lighting	\$309,000
Phone and Data	\$24,000
Audio and Video	\$90,000
Fire Strobes/Alarm	\$88,000
Thermal and Moisture Protection	\$95,000
Signage	\$9,200
<b>Subtotal</b>	<b>\$3,641,708</b>

Preliminary Construction Costs (Continued)	Total
<b>Finishes and Appliances</b>	
Cabinets	\$140,008
Carpet	\$24,345
Wood Flooring (L&M)	\$139,236
Granite and Tile (L&M)	\$140,748
Mirrors and Shower Doors	\$18,000
Appliances	\$13,756
Furnishings	\$110,000
<b>Subtotal</b>	<b>\$586,093</b>
<b>Contingency (5%)</b>	<b>\$273,712</b>
<b>Total Hard Costs</b>	<b>\$5,747,946</b>
<b>Soft Costs</b>	
General Requirements and Permits	\$274,462
System Development Fees	\$300,000
Architectural and Engineering Fees	\$376,716
Interior Design	\$98,000
Contractors Fee	\$409,308
Contingency (7.5%)	\$109,386
<b>Total Soft Costs</b>	<b>\$1,567,872</b>
<b>Total Hard and Soft Costs</b>	<b>\$7,315,818</b>

Source: David E. Waldron and Associates; Architects; Bend, Oregon

## Appendix B

### Alternative One - CGCC Ownership

Operating Pro Forma	Assumptions/ Current \$	2021	2022	2023	2024	Stabilized 2025
<b>CGCC Equity/Grant (Model Input)</b>	<b>\$3,500,000</b>					
Building Size (Gross SF)	29,920					
Annual Revenue Escalation	2%					
Annual Operating Expense Escalation	2%					
<b>Revenue Assumptions</b>						
4BR, 2 BA - Units	72					
Rental Rate - Bed/Room	\$675	\$716	\$731	\$745	\$760	\$775
Studio Apartments - Units	7					
Rental Rate - Per Unit	\$960	\$1,019	\$1,039	\$1,060	\$1,081	\$1,103
<b>Other Fees</b>						
Non-Refundable Application Fee	\$250	\$265	\$271	\$276	\$282	\$287
Non-Refundable Cleaning Fee	\$250	\$265	\$271	\$276	\$282	\$287
Social Fee (Per Year)	\$90	\$96	\$97	\$99	\$101	\$103
Total Other Fees	\$590	\$626	\$639	\$651	\$664	\$678
<b>Annual Revenue</b>						<b>Stabilized</b>
4BR, 2 BA		\$618,897	\$631,274	\$643,900	\$656,778	\$669,913
Studio Apartments		\$85,576	\$87,287	\$89,033	\$90,814	\$92,630
<b>Subtotal</b>		<b>\$704,472</b>	<b>\$718,562</b>	<b>\$732,933</b>	<b>\$747,592</b>	<b>\$762,543</b>
Other Fees		\$49,463	\$50,452	\$51,461	\$52,490	\$53,540
<b>Total Gross Revenue</b>		<b>\$753,935</b>	<b>\$769,014</b>	<b>\$784,394</b>	<b>\$800,082</b>	<b>\$816,084</b>
Allowance For Vacancy		40%	30%	25%	20%	15%
Vacancy Expense		\$301,574	\$230,704	\$196,099	\$160,016	\$122,413
<b>Net Revenue</b>		<b>\$452,361</b>	<b>\$538,310</b>	<b>\$588,296</b>	<b>\$640,066</b>	<b>\$693,671</b>
<b>Operating Expenses</b>						
<b>Personnel Expense</b>						
Residence Manager - with benefits* (Estimated by CGCC)	\$52,119	\$55,309	\$56,415	\$57,544	\$58,694	\$59,868
Assistant - with benefits* (Estimated by CGCC)	\$43,125	\$45,765	\$46,680	\$47,613	\$48,566	\$49,537
<b>Other Expenses</b>						
Administrative & Management Fee (% of Revenue) - Est. by CGCC	5.0%	\$22,618	\$26,915	\$29,415	\$32,003	\$34,684
<b>Utilities</b>						
Electric (Estimated by CGCC)	\$68,850	\$73,064	\$74,525	\$76,016	\$77,536	\$79,087
Gas (Estimated by CGCC)	\$5,854	\$6,212	\$6,337	\$6,463	\$6,593	\$6,724
Water (Estimated by CGCC)	\$13,800	\$14,645	\$14,938	\$15,236	\$15,541	\$15,852
Sewer (City of the Dalles, Public Works Dept)	\$25,013	\$26,544	\$27,075	\$27,616	\$28,169	\$28,732
Trash Disposal (Estimated by CGCC)	\$3,610	\$3,831	\$3,908	\$3,986	\$4,065	\$4,147
Subtotal Utilities (Per room)	\$1,535	\$124,296	\$126,782	\$129,318	\$131,904	\$134,542
Maintenance & Janitorial (Estimated by CGCC)	\$4,400	\$4,669	\$4,763	\$4,858	\$4,955	\$5,054
Miscellaneous - Insurance, Legal, etc. (Per SF)**	\$0.32	\$10,160	\$10,364	\$10,571	\$10,782	\$10,998
<b>Total Operating Expenses (Percent of Revenue)</b>	<b>50.5%</b>	<b>\$262,818</b>	<b>\$271,919</b>	<b>\$279,318</b>	<b>\$286,905</b>	<b>\$294,683</b>
<b>Net Operating Income</b>		<b>\$189,544</b>	<b>\$266,391</b>	<b>\$308,977</b>	<b>\$353,161</b>	<b>\$398,988</b>
<b>Annual Debt Service</b>		<b>\$270,742</b>	<b>\$270,742</b>	<b>\$270,742</b>	<b>\$270,742</b>	<b>\$270,742</b>
<b>Cash Flow</b>		<b>-\$81,198</b>	<b>-\$4,351</b>	<b>\$38,236</b>	<b>\$82,419</b>	<b>\$128,246</b>
<b>Cumulative Cash Flow</b>		<b>-\$81,198</b>	<b>-\$85,549</b>	<b>-\$47,314</b>	<b>\$35,106</b>	<b>\$163,352</b>
Debt Service Coverage Ratio	0.70	0.98	1.14	1.30	1.47	
Capital Reserve for Maintenance (Per SF)**	\$0.75	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Cumulative Capital Reserve		\$24,000	\$48,000	\$72,000	\$96,000	\$120,000
<b>Ending Cash Balance</b>		<b>-\$105,198</b>	<b>-\$28,351</b>	<b>\$14,236</b>	<b>\$58,419</b>	<b>\$104,246</b>
<b>Cumulative Cash Balance</b>		<b>-\$105,198</b>	<b>-\$133,549</b>	<b>-\$119,314</b>	<b>-\$60,894</b>	<b>\$43,352</b>

\*Benefits include free rent for an apartment in the building.

\*\*Per SF of Gross Building Area (29,920 SF) Source: Boost, Inc.

Source: CGCC; Local Utility Companies; Boost, Inc. and Leland Consulting Group

## Appendix C

### Alternative Two: Public/Private Joint Venture

Operating Pro Forma	Assumptions/ Current \$	2021	2022	2023	2024	Stabilized 2025
CGCC Equity/Grant	\$5,100,000					
Gross Building Area (SF)	29,920					
Annual Revenue Escalation	2%					
Annual Operating Expense Escalation	2%					
<b>Revenue Assumptions</b>						
4BR, 2 BA - Units	72					
Rental Rate - Bed/Room	\$675	\$716	\$731	\$745	\$760	\$775
Studio Apartments - Units	7					
Rental Rate - Per Unit	\$960	\$1,019	\$1,039	\$1,060	\$1,081	\$1,103
<b>Other Fees</b>						
Non-Refundable Application Fee	\$250	\$265	\$271	\$276	\$282	\$287
Non-Refundable Cleaning Fee	\$250	\$265	\$271	\$276	\$282	\$287
Social Fee (Per Year)	\$90	\$96	\$97	\$99	\$101	\$103
Total Other Fees	\$590	\$626	\$639	\$651	\$664	\$678
<b>Annual Revenue</b>						
4BR, 2 BA		\$618,897	\$631,274	\$643,900	\$656,778	\$669,913
Studio Apartments		\$85,576	\$87,287	\$89,033	\$90,814	\$92,630
<b>Subtotal</b>		<b>\$704,472</b>	<b>\$718,562</b>	<b>\$732,933</b>	<b>\$747,592</b>	<b>\$762,543</b>
Other Fees		\$49,463	\$50,452	\$51,461	\$52,490	\$53,540
<b>Total Gross Revenue</b>		<b>\$753,935</b>	<b>\$769,014</b>	<b>\$784,394</b>	<b>\$800,082</b>	<b>\$816,084</b>
Allowance For Vacancy	40%	30%	25%	20%	15%	
Vacancy Expense		\$301,574	\$230,704	\$196,099	\$160,016	\$122,413
<b>Net Revenue</b>		<b>\$452,361</b>	<b>\$538,310</b>	<b>\$588,296</b>	<b>\$640,066</b>	<b>\$693,671</b>
<b>Operating Expenses</b>						
<b>Personnel Expenses</b>						
Residence Manager - with benefits* (Estimated by CGCC)	\$52,119	\$55,309	\$56,415	\$57,544	\$58,694	\$59,868
Assistant - with benefits* (Estimated by CGCC)	\$43,125	\$45,765	\$46,680	\$47,613	\$48,566	\$49,537
<b>Other Expenses</b>						
Administrative & Management Fee (% of Revenue) - Est. by CGCC	5.0%	\$22,618	\$26,915	\$29,415	\$32,003	\$34,684
<b>Utilities</b>						
Electric (Estimated by CGCC)	\$68,850	\$73,064	\$74,525	\$76,016	\$77,536	\$79,087
Gas (Estimated by CGCC)	\$5,854	\$6,212	\$6,337	\$6,463	\$6,593	\$6,724
Water (Estimated by CGCC)	\$13,800	\$14,645	\$14,938	\$15,236	\$15,541	\$15,852
Sewer (City of the Dalles, Public Works Dept)	\$25,013	\$26,544	\$27,075	\$27,616	\$28,169	\$28,732
Trash Disposal (Estimated by CGCC)	\$3,610	\$3,831	\$3,908	\$3,986	\$4,065	\$4,147
Subtotal Utilities (Per room)		\$124,296	\$126,782	\$129,318	\$131,904	\$134,542
Maintenance & Janitorial (Estimated by CGCC)	\$4,400	\$4,669	\$4,763	\$4,858	\$4,955	\$5,054
Miscellaneous - Insurance, Legal, etc. (Per SF)**	\$0.32	\$10,160	\$10,364	\$10,571	\$10,782	\$10,998
<b>Total Operating Expenses (Percent of Revenue)</b>	<b>50.5%</b>	<b>\$262,818</b>	<b>\$271,919</b>	<b>\$279,318</b>	<b>\$286,905</b>	<b>\$294,683</b>
<b>Net Operating Income</b>		<b>\$189,544</b>	<b>\$266,391</b>	<b>\$308,977</b>	<b>\$353,161</b>	<b>\$398,988</b>
Annual Lease Payment (Debt Service & Return to Investor)***	\$156,796	\$156,796	\$156,796	\$156,796	\$156,796	\$156,796
Property Taxes	\$108,131	\$114,749	\$117,044	\$119,385	\$121,773	\$124,209
<b>Total Annual Lease Payment</b>		<b>\$271,545</b>	<b>\$273,840</b>	<b>\$276,181</b>	<b>\$278,569</b>	<b>\$281,004</b>
<b>Cash Flow</b>		<b>-\$82,002</b>	<b>-\$7,449</b>	<b>\$32,796</b>	<b>\$74,592</b>	<b>\$117,984</b>
<b>Cumulative Cash Flow</b>		<b>-\$82,002</b>	<b>-\$89,451</b>	<b>-\$56,655</b>	<b>\$17,937</b>	<b>\$135,921</b>
<b>Master Lease Coverage Ratio</b>		0.70	0.97	1.12	1.27	1.42
Capital Reserve for Maintenance (Per SF)**	\$0.75	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Cumulative Capital Reserve		\$24,000	\$48,000	\$72,000	\$96,000	\$120,000
<b>Ending Cash Balance</b>		<b>-\$106,002</b>	<b>-\$31,449</b>	<b>\$8,796</b>	<b>\$50,592</b>	<b>\$93,984</b>
<b>Cumulative Cash Flow</b>		<b>-\$106,002</b>	<b>-\$137,451</b>	<b>-\$128,655</b>	<b>-\$78,063</b>	<b>\$15,921</b>

\*Benefits include free rent for an apartment in the building.

\*\*Per SF of Gross Building Area (29,920 SF) Source: Boost, Inc.

\*\*\*Fixed for first 5 years

Source: CGCC; Local Utility Companies; Boost, Inc. and Leland Consulting Group

May 14, 2018

City of The Dalles  
313 Court Street  
The Dalles, Oregon 97058

Wasco County Commission  
511 Washington Street  
The Dalles, Oregon 97058

Dear Mayor Lawrence and Chairman Runyon:


Mid-Columbia Fire & Rescue District and North Wasco County School District support Columbia Gorge Community College's request to the City of The Dalles and Wasco County to help construct a workforce training skills center and campus housing on The Dalles Campus of CGCC.

Our support should not be construed as endorsement of the current process through which enterprise zone funds are allocated. As you are aware, affected tax districts have expressed concerns regarding the allocation process, and these concerns have not yet been resolved. Nevertheless, and pending modification of the allocations process to the satisfaction of all concerned, we recognize that the college's proposal has been presented in keeping with the current process. Since time is of the essence in assuring the college's ability to meet its funding match requirements and cannot be delayed while we await resolution of the allocations process, and since the college's proposal has community-wide value including benefit to each of our taxing districts, we endorse the college's proposal. We base our support upon the following:

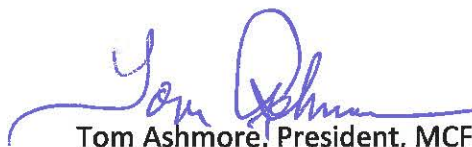
- The college lacks facilities to conduct appropriate training in such areas as diesel mechanics; construction trades including electrical, HVAC and carpentry; and fire sciences, to name only a few. The proposed facility will encourage dual enrollment with students of North Wasco County School District and foster a college-going culture in keeping with Legislative direction to "focus on grades 11-14 and the transition between high school and post-secondary education." By expanding career-tech training capacity, the skill center will complement and augment the school district's own facility planning.
- The shortage of attainable housing in our community and region is a significant constraint on our ability, as employers, to recruit, train and retain a skilled workforce. Campus housing would help directly by providing student housing and indirectly by adding a new option for workforce housing. The facility would, for instance, provide six to nine dedicated units for the apprenticeship program of Mid-Columbia Fire & Rescue District.

For these reasons we encourage your approval of the college's request.

Sincerely,



Supt. Candy Armstrong, NWCSO 21



Tom Ashmore, President, MCF&R District

NORCOR  
CORRECTIONS FACILITIES  
Wasco-Gilliam-Hood River-Sherman  
201 Webber Street, The Dalles, OR 97058  
541-298-1576 Fax 541-298-1082

DRAFT INTERIM POLICY FOR THE MANAGEMENT AND  
ADMINISTRATION OF NORCOR, PREPARED FOR THE NORCOR  
BOARD'S REVIEW AND DISCUSSION AT NORCOR'S REGULARLY  
HELD BOARD MEETING ON OCTOBER 18, 2018 @ 9:00 A.M.



## **EXECUTIVE SUMMARY**

In 1996, pursuant to ORS Chapter 190, the Counties of Wasco, Gilliam, Sherman and Hood River entered into an Intergovernmental Agreement to create a corrections facility, Northern Oregon Regional Corrections Facility ("NORCOR"). Presently, the NORCOR Board consists of an elected County Commissioner from each member County, a Sheriff from one of the member counties and a non-voting Juvenile Director from one of the member Counties.

Since its inception, NORCOR has employed an Administrator to provide high-level operational and personnel oversight for NORCOR's Adult Detention Center and Juvenile Detention Center. However, the more common practice throughout Oregon is for County Sheriffs to oversee the corrections facilities in their respective Counties. This oversight authority is codified in Oregon Revised Statutes, Chapter 206. Similarly, County Juvenile Directors throughout Oregon are vested with statutory authority to oversee their respective Juvenile Detention Centers. This statutory authority is codified in Oregon Revised Statutes 419.010(2).

In June of 2018, NORCOR Administrator Bryan Brandenburg announced his intention to resign. The Board then attempted to recruit a new Administrator. Two finalists were selected and interviewed. The selected finalist declined the Administrator position and the NORCOR Board elected not to offer the Administrator position to the remaining finalist.

At the next NORCOR Board meeting, the Sheriffs' Board proposed an alternate plan for the management of NORCOR that would not require an Administrator. The Board then held several Special Called Board Meetings to discuss the Sheriffs' proposed management plan. On October 2nd, 2018, at a Special Called Board Meeting, the Board directed counsel to draft an Interim Policy memorializing the proposed management plan for the NORCOR Board's review. This Draft Interim Policy followed.

## **ARTICLE 1** **MAGAGEMENT OF NORCOR ADULT DETENTION CENTER**

1.1 High Level Oversight of the NORCOR Adult Detention Center. Presently, the Sheriffs' Board includes Sheriffs from each of the 4 (four) member Counties, Wasco, Gilliam, Sherman and Hood River. Pursuant to this Interim Policy, one of the Sheriffs currently on the Sheriffs' Board will oversee operations at NORCOR's Adult Detention Center. At the commencement of this Interim Policy, Sherman County Sheriff, Brad Lohrey, will be appointed to oversee NORCOR's Adult Detention Center. Wasco County Sheriff, Lane Magill, will sit on the NORCOR Board of Directors (the "Board"). During the term of this Interim Policy, these appointments may change at the election of the Sheriffs' Board.

1.2 Duties of Sheriff Overseeing Adult Detention Center. At the commencement of this Interim Policy, it is expected that the Sheriff appointed to oversee the Adult Detention Center perform the following duties: (1) the Sheriff will periodically be onsite at the NORCOR Adult Detention Center to provide oversight of the Adult Detention Center operations and to consult with the Jail Commander as needed; (2) in coordination with the Jail Commander, consult on securing grants and/or other funding to provide financial support for NORCOR's Adult Detention Center; (3) consult with the Jail Commander regarding the NORCOR budget; (4) communicate with NORCOR Board Members to address inquiries regarding operational and/or personnel issues at NORCOR's Adult Detention Center and communicate Board Members' concerns to the Jail Commander as needed; (5) communicate with the Sheriff's Board to relay information and receive feedback/input concerning the Adult Detention Center at NORCOR; and (6) comply with the statutory requirements set forth in Oregon Revised Statutes, Chapter 206, *Sheriffs*. The above described duties and responsibilities is not an exhaustive list and the scope of the Sheriff's work may be evaluated and amended as needed during the term of this Interim Policy.

1.3 Daily Management of the NORCOR Adult Detention Center. Pursuant to this Interim Policy, the position of NORCOR Jail Commander will be created and the Jail Commander will manage and oversee the daily operations of the Adult Detention Center at NORCOR. At the commencement of this Interim Policy, Lieutenant Dan Lindhorst will be promoted to Jail Commander from Lieutenant and a sergeant will be promoted to Lieutenant at the Adult Detention Center.

1.4 Duties of Jail Commander. The Jail Commander's duties will include, but not be limited to, the following: (1) plan, direct and review correctional programs at NORCOR's Adult Detention Center; (2) formulate, administer and evaluate department policies and procedures; (3) review compliance with proper inmate care and custody guidelines; (4) supervise the preparation and maintenance of complex and detailed records and reports for the correctional program; (5) formulate and present departmental budget for review by the NORCOR Budget Committee; (6) monitor and manage fiscal operations of NORCOR's Adult Detention Center and ensure that fiscal operations remain within budgetary constraints; and (7) direct correctional facility admission and release operations. In addition to performing the duties and responsibilities described in Article 1.4, the Jail Commander will perform the duties described in the Jail Commander job description drafted and issued by the Sheriffs' Board. The above described duties and responsibilities is not an exhaustive list and the scope of the Jail Commander's work may be evaluated and amended as needed during the term of this Interim Policy.



## **ARTICLE 2**

### **MANAGEMENT OF THE NORCOR JUVENILE DETENTION CENTER**

#### **2.1 High Level Oversight of the NORCOR Juvenile Detention Center.**

Presently, 3 (three) Juvenile Directors sit on the Juvenile Directors' Board. Pursuant to this Interim Policy, one of the Juvenile Directors currently on the Juvenile Directors' Board will be selected to oversee the juvenile side of NORCOR, and one Juvenile Director will continue to sit on the NORCOR Board as a non-voting Board Member. At the commencement of this Interim Policy, Juvenile Director, Molly Rogers, will oversee the Juvenile Detention Center at NORCOR. Sherman County Juvenile Director, Amber DeGrange, will sit on the NORCOR Board. During the term of this Interim Policy, these appointments may change at the election of the Juvenile Directors' Board.

#### **2.2 Duties of Juvenile Director Overseeing the Juvenile Detention Center.**

At the commencement of this Interim Policy, it is expected that the Juvenile Director appointed to oversee the Juvenile Detention Center will perform the following duties: (1) the Juvenile Director will periodically be onsite at the NORCOR Juvenile Detention Center to provide oversight of the Juvenile Detention Center operations and to consult with the Detention Manager as needed; (2) in coordination with the Detention Manager, consult on securing grants and/or other funding to provide financial support for NORCOR's Juvenile Detention Center; (3) consult with the Juvenile Detention Manager regarding the NORCOR budget; (3) communicate with NORCOR Board Members to address inquiries regarding operational and/or personnel issues at NORCOR's Juvenile Detention Center and communicate NORCOR Board Members' concerns to the Detention Manager; and (6) as needed, communicate with the Juvenile Directors' Board to relay information and receive feedback/input concerning NORCOR's Juvenile Detention Center. The above described duties and responsibilities is not an exhaustive list and the scope of the Juvenile Director's work may be evaluated and amended as needed during the term of this Interim Policy.

**2.3 Daily Management of the Juvenile Detention Center.** Pursuant to this Interim Policy, the current Juvenile Detention Center Manager, Jeff Justesen, will manage and oversee the daily operations at the Juvenile Detention Center.

**2.4 Duties of Detention Manager.** The Detention Manager's duties include, but are not limited to, the following: (1) develop, coordinate and evaluate daily educational, therapeutic recreational programs/activities; (2) formulate, administer and evaluate department policies and procedures; (3) review compliance with proper juvenile detention care and custody guidelines; (4) supervise the preparation and maintenance of complex and detailed records and reports for the juvenile corrections program; (5) formulate and present departmental budget for review by the NORCOR Budget Committee; (6) monitor and manage fiscal operations of NORCOR's Juvenile Detention Center and ensure that fiscal operations remain within budgetary constraints; and (7) direct correctional facility admission and release operations. The above described duties and responsibilities is not an exhaustive list and the scope of the Detention Manager's work may be evaluated and amended as needed during the term of this Interim Policy.

### **ARTICLE 3**

#### **CHAIN OF COMMAND**

3.1 NORCOR Board Member Inquiries, Adult Detention Center. NORCOR Board Members will direct inquiries regarding the Adult Detention Center to the Sheriff appointed to oversee the Adult Detention Center. If necessary, the Sheriff will consult with the Sheriffs' Board and/or the Jail Commander to address the inquiry/concern raised by the NORCOR Board Member(s). If the inquiry/concern raised cannot be resolved, the Sheriff and Board Member may elect to take the concern to the NORCOR Board at the next regularly scheduled Board meeting. If the concern is time sensitive, a special meeting may be called.

3.2 NORCOR Board Member Inquiries, Juvenile Detention Center. NORCOR Board Members will direct inquiries regarding the Juvenile Detention Center to the appointed Juvenile Director. If necessary, the Juvenile Director will consult with the Juvenile Directors' Board and/or the Juvenile Detention Manager to address the inquiry/concern raised by the NORCOR Board Member(s). If the inquiry/concern raised cannot be resolved, the Juvenile Director and Board Member may elect to take the concern to the NORCOR Board at the next regularly scheduled Board meeting. If the concern is time sensitive, a special meeting may be called.

3.3 Employee and Personnel Oversight, Adult Detention Center. The Jail Commander overseeing the Adult Detention Center is responsible for day-to-day employee and personnel matters and management, including recommending and administering employee discipline, performing employee evaluations, and when required, recommending and administering employee termination. From time to time it will be appropriate and necessary for the Sheriff overseeing the Adult Detention Center to advise the Jail Commander regarding the administration of employee personnel matters and discipline. However, individuals employed at the Adult Detention Center will report directly to the Jail Commander.

3.4 Employee and Personnel Oversight, Juvenile Detention Center. The Detention Manager overseeing the Juvenile Detention Center is responsible for day-to-day employee, personnel matters and management, including recommending and administering employee discipline, performing employee evaluations, and when required, recommending and administering termination. From time to time it will be appropriate and necessary for the Juvenile Director overseeing the Juvenile Detention Center to advise the Detention Manager regarding the administration of employee personnel matters and discipline. However, individuals employed at the Juvenile Detention Center will report directly to the Detention Manager.

**ARTICLE 4**  
**TERM OF INTERIM POLICY; AMENDMENT OF NORCOR BYLAWS**

4.1 Term. The Term of this Interim Policy will run until the end of NORCOR's fiscal year, June 30, 2019. During the Term of this Interim Policy, the NORCOR Board will evaluate the effectiveness of the Interim Policy and make amendments to the Interim Policy as needed. At the conclusion of the Term, the Board will either: (1) terminate the Interim Policy and initiate the process to hire a new Administrator; or (2) continue with the Interim Policy, as amended during the Term. If the Board decides to continue with the Interim Policy, the NORCOR Bylaws will be amended and restated to reflect the most recent version of the Interim Policy and any other terms/provisions the Board chooses to incorporate into the Amended and Restated Bylaws.

4.2 Ongoing Evaluation of the Interim Policy. Throughout the Term of this Interim Policy, the NORCOR Board will receive status reports/updates from the Sheriff and Juvenile Director regarding the progression and effectiveness of the Interim Policy. If at any time during the Term of the Interim Policy the Sheriff and the Juvenile Director determine that the Interim Policy is not working, and no changes/amendments to the Interim Policy will resolve the issue(s), the Sheriff and Juvenile Director may recommend to the NORCOR Board that the Interim Policy be terminated and that the Board initiate the process to hire a new Administrator.

**ARTICLE 5**  
**2018/2019 FISCAL BUDGET**

5.1 Current Fiscal Budget. For the remaining 2018/2019 fiscal year, NORCOR will continue to operate under its current budget, without amendments to the 2018/2019 fiscal budget.

**ARTICLE 6**  
**NEGOTIATION AND EXECUTION OF CONTRACTS**

6.1 Negotiation of Contracts Relating to Revenue Contracts, Including the Housing of Detainees and Contracts in Excess of \$150,000.00. Pursuant to this Interim Policy, the Sheriff overseeing the Adult Detention Center and the Juvenile Director overseeing the Juvenile Detention Center may seek out and negotiate revenue contracts relating to the housing of detainees and/or contracts in excess of \$150,000.00 that benefit their respective facilities. Similarly, the Jail Commander and the Juvenile Detention Manager may also do the same. When appropriate, the Jail Commander and Sheriff, and the Detention Manager and Juvenile Director, may collaborate on the negotiation of revenue contracts that benefit their respective facilities.



6.2 Authority to Execute Contracts Relating to Real Property, Housing of Detainees and Contracts in Excess of \$150,000.00. Pursuant to this Interim Policy, the Juvenile Director, Sheriff, Jail Commander and Detention Manager are not vested with the authority to enter the contracts described in Section 6.1 absent the NORCOR Board's approval and the Board Chair's signature. Thus, all negotiated contracts must come before the Board prior to being executed. If the Board votes in favor of entering the contract presented, the Board Chair will sign the contract. If time is of the essence, a special meeting of the NORCOR Board may be called.

6.3 Review of Contracts. Prior to presenting a negotiated contract to the NORCOR Board, the Jail Commander will ensure that the Sheriff and NORCOR legal counsel have reviewed the negotiated contract. Similarly, the Detention Manager will ensure that the Juvenile Director and legal counsel have reviewed all negotiated contracts before the negotiated contract is presented to the Board.

6.4 Contracts for Goods and Services Not Exceeding \$150,000.00. Article 6 should not be construed to include goods and services required for the daily operational needs of NORCOR, including but not limited to, food service contracts, contracts for the repair/maintenance of the facility and/or equipment, detainee clothing/toiletries, cleaning supplies, IT, etc.

## **ARTICLE 7**

### **SHARED SERVICES BETWEEN JUVENILE AND ADULT**

7.1 Coordination/Collaboration of Shared Services. The Jail Commander and the Juvenile Detention Manager will work together to coordinate the procurement and delivery of shared services including, but not limited to, IT, maintenance of the facility and equipment, payroll, accounts receivable, etc. Article 7 is not a deviation from NORCOR's current approach to shared services between the Juvenile Detention Center.

## **ARTICLE 8**

### **TERMINATION OF INTERIM POLICY**

8.1 Termination. This Interim Policy may be terminated at any time at the election of the Board. Upon termination of the Interim Policy, the NORCOR Bylaws in effect on the date this Interim Policy is executed will be fully reinstated.



Kathy White &lt;kathyw@co.wasco.or.us&gt;

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**Fwd: CGCC \$7.3M**

1 message

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**Tyler Stone** <tylers@co.wasco.or.us>  
To: Kathy White <kathyw@co.wasco.or.us>

Wed, Oct 17, 2018 at 6:00 AM

----- Forwarded message -----

From: **Kristen Campbell** <kristen@timmonslaw.com>  
Date: Tue, Oct 16, 2018, 4:16 PM  
Subject: RE: CGCC \$7.3M  
To: Tyler Stone <tylers@co.wasco.or.us>

It is my understanding that the "Google money" referenced below are annual payments made by Google to the County pursuant to Enterprise Zone Agreements. My concern, per our discussion, is the prohibition on contracts that bind the discretion of future Boards of Commissioners.

There is no statute but there is case law. The Courts parse the rule between "legislative/governmental" function, which cannot bind future boards and "proprietary" functions, which can bind a future board. Here we are either talking about an annual budgeting issue (expenditure of future revenues), which appears to me to be "governmental." However, there is case law from other jurisdictions that authorize a County to commit future revenue to any purpose that has been statutorily authorized. Typically, this is in the context of committing portions of tax revenue to pay bonds. It is my initial opinion that the controlling question here is whether the legislature authorized the County to commit future enterprise zone revenue for this purpose? If not, this Board cannot commit future revenue to this project as it would unlawfully bind a future board. At a minimum we would need a non-appropriation clause, which would (as a practical matter) give the us the right to appropriate the funds differently in the future. A sample of such clause is as follows:

**Termination for Non-Appropriation of Funds-** Notwithstanding any other provision of this Contract, County shall not be obligated for the performance hereunder or by any provision of this Contract during any of the County's future fiscal years unless and until the County's Board of Commissioners appropriates funds for this Contract in the County's Budget for each such future fiscal year. In the event that funds are not appropriated for this Contract, then this Contract shall terminate as of June 30 of the last fiscal year for which funds were appropriated. The County shall notify the College in writing of any such non-allocation of funds at the earliest possible date.

As this is a complicated and very important issue, with not a lot of precedential guidance, I am open to analyzing any legal opinion from the College or City contrary to mine.

Kristen

----- Forwarded message -----

From: **Steve Kramer** <stevek@co.wasco.or.us>  
Date: Mon, Oct 15, 2018 at 7:49 AM  
Subject: Fwd: CGCC \$7.3M  
To: Tyler Stone <tylers@co.wasco.or.us>

FYI

Sent from my iPad

Begin forwarded message:

**From:** Rep Bonham <[Rep.DanielBonham@oregonlegislature.gov](mailto:Rep.DanielBonham@oregonlegislature.gov)>  
**Date:** October 13, 2018 at 07:50:50 PDT  
**To:** "Huffman, John - RD, Portland, OR" <[John.Huffman@or.usda.gov](mailto:John.Huffman@or.usda.gov)>  
**Cc:** Dan Spatz <[dspatz@cgcc.edu](mailto:dspatz@cgcc.edu)>, Steve Kramer <[stevek@co.wasco.or.us](mailto:stevek@co.wasco.or.us)>  
**Subject: Re: CGCC \$7.3M**

I understand - and am willing to work the building - just need to know where the money is coming from to make the pitch.

I'm headed down to GCU for my wife's graduation this weekend and have a call into Brian Mueller's (ceo of GCU) office to see if he can share any secrets as to how he raised \$1bil in endowments to kickstart frenetic growth at GCU 10 years ago. I'll let you all know if I learn anything.

Sent from my iPhone

On Oct 13, 2018, at 7:30 AM, Huffman, John - RD, Portland, OR <[John.Huffman@or.usda.gov](mailto:John.Huffman@or.usda.gov)> wrote:

Good morning Daniel,

Dan Spatz contacted me this week regarding the \$7.3M in XI-G (dollar for dollar match bonding the legislature uses for community college capital projects). We got this commitment several years ago, originally for the Hood River campus, but never could figure out the funding match. I worked with Frank Toda and Candy Armstrong to make a legislative change to use and location the bonds could be used for, a middle college at CGCC. The project has morphed somewhat again to include dorm/housing, but the bonds have still not been used, largely due to trying to get matched funding. Frank and I met with the city and county quite a while back regarding the use of Google money for the matched funding. More recently Dan has been working with the city and county to get \$3.8M of the Google money to use for the match. This week, Steve Kramer asked if the legislature would give one more extension on the bonds to give the city and county more time to figure out the details.

Dr. Cronin is checking with the Community College Association to see if they have any challenges with CGCC keeping the bonding alive. Community college presidents work together to decide whose capital projects will be prioritized for bonds in the next biennia. I don't know if getting another extension would impact their plans or not so Dr. Cronin is checking with them to see if they would support another extension. If the association is okay with the extension, you would then go to Amanda Beitel in Legislative Fiscal (LFO's bonding person) and ask her to help you with the Ways and Means process. Then you would go to the Speaker's office, the President's office and the two Ways and Means co-chairs to see if they would support the extension. It might be a long shot, I'm not sure. We have had those bonds tied up longer than normal by the legislature. And, the last extension was given with some reluctance.

The risk is, not succeeding in getting the extension and the bonds die. Dan probably has it in his notes, but I believe the drop dead date to exercise the bonds, or have your project substantially ready for construction (I may not be using the exact language.?) is March 1, 2019. If that date is correct, you can do the math. The bonds die during session if there is not an extension in the waiting. The extension approval comes at the end of the session in one of the bonding bills. You might be able to get a strong indication from all the sources I listed above, Amanda, Speaker, etc., if they would be willing to give an extension well ahead of session, as soon as you know if OCCA is supportive.

Everyone might be willing to support/grant the extension **if** there was no doubt that the Google money was promised and just waiting on the money to come in. They are much less likely to support/grant and extension to simply allow more time for fishing. I tried to thoroughly outline the need and process, but let me know if you have questions.

**John E. Huffman**

State Director

Rural Development – Oregon

United States Department of Agriculture

1220 SW 3<sup>rd</sup> Avenue, Suite 1801 | Portland, OR 97204

Office Phone: (503) 414-3305 | Cell Phone: (503)459-6334 | Fax: 855-824-6180

Email: [john.huffman@usda.gov](mailto:john.huffman@usda.gov)

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Kathy White &lt;kathyw@co.wasco.or.us&gt;

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**Fwd: Skill center**

2 messages

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**Tyler Stone** <tylers@co.wasco.or.us>  
To: Kathy White <kathyw@co.wasco.or.us>

Wed, Oct 17, 2018 at 5:59 AM

----- Forwarded message -----

From: [dspatz@cgcc.edu](mailto:dspatz@cgcc.edu) <[dspatz@cgcc.edu](mailto:dspatz@cgcc.edu)>  
Date: Mon, Oct 15, 2018, 3:47 PM  
Subject: Re: Skill center  
To: Tyler Stone <[tylers@co.wasco.or.us](mailto:tylers@co.wasco.or.us)>

Hi, Tyler,

The skill center will cost approximately \$7.3 M. I referenced LifeFlight as a recent construction example, but that was a 7,500 sq ft bay; our facility will be significantly larger; also, different design standards, soft costs and training equipment will add to the cost. For instance: \$7.3M divided by \$200 PSF is 36,500 gross square feet. I'm not saying this will be the size of the facility, but it'll certainly be significantly bigger than the LifeFlight building and with equipment will cost significantly more.

City/county \$3.5M will provide partial match for the skill center; college and state XI-G will make up the other funding. So: \$7.3 M from XI-G bonds for skill center and housing, divided approximately equally between the two

\$3.5 M from city/county for skill center

\$3.8 M in college debt for housing

Total of housing and skill center: \$14.6M.

Best regards,

— Dan

Sent from my iPhone

On Oct 15, 2018, at 2:10 PM, Tyler Stone <[tylers@co.wasco.or.us](mailto:tylers@co.wasco.or.us)> wrote:

ok thanks. How do we know what is needed in match then? Can you break down the State money, other money and match money and what each source will go toward building? It appears you want 3.5 from City and County but if a skill center will only cost 1.5 or 2.0 I guess I am not understanding. Thanks Tyler

Tyler Stone  
Administrative Officer  
Wasco County  
511 Washington St. Suite 101  
The Dalles, OR 97058  
541-506-2552  
[www.co.wasco.or.us](http://www.co.wasco.or.us)

On Mon, Oct 15, 2018 at 12:43 PM Dan Spatz <[dspatz@cgcc.edu](mailto:dspatz@cgcc.edu)> wrote:

Hi, Tyler,

We have not yet contracted for skill center A&E. Our work to this point has been in researching industrial and construction trades job demand. Once we have funding confirmed we'll be taking what we know from that research to inform an RFP or RFQP, probably using a design/build approach. We're looking to examples at Clark College, which incorporated a skill center in its Columbia Technology Center and is completing plans for a separate facility in north Clark County. The basic premise – high-bay, industrial space designed for maximum long-term flexibility -- is known territory for community colleges, but we want to be certain we're leaving budget for the training equipment itself, whether



alloy welding (our current program is limited by power supply), construction trades, diesel mechanics or perhaps HVAC. (Equipment is an allowable expense with XI-G bond proceeds.) The LifeFlight building was \$1.5 million for 15,000 SF including Davis-Bacon labor, divided between office space and equipment bay; our cost PSF will be higher, but probably still under \$200 PSF.

A big intangible right now is what becomes of Wahtonka Community School. Brian wants to relocate that facility to our campus, and one idea is to actually incorporate this into the skill center. But that's a policy decision that needs to be made by the college board; Brian's board and ours will meet in November to consider whether this would be feasible.

Best regards,

- Dan

**From:** Tyler Stone [mailto:[tylers@co.wasco.or.us](mailto:tylers@co.wasco.or.us)]

**Sent:** Monday, October 15, 2018 10:22 AM

**To:** Dan Spatz <[dspatz@cgcc.edu](mailto:dspatz@cgcc.edu)>

**Subject:** Skill center

Dan,

Do you have design and costs estimates for the skill center?

Tyler Stone  
Administrative Officer  
Wasco County  
511 Washington St. Suite 101  
The Dalles, OR 97058  
541-506-2552  
[www.co.wasco.or.us](http://www.co.wasco.or.us)

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**Tyler Stone** <[tylers@co.wasco.or.us](mailto:tylers@co.wasco.or.us)>  
To: Kathy White <[kathyw@co.wasco.or.us](mailto:kathyw@co.wasco.or.us)>

Wed, Oct 17, 2018 at 6:00 AM

----- Forwarded message -----  
From: **Dan Spatz** <[dspatz@cgcc.edu](mailto:dspatz@cgcc.edu)>  
Date: Mon, Oct 15, 2018, 12:43 PM  
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Project Name	Public Transportation Service Provider	Project Description	FY19 STIF Amount	FY20 STIF Amount	FY21 STIF Amount	Total STIF Amount	FY19 Other Funds Amount	FY20 Other Funds Amount	FY21 Other Funds Amount	Total Other Funds Amount	Other Funds Source	100% or 130% List	Committee Recommended Rank on List (100% or 130%)
100% LIST													
The Dalles Deviated Fixed-Route	LINK Public Transportation	Implement a new deviated fixed-route bus service in The Dalles.	\$27,011	\$81,034	\$175,465	\$283,510	\$27,011	\$81,034	\$0	\$108,045	Federal, secured	100%	1
Bus Shelters and Amenities	LINK Public Transportation	Grant match for bus shelters and amenities in support of the deviated fixed-route.	\$0	\$8,000	\$0	\$8,000	\$0	\$30,000	\$0	\$30,000	Federal, anticipated	100%	2
New Vehicles / Capital Reserve	LINK Public Transportation	Grant match funds to support the deviated fixed-route with an additional vehicle in FY19 and add another vehicle to the fleet in FY21.	\$12,000	\$0	\$12,750	\$24,750	\$68,000	\$0	\$85,000	\$153,000	Federal, secured FY19 and anticipated FY21	100%	3
Administrative Support for Wasco County STIF	LINK Public Transportation	Support for LINK administration to maintain existing services and launch new services.	\$22,350	\$51,000	\$57,750	\$131,100	\$0	\$0	\$0	\$0	N/A	100%	4
Wasco County Coordinated Transportation Plan Update	LINK Public Transportation	Necessary for meeting program requirements as plan must be updated by 2020	\$0	\$25,000	\$0	\$25,000	\$0	\$0	\$0	\$0	N/A	100%	5
The Dalles Transit Center Facility Completion	LINK Public Transportation	Supplementing current grant funds to complete repairs to the vehicle gate and construction of a bus barn.	\$60,000	\$40,000	\$0	\$100,000	\$101,332	\$50,000	\$0	\$151,332	Federal, Local, secured	100%	6
High School Transit Training and Free Passes	LINK Public Transportation	During the school year, quarterly transit training at The Dalles High School, Dufur High School and Wahtonka Community School. One free ride per month for high school students at the schools mentioned.	\$4,913	\$10,013	\$10,800	\$25,725	\$0	\$0	\$0	\$0	N/A	100%	7

Formula Fund Project List for the 2018-2021 Wasco County Statewide Transportation Improvement Fund Plan

Project Name	Public Transportation Service Provider	Project Description	FY19 STIF Amount	FY20 STIF Amount	FY21 STIF Amount	Total STIF Amount	FY19 Other Funds Amount	FY20 Other Funds Amount	FY21 Other Funds Amount	Total Other Funds Amount	Other Funds Source	100% or 130% List	Committee Recommended Rank on List (100% or 130%)
Spanish Language Outreach	LINK Public Transportation	Development of additional Spanish marketing and rider materials, adding Spanish to the vehicle exteriors, cultural training for LINK staff.	\$5,000	\$20,000	\$20,300	\$45,300	\$0	\$0	\$0	\$0	N/A	100%	8
Weekly Celilo Shuttle	LINK Public Transportation	Weekly shuttle from Celilo Village and Lone Pine to The Dalles.	\$4,875	\$19,500	\$19,800	\$44,175	\$0	\$0	\$0	\$0	N/A	100%	9
Driver/ Dispatch Wage Increase	LINK Public Transportation	Increase in wages to remain competitive.	\$0	\$24,450	\$24,816	\$49,266	\$0	\$0	\$0	\$0	N/A	100%	10
Mobility Management Transit Support	LINK Public Transportation	Transit training for The Dalles Middle Schoolers, as well as additional outreach to Latino populations and Celilo Village and other low-income populations in the LINK service area.	\$4,000	\$16,000	\$16,240	\$36,240	\$0	\$0	\$0	\$0	N/A	100%	11
Mobile Ticketing App	LINK Public Transportation	Launching new mobile ticketing app to boost ridership.	\$57	\$228	\$456	\$741	\$0	\$0	\$0	\$0	N/A	100%	12
Expanded Marketing	LINK Public Transportation	Doubling of annual LINK marketing budget to boost ridership.	\$3,750	\$15,000	\$15,225	\$33,975	\$3,750	\$15,000	\$15,225	\$33,975	Local, anticipated	100%	13
Expanded LINK Hours for Employment Transportation Needs	LINK Public Transportation	Expanding service from 6am to 7pm on weekdays.	\$9,750	\$39,000	\$39,585	\$88,335	\$0	\$0	\$0	\$0	N/A	100%	14
Saturday Service	LINK Public Transportation	Expanding service to include 8am to 5pm on Saturdays	\$8,775	\$35,100	\$35,627	\$79,502	\$0	\$0	\$0	\$0	N/A	100%	15
		Totals of 100%	\$162,481	\$384,324	\$428,814	\$975,619	\$200,093	\$176,034	\$100,225	\$476,352			
		State Funds Estimated 100%	\$149,000	\$340,000	\$385,000	\$874,000							



Project Name	Public Transportation Service Provider	Project Description	FY19 STIF Amount	FY20 STIF Amount	FY21 STIF Amount	Total STIF Amount	FY19 Other Funds Amount	FY20 Other Funds Amount	FY21 Other Funds Amount	Total Other Funds Amount	Other Funds Source	100% or 130% List	Committee Recommended Rank on List (100% or 130%)
130% LIST													
Administrative Support for Wasco County STIF	LINK Public Transportation	Support for LINK administration to maintain existing services and launch additional services	\$6,705	\$15,300	\$17,325	\$39,330	\$0	\$0	\$0	\$0	N/A	130%	1
Service to Smaller Communities in Wasco County	LINK Public Transportation	Increased capacity for Maupin and South County residents with a part-time LINK driver and mini-van stationed in Maupin.	\$18,525	\$74,100	\$75,212	\$167,837	\$0	\$0	\$0	\$0	N/A	130%	2
Free Farmers Market Service	LINK Public Transportation	Adding stop on the deviated fixed-route at The Dalles Farmers' Market when the market is open, possibly free passes	\$500	\$1,275	\$1,275	\$3,050	\$0	\$0	\$0	\$0	N/A	130%	3
Youth Summer Service	LINK Public Transportation	Adding stop on the deviated fixed-route at The Dalles Aquatic Center when school is out, possibly free passes for youth	\$945	\$3,000	\$3,000	\$6,945	\$0	\$0	\$0	\$0	N/A	130%	4
Grant Match Reserve	LINK Public Transportation	Build up reserve that could be used for other federal and state grants.	\$5,000	\$20,000	\$5,000	\$30,000	\$0	\$0	\$0	\$0	N/A	130%	5
Bus Bike Racks	LINK Public Transportation	Adding bike racks to all of the LINK buses.	\$6,000	\$0	\$0	\$6,000	\$0	\$0	\$0	\$0	N/A	130%	6
		Totals of 130%	\$37,675	\$113,675	\$101,812	\$253,162	\$0	\$0	\$0	\$0			
		Totals of 100% plus 130%	\$200,156	\$497,999	\$530,626	\$1,228,781	\$200,093	\$176,034	\$100,225	\$476,352			
		State Funds Estimated 130%	\$193,700	\$442,000	\$500,500	\$1,136,200							

Project Name	Project budget share to improve, expand or maintain public transportation service	Priority Criteria	Percentage of Funds to Each Priority Criteria	Local Plan and Page Reference	Applicable Oregon Public Transportation Plan Goal and Policy
<b>100% LIST</b>					
The Dalles Deviated Fixed-Route	100% improve	Increase the frequency of bus service to communities with a high percentage of Low - Income Households; AND Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households.	50% each	Wasco County Coordinated Transportation Plan, pg. 38	Goal 2: Accessibility and Connectivity. Policy 2.1: Enhance existing and identify new public transportation connections and services.
Bus Shelters and Amenities	100% improve	Expand bus routes and bus services to serve communities with a high percentage of Low -Income Households.	100%	Wasco County Coordinated Transportation Plan, pg. 38	Goal 6: Safety and Security. Policy 6.1: Plan for, design, and locate transit stops and stations to support safe facilities, including providing safe street crossings.
New Vehicles / Capital Reserve	100% improve	Increase the frequency of bus service to communities with a high percentage of Low - Income Households; AND Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households.	50% each	Wasco County Coordinated Transportation Plan, pg. 36	Goal 9: Funding and Strategic Investment. Policy 9.1: Invest strategically in maintenance, planning, transit service, and capital improvements to preserve and enhance public transportation.
Administrative Support for Wasco County STIF	50% improve/ 50% maintain	Increase the frequency of bus service to communities with a high percentage of Low - Income Households; AND Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households; AND The improvement in the frequency and reliability of service between communities inside and outside of the Qualified Entity's service area.	33% each	Wasco County Coordinated Transportation Plan, pg. 35 and 40	Goal 9: Funding and Strategic Investment. Policy 9.3: Pursue stable and consistent funding for public transportation operations and capital investments that maintain services and address identified needs.
Wasco County Coordinated Transportation Plan Update	100% improve	Increase the frequency of bus service to communities with a high percentage of Low - Income Households; AND Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households; AND The improvement in the frequency and reliability of service between communities inside and outside of the Qualified Entity's service area.	33% each	Wasco County Coordinated Transportation Plan, pg. 46	Goal 4: Equity. Policy 4.1: Engage populations recognized as transportation disadvantaged in public transportation service decision making.
The Dalles Transit Center Facility Completion	100% improve	Expand bus routes and bus services to serve communities with a high percentage of Low -Income Households.	100%	Wasco County Coordinated Transportation Plan, pg. 36	Goal 9: Funding and Strategic Investment. Policy 9.1: Invest strategically in maintenance, planning, transit service, and capital improvements to preserve and enhance public transportation.
High School Transit Training and Free Passes	100% improve	Expand student transit services for students in grades 9 through 12	100%	Wasco County Coordinated Transportation Plan, pg. 42	Goal 3: Community Livability and Economic Vitality. Policy 3.1: Enhance access to education and employment via public transportation.



Project Name	Project budget share to improve, expand or maintain public transportation service	Priority Criteria	Percentage of Funds to Each Priority Criteria	Local Plan and Page Reference	Applicable Oregon Public Transportation Plan Goal and Policy
Spanish Language Outreach	100% improve	Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households.	100%	Wasco County Coordinated Transportation Plan, pg. 41 and 37	Goal 4: Equity. Policy 4.4: Address the disparities, barriers, and needs that impact people's ability to access and use public transportation.
Weekly Celilo Shuttle	100% improve	Increase the frequency of bus service to communities with a high percentage of Low - Income Households; AND Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households.	50% each	Wasco County Coordinated Transportation Plan, pg. 39	Goal 4: Equity. Policy 4.4: Address the disparities, barriers, and needs that impact people's ability to access and use public transportation.
Driver/ Dispatch Wage Increase	100% improve	The improvement in the frequency and reliability of service between communities inside and outside of the Qualified Entity's service area.	100%	Wasco County Coordinated Transportation Plan, pg. 35	Goal 9: Funding and Strategic Investment. Policy 9.3: Pursue stable and consistent funding for public transportation operations and capital investments that maintain services and address identified needs.
Mobility Management Transit Support	100% improve	Expand student transit services for students in grades 9 through 12. AND Expand bus routes and bus services to serve communities with a high percentage of Low -Income Households.	50% each	Wasco County Coordinated Transportation Plan, pg. 42, Approved by Wasco County BOCC	Goal 1 Mobility: Public Transportation User Experience. Policy 1.4: Coordinate and enhance mobility management services and strategies to better coordinate services to enable riders and potential riders to use public transportation.
Mobile Ticketing App	100% improve	Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households.	100%	Wasco County Coordinated Transportation Plan, pg. 37, Approved by Wasco County BOCC	Goal 1 Mobility: Public Transportation User Experience. Policy 1.3: Enact fare policies that reflect the needs of the community served; ensure that public transportation fares are understandable and easy to pay.
Expanded Marketing	100% improve	Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households.	100%	Wasco County Coordinated Transportation Plan, pg. 41, Approved by Wasco County BOCC	Goal 10: Communication, Collaboration, and Coordination. Policy 10.1: Coordinate communication and marketing to promote knowledge and understanding of available public transportation services.
Expanded LINK Hours for Employment Transportation Needs	100% improve	Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households. AND The improvement in the frequency and reliability of service between communities inside and outside of the Qualified Entity's service area.	50% each	Wasco County Coordinated Transportation Plan, pg. 39, Approved by Wasco County BOCC	Goal 3: Community Livability and Economic Vitality. Policy 3.1: Enhance access to education and employment via public transportation.
Saturday Service	100% improve	Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households. AND The improvement in the frequency and reliability of service between communities inside and outside of the Qualified Entity's service area.	50% each	Wasco County Coordinated Transportation Plan, pg. 39, Approved by Wasco County BOCC	Goal 3: Community Livability and Economic Vitality. Policy 3.3: Promote the use of public transportation to foster greater community livability.



Project Name	Project budget share to improve, expand or maintain public transportation service	Priority Criteria	Percentage of Funds to Each Priority Criteria	Local Plan and Page Reference	Applicable Oregon Public Transportation Plan Goal and Policy
130% LIST					
Administrative Support for Wasco County STIF	50% improve/ 50% maintain	Increase the frequency of bus service to communities with a high percentage of Low - Income Households; AND Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households; AND The improvement in the frequency and reliability of service between communities inside and outside of the Qualified Entity's service area.	33% each	Wasco County Coordinated Transportation Plan, pg. 35 and 40, Approved by Wasco County BOCC	Goal 9: Funding and Strategic Investment. Policy 9.3: Pursue stable and consistent funding for public transportation operations and capital investments that maintain services and address identified needs.
Service to Smaller Communities in Wasco County	100% improve	Increase the frequency of bus service to communities with a high percentage of Low - Income Households; AND Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households.	50% each	Wasco County Coordinated Transportation Plan, pg. 38, Approved by Wasco County BOCC	Goal 1 Mobility: Public Transportation User Experience. Policy 1.1: Provide consistent and reliable public transportation services that people can count on to meet their travel needs.
Free Farmers Market Service	100% improve	Increase the frequency of bus service to communities with a high percentage of Low - Income Households; AND Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households.	50% each	Wasco County Coordinated Transportation Plan, pg. 38, Approved by Wasco County BOCC	Goal 5: Health. Policy 5.1: Provide access to healthy lifestyle options by supporting the ability of people to reach goods and services such as groceries, recreation, health care, and social opportunities via public transportation.
Youth Summer Service	100% improve	Increase the frequency of bus service to communities with a high percentage of Low - Income Households; AND Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households.	50% each	Wasco County Coordinated Transportation Plan, pg. 38, Approved by Wasco County BOCC	Goal 5: Health. Policy 5.1: Provide access to healthy lifestyle options by supporting the ability of people to reach goods and services such as groceries, recreation, health care, and social opportunities via public transportation.
Grant Match Reserve	100% improve	Increase the frequency of bus service to communities with a high percentage of Low - Income Households; AND Expand bus routes and bus services to serve communities with a high percentage of Low-Income Households; AND The improvement in the frequency and reliability of service between communities inside and outside of the Qualified Entity's service area.	33% each	Wasco County Coordinated Transportation Plan, pg. 40, Approved by Wasco County BOCC	Goal 9: Funding and Strategic Investment. Policy 9.1: Invest strategically in maintenance, planning, transit service, and capital improvements to preserve and enhance public transportation.
Bus Bike Racks	100% improve	Expand bus routes and bus services to serve communities with a high percentage of Low -Income Households; AND The improvement in the frequency and reliability of service between communities inside and outside of the Qualified Entity's service area.	50% each	Wasco County Coordinated Transportation Plan, pg. 42, Approved by Wasco County BOCC	Goal 2: Accessibility and Connectivity. Policy 2.2: Improve access to and ease of use for public transportation by connecting routes and services, including linking stops and stations to bicycle and pedestrian facilities.