

**10.18.2023 BOCC Regular Session**Wasco County
511 Washington Street, Suite 302
Oct 18, 2023 9:00 AM - 12:00 PM PDT

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# **AGENDA: REGULAR SESSION**

WEDNESDAY, OCTOBER 18, 2023

WASCO COUNTY BOARD OF COMMISSIONERS, 511 WASHINGTON ST. SUITE 302, THE DALLES or VIRTUALLY @

https://wascocounty-org.zoom.us/j/3957734524 OR Dial 1-253-215-8782 Meeting ID: 3957734524#

While these virtual options are provided, we cannot guarantee connection or quality of the call.

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 and 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.

9:00 a.m.	CALL TO ORDER/PLEDGE OF ALLEGIANCE					
	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.					
	Corrections or Additions to the Agenda					
	<b>Discussion Items</b> : Fire Mitigation Contracts; Payment in Lieu of Taxes; BOPTA Appointment (Routine Items or Items of general Commission discussion/action, not otherwise listed on the Agenda)					
	<b>Consent Agenda</b> : 10.4.2023 Regular Session Minutes (Items of a routine nature: minutes, documents, items previously discussed.)					
Times are Approximate	Public Comment at the discretion of the Chair (3 minute limit unless extended by Chair)					
9:15 a.m.	Senate Bill 111 Use of Deadly Force Policy – Lane Magill					
9:30 a.m.	Solid Waste Rate Increases – Eric Grendel					
9:45 a.m.	Work Session: Sports Facility Feasibility Report – Ryan Sheridan					
	COMMISSION CALL					
	NEW/OLD BUSINESS					
	ADJOURN					



This meeting was held in person and on Zoom <a href="https://wascocounty-org.zoom.us/j/3957734524">https://wascocounty-org.zoom.us/j/3957734524</a> or call in to 1-253-215-8782 Meeting ID: 3957734524#

PRESENT: Steve Kramer, Chair

Scott Hege, Vice-Chair

Phil Brady, County Commissioner

STAFF: Kathy Clark, Executive Assistant

Tyler Stone, Administrative Officer

Chair Kramer opened the session at 9:00 a.m. with the Pledge of Allegiance.

# **Discussion Item - Fire Mitigation Contracts**

Administrative Services Director Ali Postlewait reviewed the memo included in the Board Packet. She reported that Facilities met with the insurance agent to identify trees and brush near buildings that present a fire hazard. She said that they received 3 quotes and staff recommends Arbor Care to do the work.

Commissioner Brady expressed concern regarding the hardiness of some of the plants being removed. Specifically, ailanthus trees should ideally be poisoned and allowed to die for a full year before being cut down. Otherwise, cutting live trees allows the roots to produce numerous sucker shoots. He said he will be interested to see if the poison they will apply to the stumps will work effectively.

Vice-Chair Hege pointed out that a fixed price contract with payment made in full makes it difficult to confirm that a scope of work has been completed appropriately.

Ms. Postlewait responded that Facilities Manager Robert Hughes will be on site for the work which should begin this Friday.

Commissioner Brady said he would like to see the company return next year to make sure the trees and brush have been fully eradicated.

{{{Vice-Chair moved to approve personal services contracts with Gorge Arbor Care for fuel reduction on County-owned property pending address verification. Commissioner Brady seconded the motion which passed unanimously.}}

# Discussion Item – Payment in Lieu of Taxes (PILT)

County Assessor/Tax Collector Jill Amery reviewed the memo included in the Board Packet explaining that this process is outlined in ORS 496.340. The Oregon Department of Fish and Wildlife properties on which we assess taxes are determined based on their use and time of acquisition.

Commissioner Brady asked if this is separate from timber receipts. Ms. Amery responded affirmatively. Commissioner Brady asked if the properties are scattered throughout the county. Ms. Amery replied that they are and can be found using the GIS map and tax lot numbers.

Vice-Chair Hege observed that we have a government entity owning 30,000 acres in Wasco County. He asked if the rate they pay is different from the rates paid by citizens or businesses. Ms. Amery explained that the rate calculations are consistent across the board and are dependent on zoning and districts.

Vice-Chair Hege asked if there are ODFW properties that we do not tax and if so, how many. Ms. Amery said that there are properties exempt by use or acquisition date; she would have to research the number of acres.

\*\*\*The Board was in consensus to send the Notice of Determination of Value of Real Property owned by Oregon Department of Fish and Wildlife pursuant to ORS 496.340(4).\*\*\*

Ms. Amery reported that tax bills will go out next week. Taxes to be collected are \$53,412,477.63 which is a 4.8% increase over last year.

Vice-Chair Hege asked if there is anything interesting in the tax roll this year. Ms. Amery noted that there will be a \$1 million tax bill to a solar project that is participating in the Rural Economic Development Zone program; if they qualify through the program next year, that payment will go away which will be quite an adjustment for the districts. She said there is a new program for utilities and she saw some slight declines in revenues for Dufur.

Vice-Chair Hege asked Ms. Amery to return once she has completed her analysis. He commented that it would be interesting to see the list of the top 10 taxpayers.

# Discussion Item – BOPTA Appointment

Chief Deputy Clerk Chrissy Zaugg explained that this is the last year this will be called the Board of Property Tax Appeals. Next year it will be renamed the Property Value Appeals Board. In addition, terms are going from 1 to 2 years for members of the Board.

Vice-Chair Hege commented that Ms. Herriges is very well qualified. Ms. Zaugg agreed, saying they are very excited to have her.

Commissioner Brady asked how members are recruited. Ms. Zaugg replied that she asks current members for recommendations and then reaches out to those people.

{{{Vice-Chair Hege moved to approve Order 23-054 appointing Abigail Herriges to the Wasco County Board of Property Tax Appeals.

Commissioner Brady seconded the motion which passed unanimously.}}}

# Agenda Item – Senate Bill 111 Use of Deadly Force

Sheriff Lane Magill reviewed the memo included in the Board Packet. He reported that there has not been a use of deadly force incident since he has been in office. He explained that it is possible that the Attorney General's Office could send the plan back asking that Hood River and Sherman County be removed to make the plan Wasco County specific.

Chair Kramer asked if there is a timeline for review. Sheriff Magill replied that 60-90 days is typical.

Commissioner Brady asked to clarify that this plan is not for training but for use in the aftermath of an incident. Sheriff Magill concurred. Commissioner Brady asked where citizens can go to find out about the training. Sheriff Magill replied that there is information regarding that included in the plan.

Commissioner Brady said he appreciates the mental health treatment for officers in both acute and chronic stress scenarios. Sheriff Magill stated that they are required to have an Officer Wellness Program and he is very proud of the program developed by Chief Deputy Scott Williams for Wasco County. We have developed a team as well as a clinician on-staff.

Vice-Chair Hege said he was surprised to learn that even when an officer unholsters their weapon, it must be reported. Sheriff Magill explained that would be categorized as the use of force rather than the use of deadly force. He said they have a series of policies for various levels of the use of force; all have to be reported and investigated. He went on to say that when he looks at the reports of use of force through his office, he is pleased to report that while the national average is 2% of calls for service – Wasco County is at 0.8%. He stated that is a result of our training and philosophy.

# \*\*\*The Board was in consensus to support the submission of the Wasco County Use of Deadly Force Plan to the State.\*\*\*

# Agenda Item – Solid Waste Rate Increases

North Wasco Public Health District Environmental Health Specialist Eric Grendel reviewed the letter in the packet.

Vice-Chair Hege asked who the Sanitarian is. Mr. Grendel replied that he believes that job has been delegated to him but it is a little-used term. He said that it may wash out in the upcoming revisions to the Solid Waste Ordinance. Through that process, they have been reviewing the makeup of Solid Waste Advisory Committees in other Oregon counties. He added that he may not have caught the increase to the County's host fee.

Chair Kramer stated that we have engaged outside counsel, a specialist in this field, to help with the revisions to the ordinance. He said that he has met with this attorney along with County Counsel Kristen Campbell and hopes to have an updated ordinance by the end of the year. He observed that the current ordinance is over 20 years old.

Commissioner Brady asked if there is only one landfill with separate rates for the southern portion of the county. Chair Kramer said that one resolution is for the landfill; the second resolution is for the hauler.

Waste Connections Regional Manager Jim Winterbottom explained that the rate schedules for Waste Connections are based on proximity to The Dalles city limits. One set of rates is for customers within the urban growth area; one set for the rural communities nearest to The Dalles; and one set for those in the more southern portion of the county which had previously been serviced by Steve's Sanitation. He stated that Waste Connections increase requests mirror the Landfill's percentage increase request.

Commissioner Brady asked if the County sets the rates because they have the franchise. Mr. Winterbottom confirmed. Commissioner Brady expressed appreciation for the work done by Waste Connections and the Landfill. He noted that people use expense as the reason to not bring in appliances, choosing to dump them in the country as an alternative. Mr. Winterbottom said Waste Connections does allow for hardship considerations and can reduce or waive fees. Chair Kramer added that Tri-County Hazardous Waste has partnered with Waste Connections to remove refrigerants.

{{{Vice-Chair Hege moved to approve Resolutions 23-011 and 23-013 in the

matter of approving rate increases, including host fees, for the Wasco County Landfill and Waste Connections. Commissioner Brady seconded the motion which passed unanimously.}}

Chair Kramer opened the floor to public comment; there was none.

At 9:46 a.m. Chair Kramer called for a recess.

The Session resumed at 9:50 a.m.

# Agenda Item – Work Session: Sports Facility Feasibility Report

Hunden Partners Project Manager Ryan Sheridan reviewed the executive summary from the report included in the Board Packet.

Commissioner Brady asked if events would include things like training camps. Mr. Sheridan replied that what they see across the country when organizations commit to building this kind of facility, it is often used for events other than sports. It provides a large public space that can be used when not used for sports.

Commissioner Brady asked if a site analysis has been done to determine if we could fit the projected number of courts into a facility. Mr. Stone replied that we have looked at 2 sites; the 35-acre site would not hold that many courts but would still be good. There is a lot to consider before we can really answer that question.

Vice-Chair Hege commented that a lot of information has been provided for what seems to be an overwhelming project. He said it is surprising how much revenue is projected. He stated his concern is because there are a lot of expenses associated with the facility, if the projections are off, it could be a significant failure. That would be compounded if there is debt service.

Mr. Sheridan acknowledged that there is a cost to the opportunity. The capital maintenance costs are well-projected; funding for the facility is another conversation.

Vice-Chair Hege questioned the population forecasts which he said are not necessarily accurate. Mr. Sheridan explained that the forecasts come from ESRI which obtains data from the census. He said he can make the data more granular. Vice-Chair Hege stated that it is not necessarily Wasco County's growth that is impactful for this facility as much as it will be communities in this region. Mr. Sheridan concurred.

Vice-Chair Hege asked about the Kramer Field visitation data. Mr. Sheridan explained that they used artificial intelligence to create a geo-boundary and then

drew from cell phone pings in the virtually-fenced area. The numbers in the report came from 2022 and indicate that 5.7% of those who visited Kramer Field came from over 50 miles away. Generally, you do not drive that far for a practice. They were also able to parse the data by income.

Vice-Chair Hege asked how discussions with the school district went; was there interest in a joint facility. Mr. Sheridan answered that the school has more demand for space; lack of space restricts the development of their programs. They did not discuss the prospect of becoming funding partners. He said if the County is going to invest in a facility of this quality and size, they will have to cater to as many as possible to make sure the facility is fully utilized. The County may have to look at special funding models, but the school definitely needs the space and it would make sense to be partners.

Vice-Chair Hege observed that our local hotels have high summer usage. Mr. Sheridan stated that the report includes notes that more hotels may be needed as weekend occupancy is high during the summer. It is a seasonal market. Weekend demand during the winter months is diminished; basketball and volleyball tournaments would be helpful.

Vice-Chair Hege asked about local public management versus contracted private management for such a facility. Mr. Sheridan stated that they always recommend a private partner to manage the facility to make sure we can hit the projected revenue numbers. Private partners have national networks which is a great advantage to ramping up because they understand what does and does not work; they already have relationships that the public entity would have to develop.

Commissioner Brady commented that there are other proposed facilities in the region; he asked if there would still be a demand by the time we would open. Mr. Sheridan said he does not see any other developments that are of concern to him. The proposed facilities are spread out, some have alternate goals, and The Dalles is in a good location.

Commissioner Brady asked if there are any opportunities for enhancements to the environmental experience such as mountain biking. Mr. Sheridan replied that he has not considered that as an aspect but with strong outdoor tourism in the local market, there could be an opportunity to fold that in. That would be more of an amenity rather than a driver of tourism.

Chair Kramer pointed out that as our local college has had an opportunity to grow; we should include them in the conversation. Vice-Chair Hege agreed, saying that the new president wants a soccer program. Chair Kramer said, we

need to get everyone to the table to leverage partnerships. Mr. Sheridan stated that is very important to the success of the facility.

Chair Kramer opened the floor to comment.

Victor Johnson of The Dalles asked if the projected jobs includes both the facility and added jobs in the community. Mr. Sheridan said that it included both and is partially based on the level of spending expected at local businesses.

Rodger Nichols of The Dalles commented on the high quality of the report and asked if there is anything in it that warrants further exploration. Mr. Sheridan replied that outdoor recreation is a good path to explore along with other amenities that will encourage family tourism.

Vice-Chair Hege said that the report points out the lack of things to do in spare time is noted in the report as a challenge. The idea of amenities would improve that situation. Mr. Sheridan said this is not unique to Wasco County; visitors often do not know what there is to do which is an educational challenge.

Sheila Dooley of The Dalles said she would be in favor of a mountain bike trail as there is a shortage of those opportunities in our area; hiking and picnic areas would also be good.

Randy Cole of The Dalles asked if we have taken in to consideration the trains that go through town. Chair Kramer said that it has been looked at; there are still questions to be answered.

Chair Kramer asked what the next steps might be. Mr. Stone replied that we are waiting for the hospital to see what direction they take; that will get the ball rolling again. That gives us time for due diligence such as environmental cleanup and economic impact. He said the Board may not see that as a driving force.

Chair Kramer said he would like to see conversations move forward with the school and college. There is a big issue for the school this fall and this could be instrumental.

Mr. Cole said he has some questions for the Board. Chair Kramer asked him to submit those in writing.

Commissioner Brady stated that the hospital got us started down this path but now that we own the land, the hospital becomes less pertinent. Conversations with the Gorge Commission and Friends of the Gorge also need to get started.

Vice-Chair Hege agreed that there is less of a connection with the hospital now. We have a limited existing facility and if we are not going to invest in that, we

need to move forward with this. He said we might partner with the Riders Club and the school; we can do this in phases. There are other opportunities that will move us down the road. He said he would not wait until the hospital decides. Beyond that, the property is owned by the public and we should provide some public access in the short term.

Mr. Stone said staff has had discussions with user groups and we are working as we can to clean up the site. We will need to do some fencing as there is a 200 foot cliff we need to make safe. These conversations are starting.

Commissioner Brady added that the Soil and Water Conservation District is interested in improvements on Chenowith Creek. Mr. Stone said we also need to get potable water to the site.

#### **Commission Call**

Vice-Chair Hege reported attending AOC meetings where many committees are preparing for the upcoming legislative short session. There is a proposed housing plan that is not getting much traction as it uses property taxes to repay loans. He also added that the Board will have only one session in November as Commissioners will be attending the AOC Fall Conference.

Chair Kramer reported that he will not be available for the November 1, 2023, Board Session; Vice-Chair Hege will run that meeting.

Commissioner Brady said that the South Wasco Alliance organized a full schedule of tours across south Wasco County; it was very impressive. He suggested that we ask them for a report at a future Board session. He went on to say that he spent some time on the Warm Springs Reservation and was impressed by the work they are doing to restart Kah-Nee-Ta Resort.

Chair Kramer stated that he attended the Warm Springs Rodeo where a good time was had by all. He said he will not be able to attend the October 27<sup>th</sup> joint meeting of the Health and Human Services/Public Safety Committees and encouraged the other Commissioners to attend; they will be discussing strategies around Measure 110.

# Consent Agenda – 10.4.2023 Regular Session Minutes

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

Chair Kramer adjourned the meeting at 10:56 a.m.

# **Summary of Actions**

# **MOTIONS**

- To approve personal services contracts with Gorge Arbor Care for fuel reduction on County-owned property pending address verification.
- To approve Order 23-054 appointing Abigail Herriges to the Wasco County Board of Property Tax Appeals.
- To approve the Consent Agenda: 10.4.2023 Regular Session Minutes.
- To approve Resolutions 23-011 and 23-013 in the matter of approving rate increases, including host fees, for the Wasco County Landfill and Waste Connections.

# **CONSENSUS**

- To send the Notice of Determination of Value of Real Property owned by Oregon Department of Fish and Wildlife pursuant to ORS 496.340(4).
- To support the submission of the Wasco County Use of Deadly Force Plan to the State.

Wasco County Board of Commissioners

b Steven B. Martier, Commission Sha

Scott C. Hege, Vice-Chair

Philip L. Brady, County Commissioner



#### **MEMORANDUM**

SUBJECT: 2023 Community Wildfire Risk Reduction Program (CWRR") Grant

TO: BOARD OF COUNTY COMMISSIONERS

FROM: ALI POSTLEWAIT, DIRECTOR OF ADMINISTRATIVE SERVICES

DATE: 10/11/2023

#### **Background Information**

In May, 2023, Wasco County was awarded an Oregon State Fire Marshal Community (OFSM) Risk Reduction grant for \$34,000 dollars. The Grant is intended to provide wildfire fuel reduction through the removal of brush, shrubs, and trees at two (2) Wasco County properties that are adjacent to main evacuation routes and residential areas. The two identified properties are Public Works, located at 2705 E 2nd St The Dalles, OR 97058, and Area 159.

We recently discovered a clerical error in our grant application with regards to the address of Area 159. A change of address request has been made to OSFM and documents will be updated once approved form OSFM.

Wasco County Facilities Manager obtained three quotes to complete the work. Based on quotes, and availability we are requesting approval of the personal service agreements to work with Gorge Arbor Care pending approval of the address change from OSFM.

# WASCO COUNTY PERSONAL SERVICES AGREEMENT

# **Gorge Arbor Care**

THIS AGREEMENT is between Wasco County, an Oregon political subdivision ("County"), and Gorge Arbor Care. ("Contractor"). This Agreement shall be effective when signed by both parties.

#### **RECITALS**

- A. Contractor has the training, ability, knowledge, and experience to provide Services desired by the County.
- B. County selected Contractor to provide Services pursuant to a solicitation process consistent with its public contracting rules.
- C. The Services described below are to be provided by the Contractor.

#### **AGREEMENT**

#### 1. Services to be Provided

Contractor shall provide County with services as outlined in Addendum A and as requested by County for wildfire fuel reduction at the Wasco County Public Work – 2705 E 2<sup>nd</sup> St., The Dalles, Oregon 97058.

# 2. Term

The term of this Agreement is effective October 20, 2023, and shall remain in effect until November 30, 2023 with the option of a one-time extension of an additional ten (10) days if agreed to by both parties.

# 3. Compensation

- a. A one-time deposit of \$5,000.00 will be paid prior to October 20, 2023 date of project commence. The remainder of services are billed monthly and /or at completion of phases as set forth in more detail in **Exhibit A.**, not to exceed \$8,500.00.
- b. Under no circumstance shall Contractor bill County for more than the Maximum Fee and County shall have no obligation to pay more than the Maximum Fee) of \$13,500.00.

Neither party shall assign or transfer any interest in or duty under this Agreement without the written consent of the other.

# 5. Status of Contractor as Independent Contractor

#### Contractor certifies that:

- a. Contractor acknowledges that Contractor is an independent contractor as defined by ORS 670.600 and not an employee of County, shall not be entitled to benefits of any kind to which an employee of County is entitled and shall be solely responsible for all payments and taxes required by law. Furthermore, in the event that Contractor is found by a court of law or any administrative agency to be an employee of County for any purpose, County shall be entitled to offset compensation due, or to demand repayment of any amounts paid to Contractor under the terms of this Agreement, to the full extent of any benefits or other remuneration Contractor receives (from County or third party) as a result of the finding and to the full extent of any payments that County is required to make (to Contractor or to a third party) as a result of the finding.
- b. Contractor represents that no employee of the County, or any partnership or corporation in which a County employee has an interest, has or will receive any remuneration of any description from Contractor, either directly or indirectly, in connection with this Agreement, except as specifically declared in writing.
- c. Contractor is not an officer, employee, or agent of the County as those terms are used in ORS 30.265.

# 6. Indemnification

Contractor agrees to indemnify and defend the County, its officers, agents, employees and volunteers and hold them harmless from any and all liability, causes of action, claims, losses, damages, judgments or other costs or expenses including attorney's fees and witness costs (at both trial and appeal level, whether or not a trial or appeal ever takes place) that may be asserted by any person or entity which in any way arise from, during or in connection with the performance of the work described in the Agreement, except to the extent that the liability arises out of the negligence of the County and its employees. Contractor's indemnification shall also cover claims brought against the County under state or federal workers' compensation laws. If any aspect of this indemnity shall be found to be illegal or invalid for any reason whatsoever, the illegality or invalidity shall not affect the validity of the remainder of this indemnification.

#### 7. Insurance

Contractor shall not commence any work until Contractor obtains, at Contractor's own expense, all required insurance as specified in attached **Addendum B.** The procuring of required insurance shall not be construed to limit Contractor's liability under this Agreement. Notwithstanding said insurance, Contractor shall be obligated for the total amount of any damage, injury, or loss Caused by negligence or neglect connected with this Agreement.

# 8. Method and Place of Submitting Notice, Bills and Payments

All notices, bills and payments shall be made in writing and may be given by personal delivery or mail. Payments may be made by personal delivery, mail, or electronic transfer. The following addresses shall be used to transmit notices and other information.

# **County:**

Administrator 511 Washington St The Dalles, OR 97058

#### **Contractor:**

Notices mailed to the address provided for notice in this section shall be deemed given upon deposit in the United States mail, postage prepaid. In all other instances, notices, bills and payments shall be deemed given at the time of actual delivery.

# 9. Merger

This writing is the final expression of the agreement between the parties with respect to the included terms and as a complete and exclusive statement of the terms of the agreement. No modification of this Agreement shall be effective unless and until it is made in writing and signed by both parties.

# 10. Ownership of Work Documents

All work performed by Contractor and compensated by County pursuant to this Agreement shall be the property of County upon full compensation for that work performed or document produced to Contractor, and it is agreed by the parties that such documents are works made for hire. Contractor hereby conveys, transfers and grants to County all rights of reproduction and the copyright to all such documents.

# 11. Labor and Material

Contractor shall provide and pay for all labor, materials, equipment, tools, transportation, and other facilities and Services necessary for the proper execution and completion of all contract work, all at no cost to County other than the compensation provided in this Agreement.

# 12. Termination for Convenience

This Agreement may be terminated by either party for convenience by giving seven (7) days' prior written notice of intent to terminate, without waiving any claims or remedies it may have against the other. Upon termination under this paragraph, Contractor shall be entitled to payment in accordance with the terms of this Agreement for contract work completed and accepted before termination less previous amounts paid and any claim(s) County has against Contractor. Pursuant to this paragraph, Contractor shall submit an itemized invoice for all unreimbursed contract work completed before termination and all contract closeout costs actually incurred by Contractor. County shall not be liable for any costs invoiced later than thirty (30) days after termination unless Contractor can show good cause beyond its control for the delay.

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#### 13. Termination for Cause

County may terminate this Agreement effective upon delivery of written notice to Contractor, or at such later date as may be established by County, under any of the following conditions:

- A. If County funding is not obtained and continued at levels sufficient to allow for purchases of the indicated quantity of Services. This Agreement may be modified to accommodate a reduction in funds.
- B. If federal or state regulations or guidelines are modified, changed, or interpreted in such a way that the Services are no longer allowable or appropriate for purchase under this Agreement or are no longer eligible for the funding proposed for payments authorized by this Agreement.
- C. If any license or certificate required by law or regulation to be held by Contractor to provide the Services required by this Agreement is for any reason denied, revoked, or not renewed.

#### 14. Termination for Default

Either County or Contractor may terminate this Agreement in the event of a breach of this Agreement by the other. Prior to such termination, the party seeking termination shall give to the other party written notice of the breach and intent to terminate. If the party committing the breach has not entirely cured the breach within fifteen (15) days of the date of the notice, then the party giving the notice may terminate this Agreement at any time thereafter by giving a written notice of termination.

If Contractor fails to perform in the manner called for in this Agreement or if Contractor fails to comply with any other provisions of this Agreement, County may terminate this Agreement for default. Termination shall be effected by serving a notice of termination on Contractor setting forth the manner in which Contractor is in default. Contractor shall be paid the contract price only for Services performed in accordance with the manner of performance as set forth in this Agreement.

#### 15. Remedies

In the event of breach of this Agreement the parties shall have the following remedies:

- A. If terminated under paragraph 14 by County due to a breach by Contractor, County may complete the work either itself, by agreement with another contractor, or by a combination thereof.
- B. In addition to the above remedies for a breach by Contractor, County also shall be entitled to Any other equitable and legal remedies that are available.
- C. If County breaches this Agreement, Contractor's remedy shall be limited to termination of this Agreement and receipt of contract payments to which Contractor is entitled.
- D. County shall not be liable for any indirect, incidental, consequential, or special damages under this Agreement or any damages arising solely from terminating this Agreement in accordance with its terms.

E. Upon receiving a notice of termination, and except as otherwise directed in writing by County, Contractor shall immediately cease all activities related to the Services and work under this Agreement. As directed by County, Contractor shall, upon termination, deliver to County all then existing work product that, if this Agreement had been completed, would be required to be delivered to County.

#### 16. Nondiscrimination

During the term of this Agreement, Contractor shall not discriminate against any employee or applicant for employment because of race, religion, color, sex, age, or national origin.

# 17. Governing Law; Jurisdiction; Venue

This Agreement shall be governed by and construed in accordance with the laws of the state of Oregon without regard to principles of conflicts of law. Any claim, action, suit or proceeding (collectively "Claim") between County and Contractor that arises from or relates to this Agreement which results in litigation shall be brought within the Circuit Court of Wasco for the state of Oregon; provided, however, if a Claim must be brought in a federal forum, then it shall be brought and conducted solely and exclusively within the United States Court for the State of Oregon.

# 18. Compliance with Laws and Regulations

Contractor shall comply with all state and local laws, regulations, executive orders and ordinances applicable to this Agreement or to the delivery of Services hereunder.

# 19. Experience, Capabilities and Resources

By execution of this Agreement, the Contractor agrees that Contractor has the skill, legal capacity, and professional ability necessary to perform all the Services required under this Agreement, and Contractor has the capabilities and resources necessary to perform the obligations of this Agreement.

#### 20. Access to Records

For not less than three (3) years after the expiration of this Agreement and for the purpose of making audit, examination, excerpts, and transcripts, County, and its duly authorized representatives shall have access to Contractor's books, documents, papers, and records that are pertinent to this Agreement. If, for any reason, any part of this Agreement, or any resulting construction contract(s) is involved in litigation, Contractor shall retain all pertinent records for not less than three years or until all litigation is resolved, whichever is longer. Contractor shall provide full access to these records to County, and its duly authorized representatives in preparation for and during litigation.

# 21. Representations and Warranties

Contractor represents and warrants to County that (1) Contractor has the power and authority to enter into and perform this Agreement, (2) when executed and delivered, this Agreement shall be valid and binding obligation of Contractor enforceable in accordance with its terms, (3) Contractor shall, at all times during the term of this Agreement, be duly licensed to perform the Services, and if there is no licensing requirement for the profession or Services, be duly qualified and competent,

Page 5 of 7 - Personal Services Contract

(4) the Services under this Agreement shall be performed in accordance with the professional skill, care and standards of other professionals performing similar services under similar conditions, and (5) the Contractor is not in violation of any Oregon tax laws. The warranties set forth in this section are in addition to, and not in lieu of, any other warranties provided.

# 22. Attorney Fees

In case a suit or action is instituted to enforce the provisions of this Agreement, the parties agree that the losing party shall pay such sums as the court may adjudge reasonable for attorney fees and court costs, including attorney fees and costs on appeal.

# 23. Confidentiality

Contractor shall maintain the confidentiality of any of County's information that has been so marked as confidential, unless withholding such information would violate the law, create the risk of significant harm to the public or prevent Contractor from establishing a claim or defense in an adjudicatory proceeding. Contractor shall require similar agreements from County's and/or Contractor's subcontractors to maintain the confidentiality of information of County.

# 24. Force Majeure

Contractor shall not be deemed in default hereof nor liable for damages arising from its failure to perform its duties or obligations hereunder if such is due to causes beyond its reasonable control, including, but not limited to, acts of God, acts of civil or military authorities, fires, floods, windstorms, pandemic, earthquakes, strikes or other labor disturbances, civil commotion or war.

#### 25. Waivers

No waiver by County of any provision of this Agreement shall be deemed to be a waiver of any other provision hereof or of any subsequent breach by Contractor of the same or any other provision. County's consent to or approval of any act by Contractor requiring County's consent or approval shall not be deemed to render unnecessary the obtaining of County's consent to or approval of any subsequent act by Contractor, whether or not similar to the act so consented to.

# 26. Severability

Any provisions of this Agreement which shall prove to be invalid, void or illegal shall in no way affect, impair or invalidate any other provision hereof, and such remaining provisions shall remain in full force and effect.

# 27. Headings

The captions contained in this Agreement are for convenience only and shall not be considered in the construction or interpretation of any provision hereof.

# 28. Integration

This Agreement, including the attached exhibits contains the entire agreement between the parties regarding the matters referenced herein and supersedes all prior written or oral discussions or agreements regarding the matters addressed by this Agreement.

# 29. Amendments

This Agreement shall not be waived, altered, modified, supplemented, or amended in any manner without a duly executed Amendment.

# 30. Authority

The representatives signing on behalf of the parties certify that they are duly authorized be the party for which they sign to make this Agreement.

Gorge Arbor Care	Wasco County		
By:	Ву:		
Name:	Name:		
Title:	Title:		

#### Exhibit A

# **Scope of Work**

# **Community Wildfire Risk Reduction**

# **Gorge Arbor Care**

# **Purpose:**

The purpose is to provide wildfire fuel reduction by removing brush, shrubs and trees Wasco County Public Work, 2705 E 2<sup>nd</sup> St., The Dalles Oregon. This property is adjacent to main evacuation routes and residential areas.

# **Description of Services:**

- Remove all ailanthus trees
- Poison all ailanthus stumps
- Remove several dead and dying conifer trees
- Remove ivy growing over the fence
- Cut all ivy growing up live trees at the base
- Remove all scrub bush's (IVY NOT INCLUDED)
- Trim and lift all trees
- Chip and remove brush
- Remove wood

# WASCO COUNTY PERSONAL SERVICES AGREEMENT

# **Gorge Arbor Care**

THIS AGREEMENT is between Wasco County, an Oregon political subdivision ("County"), and Gorge Arbor Care. ("Contractor"). This Agreement shall be effective when signed by both parties.

#### **RECITALS**

- A. Contractor has the training, ability, knowledge, and experience to provide Services desired by the County.
- B. County selected Contractor to provide Services pursuant to a solicitation process consistent with its public contracting rules.
- C. The Services described below are to be provided by the Contractor.

#### **AGREEMENT**

#### 1. Services to be Provided

Contractor shall provide County with services as outlined in Addendum A and as requested by County for wildfire fuel reduction at the Wasco County Area 159 property, The Dalles, Oregon 97058.

# 2. Term

The term of this Agreement is effective October 20, 2023, and shall remain in effect until November 30, 2023 with the option of a one-time extension of an additional ten (10) days if agreed to by both parties.

# 3. Compensation

- a. A one-time deposit of \$7,000 will be paid prior to October 20, 2023, date of project commence. The remainder of services are billed monthly and/or at completion of phases as set forth in more detail in **Exhibit A**, not to exceed \$14,000.00.
- b. Under no circumstance shall Contractor bill County for more than the Maximum Fee and County shall have no obligation to pay more than the Maximum Fee) of \$21,000.

# 4. Assignment/Delegation

Neither party shall assign or transfer any interest in or duty under this Agreement without the written consent of the other.

# **5. Status of Contractor as Independent Contractor**

Contractor certifies that:

- a. Contractor acknowledges that Contractor is an independent contractor as defined by ORS 670.600 and not an employee of County, shall not be entitled to benefits of any kind to which an employee of County is entitled and shall be solely responsible for all payments and taxes required by law. Furthermore, in the event that Contractor is found by a court of law or any administrative agency to be an employee of County for any purpose, County shall be entitled to offset compensation due, or to demand repayment of any amounts paid to Contractor under the terms of this Agreement, to the full extent of any benefits or other remuneration Contractor receives (from County or third party) as a result of the finding and to the full extent of any payments that County is required to make (to Contractor or to a third party) as a result of the finding.
- b. Contractor represents that no employee of the County, or any partnership or corporation in which a County employee has an interest, has or will receive any remuneration of any description from Contractor, either directly or indirectly, in connection with this Agreement, except as specifically declared in writing.
- c. Contractor is not an officer, employee, or agent of the County as those terms are used in ORS 30.265.

# 6. Indemnification

Contractor agrees to indemnify and defend the County, its officers, agents, employees and volunteers and hold them harmless from any and all liability, causes of action, claims, losses, damages, judgments or other costs or expenses including attorney's fees and witness costs (at both trial and appeal level, whether or not a trial or appeal ever takes place) that may be asserted by any person or entity which in any way arise from, during or in connection with the performance of the work described in the Agreement, except to the extent that the liability arises out of the negligence of the County and its employees. Contractor's indemnification shall also cover claims brought against the County under state or federal workers' compensation laws. If any aspect of this indemnity shall be found to be illegal or invalid for any reason whatsoever, the illegality or invalidity shall not affect the validity of the remainder of this indemnification.

# 7. Insurance

Contractor shall not commence any work until Contractor obtains, at Contractor's own expense, all required insurance as specified in attached **Addendum B.** The procuring of required insurance shall not be construed to limit Contractor's liability under this Agreement. Notwithstanding said insurance, Contractor shall be obligated for the total amount of any damage, injury, or loss Caused by negligence or neglect connected with this Agreement.

# 8. Method and Place of Submitting Notice, Bills and Payments

All notices, bills and payments shall be made in writing and may be given by personal delivery or mail. Payments may be made by personal delivery, mail, or electronic transfer. The following addresses shall be used to transmit notices and other information.

# **County:**

Administrator 511 Washington St The Dalles, OR 97058

#### **Contractor:**

Notices mailed to the address provided for notice in this section shall be deemed given upon deposit in the United States mail, postage prepaid. In all other instances, notices, bills and payments shall be deemed given at the time of actual delivery.

# 9. Merger

This writing is the final expression of the agreement between the parties with respect to the included terms and as a complete and exclusive statement of the terms of the agreement. No modification of this Agreement shall be effective unless and until it is made in writing and signed by both parties.

# 10. Ownership of Work Documents

All work performed by Contractor and compensated by County pursuant to this Agreement shall be the property of County upon full compensation for that work performed or document produced to Contractor, and it is agreed by the parties that such documents are works made for hire. Contractor hereby conveys, transfers and grants to County all rights of reproduction and the copyright to all such documents.

#### 11. Labor and Material

Contractor shall provide and pay for all labor, materials, equipment, tools, transportation, and other facilities and Services necessary for the proper execution and completion of all contract work, all at no cost to County other than the compensation provided in this Agreement.

# 12. Termination for Convenience

This Agreement may be terminated by either party for convenience by giving seven (7) days' prior written notice of intent to terminate, without waiving any claims or remedies it may have against the other. Upon termination under this paragraph, Contractor shall be entitled to payment in accordance with the terms of this Agreement for contract work completed and accepted before termination less previous amounts paid and any claim(s) County has against Contractor. Pursuant to this paragraph, Contractor shall submit an itemized invoice for all unreimbursed contract work completed before termination and all contract closeout costs actually incurred by Contractor. County shall not be liable for any costs invoiced later than thirty (30) days after termination unless Contractor can show good cause beyond its control for the delay.

#### 13. Termination for Cause

County may terminate this Agreement effective upon delivery of written notice to Contractor, or at such later date as may be established by County, under any of the following conditions:

- A. If County funding is not obtained and continued at levels sufficient to allow for purchases of the indicated quantity of Services. This Agreement may be modified to accommodate a reduction in funds.
- B. If federal or state regulations or guidelines are modified, changed, or interpreted in such a way that the Services are no longer allowable or appropriate for purchase under this Agreement or are no longer eligible for the funding proposed for payments authorized by this Agreement.
- C. If any license or certificate required by law or regulation to be held by Contractor to provide the Services required by this Agreement is for any reason denied, revoked, or not renewed.

#### 14. Termination for Default

Either County or Contractor may terminate this Agreement in the event of a breach of this Agreement by the other. Prior to such termination, the party seeking termination shall give to the other party written notice of the breach and intent to terminate. If the party committing the breach has not entirely cured the breach within fifteen (15) days of the date of the notice, then the party giving the notice may terminate this Agreement at any time thereafter by giving a written notice of termination.

If Contractor fails to perform in the manner called for in this Agreement or if Contractor fails to comply with any other provisions of this Agreement, County may terminate this Agreement for default. Termination shall be effected by serving a notice of termination on Contractor setting forth the manner in which Contractor is in default. Contractor shall be paid the contract price only for Services performed in accordance with the manner of performance as set forth in this Agreement.

#### 15. Remedies

In the event of breach of this Agreement the parties shall have the following remedies:

- A. If terminated under paragraph 14 by County due to a breach by Contractor, County may complete the work either itself, by agreement with another contractor, or by a combination thereof.
- B. In addition to the above remedies for a breach by Contractor, County also shall be entitled to any other equitable and legal remedies that are available.
- C. If County breaches this Agreement, Contractor's remedy shall be limited to termination of this Agreement and receipt of contract payments to which Contractor is entitled.
- D. County shall not be liable for any indirect, incidental, consequential, or special damages under this Agreement or any damages arising solely from terminating this Agreement in accordance with its terms.

E. Upon receiving a notice of termination, and except as otherwise directed in writing by County, Contractor shall immediately cease all activities related to the Services and work under this Agreement. As directed by County, Contractor shall, upon termination, deliver to County all then existing work product that, if this Agreement had been completed, would be required to be delivered to County.

#### 16. Nondiscrimination

During the term of this Agreement, Contractor shall not discriminate against any employee or applicant for employment because of race, religion, color, sex, age, or national origin.

# 17. Governing Law; Jurisdiction; Venue

This Agreement shall be governed by and construed in accordance with the laws of the state of Oregon without regard to principles of conflicts of law. Any claim, action, suit or proceeding (collectively "Claim") between County and Contractor that arises from or relates to this Agreement which results in litigation shall be brought within the Circuit Court of Wasco for the state of Oregon; provided, however, if a Claim must be brought in a federal forum, then it shall be brought and conducted solely and exclusively within the United States Court for the State of Oregon.

# 18. Compliance with Laws and Regulations

Contractor shall comply with all state and local laws, regulations, executive orders and ordinances applicable to this Agreement or to the delivery of Services hereunder.

# 19. Experience, Capabilities and Resources

By execution of this Agreement, the Contractor agrees that Contractor has the skill, legal capacity, and professional ability necessary to perform all the Services required under this Agreement, and Contractor has the capabilities and resources necessary to perform the obligations of this Agreement.

#### 20. Access to Records

For not less than three (3) years after the expiration of this Agreement and for the purpose of making audit, examination, excerpts, and transcripts, County, and its duly authorized representatives shall have access to Contractor's books, documents, papers, and records that are pertinent to this Agreement. If, for any reason, any part of this Agreement, or any resulting construction contract(s) is involved in litigation, Contractor shall retain all pertinent records for not less than three years or until all litigation is resolved, whichever is longer. Contractor shall provide full access to these records to County, and its duly authorized representatives in preparation for and during litigation.

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Contractor represents and warrants to County that (1) Contractor has the power and authority to enter into and perform this Agreement, (2) when executed and delivered, this Agreement shall be valid and binding obligation of Contractor enforceable in accordance with its terms, (3) Contractor shall, at all times during the term of this Agreement, be duly licensed to perform the Services, and if there is no licensing requirement for the profession or Services, be duly qualified and competent,

Page 5 of 7 - Personal Services Contract

(4) the Services under this Agreement shall be performed in accordance with the professional skill, care and standards of other professionals performing similar services under similar conditions, and (5) the Contractor is not in violation of any Oregon tax laws. The warranties set forth in this section are in addition to, and not in lieu of, any other warranties provided.

# 22. Attorney Fees

In case a suit or action is instituted to enforce the provisions of this Agreement, the parties agree that the losing party shall pay such sums as the court may adjudge reasonable for attorney fees and court costs, including attorney fees and costs on appeal.

# 23. Confidentiality

Contractor shall maintain the confidentiality of any of County's information that has been so marked as confidential, unless withholding such information would violate the law, create the risk of significant harm to the public or prevent Contractor from establishing a claim or defense in an adjudicatory proceeding. Contractor shall require similar agreements from County's and/or Contractor's subcontractors to maintain the confidentiality of information of County.

# 24. Force Majeure

Contractor shall not be deemed in default hereof nor liable for damages arising from its failure to perform its duties or obligations hereunder if such is due to causes beyond its reasonable control, including, but not limited to, acts of God, acts of civil or military authorities, fires, floods, windstorms, pandemic, earthquakes, strikes or other labor disturbances, civil commotion or war.

#### 25. Waivers

No waiver by County of any provision of this Agreement shall be deemed to be a waiver of any other provision hereof or of any subsequent breach by Contractor of the same or any other provision. County's consent to or approval of any act by Contractor requiring County's consent or approval shall not be deemed to render unnecessary the obtaining of County's consent to or approval of any subsequent act by Contractor, whether or not similar to the act so consented to.

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Any provisions of this Agreement which shall prove to be invalid, void or illegal shall in no way affect, impair or invalidate any other provision hereof, and such remaining provisions shall remain in full force and effect.

# 27. Headings

The captions contained in this Agreement are for convenience only and shall not be considered in the construction or interpretation of any provision hereof.

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Page 6 of 7 - Personal Services Contract

# 28. Integration

This Agreement, including the attached exhibits contains the entire agreement between the parties regarding the matters referenced herein and supersedes all prior written or oral discussions or agreements regarding the matters addressed by this Agreement.

# 29. Amendments

This Agreement shall not be waived, altered, modified, supplemented, or amended in any manner without a duly executed Amendment.

# 30. Authority

The representatives signing on behalf of the parties certify that they are duly authorized be the party for which they sign to make this Agreement.

Gorge Arbor Care	Wasco County
By:	By:
Name:	Name: Steven D. Kramer
Title:	Title: Board Chair
	APPROVED AS TO FORM:
	Kristen Campbell, County Counsel

#### **Exhibit A**

# **Scope of Work**

# **Community Wildfire Risk Reduction**

# **Gorge Arbor Care**

# **Purpose:**

The purpose is to provide wildfire fuel reduction by removing brush, shrubs and trees at the area 159 property in the The Dalles, Oregon. This property is adjacent to main evacuation routes and residential areas.

# **Description of Services:**

- Remove all dead trees endangering the existing buildings and fences
- Trim all trees endangering buildings and fences
- Remove all dead trees and broken snags on property Chip and remove all brush
- Remove wood Grind all stumps leave stump debris
- All trees to be removed will be marked with red ribbon
- All trees to be trimmed will be marked with blue ribbon.
- Remove 1 tree at the grange hall
- Trim one tree at the grange hall



# **MOTION**

**SUBJECT: Fire Mitigation Contacts** 

I move to approve personal services contracts with Gorge Arbor Care for fuel reduction on County-owned properties pending address verification.



#### **MEMORANDUM**

SUBJECT: 2023-24 Oregon Department of Fish & Wildlife In Lieu of Tax Payments

TO: BOARD OF COUNTY COMMISSIONERS

FROM: JILL AMERY

DATE: 10/10/2023

#### **BACKGROUND INFORMATION:**

PURSUANT TO ORS 496.340 THE OREGON DEPARTMENT OF FISH & WILDLIFE MAKES AN ANNUAL IN LIEU TAX PAYMENT FOR PROPERTY THAT WOULD NORMALLY BE EXEMPT FROM TAXATION. THE AMOUNT PAYABLE IS EQUAL TO THE AD VALOREM TAX THAT WOULD HAVE BEEN CHARGED AGAINST THE PROPERTY IF IT HAD BEEN ASSESSED TO A TAXABLE OWNER.

THE ATTACHED SPREADSHEET IDENTIFIES SAID PROPERTY ALONG WITH THE APPLICABLE ACREAGE, REAL MARKET VALUE, TAXABLE ASSESSED VALUE AND TAXES IMPOSED THAT INCLUDES THE DISCOUNT AMOUNT.

PURSUANT TO ORS 496.340 WE MUST MAIL THE SIGNED BOC ORDER ALONG WITH THE TAX BILL SUMMARY NO LATER THAN OCTOBER 25, 2023.



# Pioneering pathways to prosperity.

Oregon Department of Fish & Wildlife 4034 Fairview Industrial Dr. SE Salem, OR 97302

# NOTICE OF DETERMINATION OF VALUE OF REAL PROPERTY OWNED BY OREGON DEPARTMENT OF FISH & WILDLIFE, PURSUANT TO ORS 495.340(4)

Notice of real property valuation pursuant to ORS 496.340 (4) is hereby given this date by attaching hereto a statement of the value of each property. The values used are the same as all other farm use and forest use properties, pursuant to ORS 496.340(2)(a). The statement also lists the payment due each property, computed by applying the same consolidated rate as all other properties within each code area, and limited by Section 11b, Article XI or the Oregon Constitution (Ballot Measure 5) and Sections 11 and 11a, Article XI (Ballot Measure 50).

Said attached is marked Exhibit A and by this reference is hereby made a part of this notice.

Dated this 18<sup>th</sup> day of October, 2023.

Steven D. Kramer
Chair, Wasco County Board of Commissioners

**ENCLOSURE: Exhibit A** 

# **EXHIBIT A**

STATE OF OREGON DEPT OF FISH/WILDLIFE TAX BILL SUMMARY 2023-24 To BOC by Oct 15th							
ACCOUNT #	MAP #	ACRES	RMV	TAXABLE AV	TAX	DISCOUNT	NET TAX DUE
8686	01N15 E00 00100	823.24	\$ 1,025,890	\$ 9,340	\$ 119.17	\$ 3.58	\$ 115.59
8687	01N16 E00 00100	82.24	\$ 142,630	\$ 930	\$ 11.87	\$ 0.36	\$ 11.51
8838	01S16 E00 00100	39.00	\$ 63,680	\$ 440	\$ 5.61	\$ 0.17	\$ 5.44
8968	01S16 E00 01100	48.02	\$ 74,090	\$ 540	\$ 6.89	\$ 0.21	\$ 6.68
8999	02N15 E00 00100	15.18	\$ 107,710	\$ 170	\$ 2.17	\$ 0.07	\$ 2.10
9010	02N15 E00 01700	264.41	\$ 339,890	\$ 30,630	\$ 390.81	\$ 11.72	\$ 379.09
9593	01S16 E00 02100	29.90	\$ 11,280	\$ 340	\$ 4.64	\$ 0.14	\$ 4.50
9759	03S12 E00 01000	3342.59	\$ 1,754,490	\$ 442,858	\$ 6,039.65	\$ 181.19	\$ 5,858.46
9762	03S12 E00 01600	511.66	\$ 171,600	\$ 47,090	\$ 642.21	\$ 19.27	\$ 622.94
9763	03S12 E00 01700	160.00	\$ 53,660	\$ 14,720	\$ 200.75	\$ 6.02	\$ 194.73
9765	03S12 E00 01800	320.00	\$ 107,320	\$ 29,450	\$ 401.64	\$ 12.05	\$ 389.59
9790	03S13 E00 02400	1310.43	\$ 711,660	\$ 82,510		\$ 33.76	\$ 1,091.50
9791	03S13 E00 02500	617.47	\$ 260,140	\$ 15,490	\$ 211.25	\$ 6.34	\$ 204.91
10100	02S12 E00 06400	100.00	\$ 33,540	\$ 9,200	\$ 125.47	\$ 3.76	\$ 121.71
10348	03S12 E00 01000	1766.84	\$ 759,920	\$ 132,810	\$ 1,662.81	\$ 49.88	\$ 1,612.93
10351	03S12 E00 03000	472.46	\$ 158,450	\$ 43,480	\$ 544.38	\$ 16.33	\$ 528.05
10369	03S13 E00 02500	1128.85	\$ 425,970	\$ 12,960	\$ 162.26	\$ 4.87	\$ 157.39
10404	04S11 E00 00200	320.00	\$ 138,480	\$ 34,130	\$ 427.31	\$ 12.82	\$ 414.49
10412			\$ 16,600	\$ 510	\$ 6.39	-	\$ 6.20
	04S12 E00 00300	44.00	\$ 3,550,400	\$ 568,737	-	-	
10500	03S12 E00 01000	4706.29			1	-	1
10501	03S12 E00 01900	10.00	\$ 4,030		\$ 2.67	\$ 0.08	\$ 2.59
10502	03S12 E00 02000	116.55	\$ 88,110	\$ 54,364	\$ 691.56	\$ 20.75	\$ 670.81
10503	03S12 E00 01800	1437.04	\$ 481,950	\$ 132,250	\$ 1,682.34	\$ 50.47	\$ 1,631.87
10512	03S12 E00 03000	313.25	\$ 105,060	\$ 28,830	\$ 366.74	\$ 11.00	\$ 355.74
10513	03S13 E00 02500	400.00	\$ 150,940	\$ 4,540	\$ 57.75	\$ 1.73	\$ 56.02
10514	03S13 E00 03400	80.00	\$ 30,190	\$ 910	\$ 11.58	\$ 0.35	\$ 11.23
10515	03S13 E00 03600	77.60	\$ 29,280	\$ 880	\$ 11.19	\$ 0.34	\$ 10.85
10666	04S11 E00 00700	80.00	\$ 26,830	\$ 7,360	\$ 92.15	\$ 2.76	\$ 89.39
10667	04S11 E00 00600	960.00	\$ 645,230	\$ 66,066	\$ 827.16	\$ 24.81	\$ 802.35
10670	04S11 E00 00900	130.00	\$ 464,440	\$ 87,331	\$ 1,093.40	\$ 32.80	\$ 1,060.60
10672	04S11 E00 01100	120.00	\$ 331,050	\$ 62,170	\$ 778.38	\$ 23.35	\$ 755.03
10673	04S11 E00 01200	160.00	\$ 267,840	\$ 45,700	\$ 572.17	\$ 17.17	\$ 555.00
10878	04S12 E04 00100	4.10	\$ 1,550	\$ 50	\$ 0.63	\$ 0.02	\$ 0.61
10885	04S12 E00 00800	2995.27	\$ 1,739,060	\$ 267,056	\$ 3,343.59	\$ 100.31	\$ 3,243.28
10928	04S12 E00 03000	197.78	\$ 314,400	\$ 51,117	\$ 640.00	\$ 19.20	\$ 620.80
10954	04S12 E31 00300	239.40	\$ 90,340	\$ 2,750	\$ 34.43	\$ 1.03	\$ 33.40
11533	05S11 E00 00200	78.25	\$ 115,570	\$ 20,471	\$ 256.30	\$ 7.69	\$ 248.61
11534	05S11 E00 00300	158.35	\$ 208,970	\$ 32,027	\$ 400.98	\$ 12.03	\$ 388.95
11535	05S11 E00 00400	3578.35	\$ 3,639,380	\$ 605,211	\$ 7,577.36	\$ 227.32	\$ 7,350.04
11536	05S11 E00 00500	200.00	\$ 73,640	\$ 10,470	\$ 131.09	\$ 3.93	\$ 127.16
12354	05S11 E00 01100	40.00	\$ 16,770			\$ 0.81	\$ 26.11
12355	05S11 E00 01400	79.09	\$ 29,650			\$ 2.57	\$ 83.19
12356	05S11 E00 01900	119.07	\$ 163,580		\$ 325.29	\$ 9.76	\$ 315.53
12358	05S11 E00 01500	79.09	\$ 28,460	\$ 7,570		\$ 2.84	\$ 91.94
12359	05S11 E00 01700	155.47	\$ 116,090	\$ 23,170	\$ 290.09	\$ 8.70	\$ 281.39
12360	05S11 E00 01700	19.55	\$ 10,010		\$ 2.75	\$ 0.08	\$ 2.67
12361	05S11 E00 01200	18.63	\$ 18,770	\$ 3,959	\$ 49.57	\$ 1.49	\$ 48.08
12362				· · · · · · · · · · · · · · · · · · ·		-	\$ 1,079.16
	05S11 E00 02000	1200.83	\$ 450,250 \$ 199,630			-	
12363	05S11 E00 01800	475.45				-	1
12368	05S11 E00 02500	568.79	\$ 448,530			\$ 19.91	\$ 643.90
12369	05S11 E24 00100	79.09	\$ 49,400	\$ 5,370		\$ 2.02	\$ 65.21
12370	05S11 E24 00200	160.00	\$ 169,790	\$ 21,232		\$ 7.97	\$ 257.86
12371	05S11 E24 00300	74.90	\$ 37,470			\$ 1.30	\$ 42.15
13183	05S11 E25A 01000	13.70	\$ 5,170			\$ 0.06	\$ 1.94
16685	03S12 E00 02701	80.00	\$ 27,500	\$ 6,070		\$ 2.28	\$ 73.72
16686	04S11 E00 00101	200.00	\$ 67,080				\$ 223.59
	TOTALS	30,802.18	\$ 20,553,410	\$ 3,247,639	\$ 41,547.01	\$ 1,246.41	\$ 40,300.60

t if payment received by November 15th, 2023



# INFORMATION AND QUALIFICATION FORM

# **Board of Property Tax Appeals Pool**

VOLUNTEER POSITIONS WASCO COUNTY, OREGON

# BACKGROUND

The Board of Property Tax Appeals consists of three non-office-holding residents of Wasco County. The Board of Property Tax Appeals is responsible for hearing taxpayer appeals for reduction of the real market or assessed value of property. The term of each member begins on the date of appointment and ends on June 30, or when a successor is appointed. Members assigned to a Board receive a stipend of \$75 per day when the Board meets and must complete online training prior to the hearings process.

Do you have any conflicts of interest? Non-Office holding residents of the County cannot be:

- Members of the governing body
- Members of the governing body of a school district
- Members of the governing body of a taxing district
- An employee of the County, including all elected officials
- An employee of a taxing district of the County

# APPLICATION

Provide personal qualifications for this specific volunteer position.

Supplementary information may be attached. Do not provide confidential information.

Name: Abigail Herrige	$\mathcal{S}$
Address:	The Dalles OR 97058
Phone (home)	Phone (work)
E-mail address:	
Signature:	
Date: 10/6/23 Number	of years as a Wasco County resident: 22
Your objectives/goals? Desired contributi	ons and accomplishments?
learn more about	the property tax system,
appeals process, and	contribute to my
community	
WASCO COUNTY VOLUNTEER APPLICATION - BO	PTA

Page 2 of 3

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Are there comments you wi	sh to make that would help us in making our decision regarding
recommendation of you as	a member of the pool of the Board of Property Tax Appeals?
Send completed form to:	Wasco County
	511 Washington Street, Suite 101
	The Dalles OR 97058
	(541) 506-2520
	(541) 506-2551 (fax)

WASCO COUNTY VOLUNTEER APPLICATION - BOPTA



#### IN THE BOARD OF COMMISSIONERS OF THE STATE OF OREGON

#### IN AND FOR THE COUNTY OF WASCO

IN THE MATTER OF THE APPOINTMENT OF ABIGAIL HERRIGES TO THE WASCO COUNTY BOARD OF PROPERTY TAX APPEALS CHAIR PERSONS POOL AND NONOFFICE HOLDING POOL

#### **ORDER #22-010**

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 under ORS 309.067(1)(b) the Board of Commissioners shall appoint non-office holding members to serve on the Board of Property Tax Appeals; and

IT FURTHER APPEARING TO THE BOARD: That Abigail Herriges is willing and is qualified to be appointed to the Wasco County Board of Property Tax Appeals.

NOW, THEREFORE, IT IS HEREBY ORDERED: That Abigail Herriges be and is hereby appointed to the Wasco County Board of Property Tax Appeals in accordance with ORS 309.067(1)(b) for a period beginning October 18, 2023, through June 30, 2024.

DATED this 18<sup>TH</sup> day of October, 2023.

APPROVED AS TO FORM	Wasco County Board of Commissioners	
Kristen Campbell, County Counsel	Steven D. Kramer, Chair	
	Scott C. Hege, Vice-Chair	
	Philip L. Brady. County Commissioner	



## **MOTION**

**SUBJECT: BOPTA Appointment Motion Language** 

I move to approve ORDER 23-054 appointing Abigail Herriges to the Wasco County Board of Property Tax Appeals.



This meeting was held in person and on Zoom <a href="https://wascocounty-org.zoom.us/j/3957734524">https://wascocounty-org.zoom.us/j/3957734524</a> or call in to 1-253-215-8782 Meeting ID: 3957734524#

PRESENT: Steve Kramer, Chair

Scott Hege, Vice-Chair

Phil Brady, County Commissioner

STAFF: Kathy Clark, Executive Assistant

Tyler Stone, Administrative Officer

Chair Kramer opened the session at 9:00 a.m. with the Pledge of Allegiance.

Additions to the Discussion List: State Funded Local Museum

Projects/Groundwater Issues – Agriculture and Natural Resources Committee.

Chair Kramer opened the floor to public comment. There was none.

## Discussion Item - Flood Plain Update

Planning Director Kelly Howsley-Glover reviewed the post card included in the Board Packet saying that the intent is to send it to those who will be impacted by changes in the floodplain map. The proposed map changes will enter an appeal period on October 18<sup>th</sup>. She said she is also working with the City of The Dalles on this project.

Commissioner Brady commented that he tested the QR code which takes you to a site referencing a meeting in May. Ms. Howsley-Glover responded that she has already contacted FEMA to suggest they reorganize the story map to push forward the appeals process.

Vice-Chair Hege asked how many people will be impacted. Ms. Howsley-Glover replied that there are approximately 900 properties; a number of which will see no real impact. About 100 properties will be removed from the floodplain and about 300 will be added.

Vice-Chair Hege noted that the card is going out to raise awareness for appeal opportunities but any objections need to be supported by data. Ms. Howsley-Glover concurred saying that an appeal based on discontent will not be acceptable; appeals should be based on things such as a challenge to the FEMA

procedure not being followed or a letter of map amendment that was not recognized.

Vice-Chair Hege observed that these types of processes can be challenging for citizens as they do not really understand the appeals process. He asked if there is some way we can help with that. Ms. Howsley-Glover pointed out that her staff is not composed of floodplain engineers or hydrologists; they do not possess the skills and expertise to be of assistance. She said that it has been her experience that FEMA is very resourceful and helpful; she would suggest that citizens contact them directly – the email is included on the post card.

Vice-Chair Hege pointed out that the appeals are to be submitted to the County. Ms. Howsley-Glover explained that FEMA's process is for the jurisdiction to collect the appeals and submit them to FEMA.

Vice-Chair Hege asked if the changes make sense to Ms. Howsley-Glover. Qualifying her response with the disclaimer that she is not a floodplain engineer nor a hydrologist, Ms. Howsley-Glover replied that her sense is that it appears to be consistent with the LIDAR data we provided and the known hazards on the landscape. She said the methodology seems competent. She reported that in conjunction with the Surveyor staff, FEMA went out and walked portions of the area to confirm that it is reflective of the mapping.

\*\*\*The Board was in consensus for staff to send out the mailer notifying affected citizens of the proposed changes to the floodplain map.\*\*\*

#### Discussion Item – Substance Abuse Treatment Contract Amendment

Juvenile Services Director Molly Rogers explained that this is simply an ongoing agreement with our supervisor who supports the process of staff certification. By the end of this amendment term, we will no longer need to contract for these services; staff will be certified and can provide supervision for others.

Vice-Chair Hege asked if the scope of work remains the same for the amendment. Ms. Rogers replied affirmatively.

{{Vice-Chair Hege moved to approve Amendment 1 the Contract between Monique Adams and Wasco County extending the expiration to June 30, 2024 for the provision of substance abuse treatment programming. Commissioner Brady seconded the motion which passed unanimously.}}}

Discussion Item – Cleaner Air Grant Agreement Amendment

Emergency Services Manager Sheridan McClellan explained that the contractor has been delayed which necessitates an extension of the grant's term. We have already received the funding. We had identified 4 buildings to upgrade; cost considerations have narrowed the scope of the project to 1 building which is the largest of the 4. The large industrial building will have heating and cooling installed.

Vice-Chair Hege asked when the work would begin. Mr. McClellan replied that that work will begin as soon as the contractor is available. In the meantime, our Facilities crew will be doing some pre-work to move the project along.

{{{Vice-Chair Hege moved to approve Amendment 1 to Grant Agreement 179362 between the State of Oregon and Wasco County to extend the expiration date to June 30, 2024. Commissioner Brady seconded the motion which passed unanimously.}}

## Discussion Item – EOCA Membership

Mr. Stone stated that this came to us some time ago and it has been discussed in years past. He noted that Chair Kramer and Commissioner Brady have attended some meetings of the Eastern Oregon Counties Association which represents 13 more rural counties of Eastern Oregon. He said this is on the agenda for the Board to determine whether or not to join.

Vice-Chair Hege stated that we already belong to AOC which advocates on our behalf; he is not interested in joining EOCA.

Commissioner Brady agreed, saying that he did attend and was warmly received; however AOC identifies the same issues and is able to address them – this is duplicative. He said they are happy for us to visit at their meetings but he does not see a need to become a member.

Chair Kramer concurred, stating that we do not need more bureaucracy.

## Discussion Item – State Funded Local Museum Projects

Chair Kramer said the state is looking for bullet points on how they can support local museums. He said we can let the museums respond.

#### Discussion Item – Ground Water Issues

Chair Kramer explained that the Chair and Vice-Chair of the House Committee on Agriculture and Natural Resources (Chair Ken Helm and Vice-Chair Mark Owens) are trying to gather information to modify the Groundwater Allocation Rules which are currently a one-size-fits-all model. He suggested that Wasco

County can sign this to open the door for conversations with staff.

Vice-Chair Hege asked if the Soil and Water Conservation District has seen this. Chair Kramer replied that he just received it and does not see any time sensitivity that would prevent us from pausing to look into it further.

Commissioner Brady said he would also appreciate the additional time.

Consent Agenda – 9.20.2023 Regular Session Minutes

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

Agenda Item - Business Oregon Brownfields Grant

Administrative Services Director Ali Postlewait reviewed the memo included in the Board Packet. She said next steps will be to go out to bid for contractors to do the work.

Commissioner Brady asked if this is for the county-owned buildings located at  $10^{th}$  and Webber Streets. Ms. Postlewait confirmed that it is. She said we are aware of what is out there but there could be a change in scope based on the assessment. Mr. Stone added that it is for the entire site; we have done quite a bit of clean-up already.

Vice-Chair Hege asked if we had already done a level 1 assessment. Mr. Stone replied affirmatively.

{{{Vice-Chair Hege moved to approve the Oregon Business Development Department Brownfields Redevelopment Fund Grant Contract for Project #N24002 Columbia Gorge Crisis Resolution Center Assessment Project. Commissioner Brady seconded the motion which passed unanimously.}}}

Agenda Item - Surplus Equipment

Sheriff Magill reviewed the memo included in the Board Packet. He stated that one of the vehicles will be transferred to NORCOR for use as a transport vehicle.

Vice-Chair Hege asked about the 2022 Interceptor. Sheriff Magill explained that it is a wrecked vehicle; they will be able to liquidate some of the parts. He said that the lowest mileage 2017 Interceptor will go to NORCOR.

Public Works Director Arthur Smith said they assess equipment every year and select those pieces that are no longer serving us well and ask that the Board authorize them to dispose of the equipment according to the processes outlined by statute.

{{{Commissioner Brady moved to approve Order 23-053 surplussing Public Works and Sheriff's Department vehicles. Vice-Chair Hege seconded the motion which passed unanimously.}}}

## Agenda Item - Wasco County Strategic Plan

County Clerk Lisa Gambee reviewed the memo and Plan included in the Board Packet. Mr. Smith added that he had been working with a group that asked for our Strategic Plan; he realized then that it had not been formally approved by the Board of Commissioners.

Vice-Chair Hege noted that the group had talked a lot about the Magic Button and he did not see it in the Plan. He asked where we are with that. Ms. Gambee replied that was the idea that we would be able to pull information from recording, planning, survey and assessor records to make information available through the GIS map. What they found is that there is not a common denominator to allow them to pull all of that into the GIS system as items were indexed differently. She said they have provided links to the Clerk, Surveyor and Assessor's search pages. Vice-Chair Hege asked how to find surveys. County Surveyor Bradley Cross explained that there is an interface to get to most of the surveys but you can also follow a link to go to the Surveyor's database.

Commissioner Brady asked how long it will be until the next Strategic Plan. Ms. Gambee replied that it will depend on the size of the projects. We have a fair amount of work to do for the 2 county projects we have identified. She said she would assume we will not do a session this winter. Mr. Stone pointed out that if you dig down to the department plans, they are 3-5 years. When you look at the organizational focus, we can determine if we need to update the plan for the projects currently identified. We might want to do it just for team building, but it is not necessary.

Vice-Chair Hege asked what it means to be ITIL Compliant. Information Services Director Andrew Burke replied that ITIL is the Information Technology Infrastructure Library which is a philosophical approach to managing infrastructure. It is a framework designed to standardize the selection, planning, delivery, maintenance and overall lifecycle of IT services within a business. The goal is to improve efficiency and achieve predictable service delivery.

Vice-Chair Hege asked what it means to convert road information. Mr. Smith replied that it is part of the larger piece of digitizing all County records. Mr. Stone added that it is a great example of how we approached it from bottom up and top down. The organization recognizes that need throughout many departments.

Vice-Chair Hege asked if that project is underway. Mr. Stone replied that they are evaluating 2 methods – internal digitization or contracting for that service externally. Mr. Burke reported that Information Services has met with all departments to evaluate their requirements and needs. They are collating that data to produce an executive summary. From there they will look at what the systems and costs would be for internal and external solutions.

Vice-Chair Hege asked about the utilization of camera technology made available through Google Maps. Mr. Cross explained that the field work for that project has been done and is being published on Google Street View. Vice-Chair Hege asked why Google would publish our data. Mr. Cross replied that is how we arranged the program; we gathered the information and uploaded it to Google Maps. Mr. Smith asked if the data is live for the public. Mr. Cross responded affirmatively.

Vice-Chair Hege asked if it will identify it as our photography. Mr. Cross replied that it would include our logo for the local access roads we uploaded. Mr. Smith pointed out that this work was for the Natural Hazard Mitigation Grant for fire and emergency response.

Commissioner Brady asked how they identify the culverts, etc. Mr. Cross stated it will depend on what we can see through the imagery. Mr. Smith said he suspects that we will be able to see the location, but information like the dimensions, which is important to Public Works, will likely not be available through the imagery.

Vice-Chair Hege asked if the Hearings Examiner program is fully underway. Ms. Howsley-Glover replied that we did enter a contract for a Hearings Officer. The only applications we have had for a hearing have been within the National Scenic Area which we do not allow for a hearings officer. We are working on changes that will allow that and hope to bring that to the Board in the next 6-8 months. For the codes compliance nuisance case in Tygh Valley, we did take that to the Hearings Officer and received a decision that enables us to move forward. We gave the property owner some additional time but they have failed to abate. The County will seek to abate which will go to the Hearings Officer and Circuit Court. She said the program is a savings to staff and the Board of Commissioners. Ms. Howsley-Glover reported that the Hearings Officer is highly skilled and well-experienced as well as being great to work with. She is a great addition to our program.

Vice-Chair Hege asked if there will there be a lien on the property to cover the cost of abatement. Ms. Howsley-Glover replied that there will be a lien. Vice-

Chair Hege asked if other counties use this process. Ms. Howsley-Glover replied that that they do; Skamania and Klickitat use it in the scenic area.

Vice-Chair Hege asked if the Community Corrections tracking bracelets issue has been resolved. Mr. Stone said he does not know but doesn't think they use them much

Vice-Chair Hege noted that there is a lot in the Strategic Plan. He asked if there should be more of a list of annual steps with so much to work on. Mr. Stone replied that is why we have only 2 projects. If you look at all of the departments, it is overwhelming and not achievable. Ms. Gambee said they talked about whether or not to add the department items but included them so the public can see what we are working on at the department level. Mr. Smith noted that the 3-5 year items won't have as visible progress in the short term.

## {{{Commissioner Brady moved to approve the 2023 Wasco County Strategic Plan. Vice-Chair Hege seconded the motion which passed unanimously.}}}

## Agenda Item – EV Charging Station Rebate Program

Ms. Gambee reviewed the memo included in the Board Packet. She said there is a map of where communities are less likely to have the ability to fund charging stations; those are the locations the rebate program is intended to serve. She reported that we have been encouraged to apply, working with FORTH who has someone to assist with the process. She stated that we sought quotes from 3 companies with EV Connect coming in as the most responsive and lowest cost of the 3. ODOT does not require asphalt but we will need signage. Information Services has reviewed the contract and suggested that we consider a warranty. We received an updated quote to include a warranty should we elect to do so; that would cost an additional \$3,250 for a 5-year warranty covering damage.

Chair Kramer asked for clarification of the cloud subscriptions. Ms. Gambee explained that it is a 5-year software agreement for processing debit/credit cards. The cost is \$1,460 per port; one post with two charging ports that can charge simultaneously.

Commissioner Brady said he spoke with Wy'East's Director Robert Wallace who is supportive of this program. He noted that the time will come when people will not travel to places that do not have charging stations available; this helps drive economic development in rural areas. He commented that the warranty is warranted; people already complain that often stations are out of service. These stations are the leading edge of technology.

Commissioner Brady pointed out that the price to the consumer is not yet determined. He asked who will receive the profits. Ms. Gambee answered that we can set our own rates. There is a charging station by the Veterans Services Office that offers free charging. The suggestion is that the vendor double the rate they are being charged for the power. In addition, you can charge an "idle fee" to discourage people from leaving their vehicle beyond the time it takes for a full charge. We will have access to the program to set our rates and we can vary the rates based on high usage times. The vendor will keep 4% for credit card processing and the rest will come back to the County.

Vice-Chair Hege asked if we have assessed the business case for this; what is the ROI. Mr. Stone replied that until we understand the utilization we cannot build an ROI. He stated that for him it is philosophical – our participation in energy savings and greenhouse gas reduction. In this case, the fairgrounds project will already have contractors on site so this is an economical and efficient time to do the work. This supports our commitment to climate change impact reduction.

Commissioner Brady added that part of the business case is that this will also support economic development in the area as people will shop and eat while they wait for their charge. It is complicated as we will see a reduction in our gas tax revenue. Ms. Gambee added that it is a level 2 charger which takes more time to charge; people will have time to appreciate the resources available in the area. Vice-Chair Hege said he would definitely like to know the outcome as it will be supportive of future decisions.

Chair Kramer pointed out that the fairgrounds is a place where we can electrify our small commercial equipment; this will support that transition.

{{{Vice-Chair Hege moved to approve the EV Connect Online Master Services Agreement and authorize the Administrative Services Director to sign and submit the agreement through the online portal. He further moved to authorize the Administrative Officer to evaluate and determine if the warranty should be added to the purchase. Commissioner Brady seconded the motion which passed unanimously.}}

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

The Session reconvened at 10:35 a.m.

#### **Executive Session**

At 10:35 a.m., Chair Kramer recessed from the Regular Session to open an Executive Session Pursuant to ORS 192.660(2)(e) Real Property Transactions ORS

192.660(2)(h) He reviewed the process for Executive Session and instructed the media to not record the session or report on anything discussed in the session except the general subject as previously announced.

The Regular Session reconvened at 11:23 a.m.

#### **Commission Call**

Commissioner Brady said he attended the Pine Grove Water District meeting where they are working to replace a dysfunctional well. The meeting was attended by 20 members of the community. While the District has acquired grants and loans, they will need to raise rates to support the project. Citizens realize the importance of the project and support the increase. He complimented the District Board members (Gloria Miller, John Pierce, Jim Wrightson, Steve Helm and Merle Eckert) for their diligence and hard work for the community.

Commissioner Brady stated that he participated in a call with 6 Rivers Mediation regarding the Circles of Care pilot program. Six Rivers will run pilot for restorative justice circle meetings called Circles of Peace through 2024. A circle may be made up of the harmed party, the responsible party, family members, a community volunteer, and 1-2 staff circle keepers.

Commissioner Brady announced that he has been invited by the Discovery Center to join their Board. He has made it clear that he would be serving as an individual rather than a representative of the County.

Chair Kramer announced that Vice-Chair Hege will continue to serve as the District 3 Delegate which gives us 2 members on the Legislative Committee. The 2024 meeting will take place on October 4<sup>th</sup> in Hood River County.

Chair Kramer reported that the AOC Health and Human Services summit met on Monday for 4 hours. There will be 3 more meetings; dates have yet to be determined. He asked that the Commissioners watch their email for a list of priorities that they will be asked to rank. Mental Health and Measure 110 reforms will be among the items on the list.

Chair Kramer adjourned the meeting at 11:30 a.m.

## **Summary of Actions**

#### **MOTIONS**

• To approve Amendment 1 the Contract between Monique Adams and Wasco County extending the expiration to June 30, 2024 for the provision of substance abuse treatment programming.

- To approve Amendment 1 to Grant Agreement 179362 between the State of Oregon and Wasco County to extend the expiration date to June 30, 2024.
- To approve the Consent Agenda: 9.20.2023 Regular Session Minutes.
- To approve the Oregon Business Development Department Brownfields Redevelopment Fund Grant Contract for Project #N24002 Columbia Gorge Crisis Resolution Center Assessment Project.
- To approve Order 23-053 surplussing Public Works and Sheriff's Department vehicles.
- To approve the 2023 Wasco County Strategic Plan.
- To approve the EV Connect Online Master Services Agreement and authorize the Administrative Services Director to sign and submit the agreement through the online portal; to authorize the Administrative Officer to evaluate and determine if the warranty should be added to the purchase.

#### **CONSENSUS**

• For staff to send out the mailer notifying affected citizens of the proposed changes to the floodplain map.

Wasco County Board of Commissioners
Steven D. Kramer, Commission Chair
Scott C. Hege, Vice-Chair
Philip L. Brady, County Commissioner

#### **SHERIFF'S OFFICE**



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#### **SB111 Deadly Force Plan Update**

To: Wasco County Board of Commissioners

From: Lane Magill Wasco County Sheriff

Re: SB 111 Deadly Force Plan Update

#### **BACKGROUND:**

In 2007 the Oregon Legislature advanced Senate Bill 111 which created a planning authority in each county to develop a plan of action concerning the use of deadly physical force by police officers. The bill was passed into law by the full legislature and signed by the Governor.

SB 111 is *prescriptive* in its requirements of the Deadly Force Plan and outlines what the plan must include and who will be involved.

Some key points that the plan must include are:

- Notification criteria for the agency, union, DA and family
- Timeline for officer interview. No sooner than 48 hours, unless waived by the officer
- Scene and evidence management
- Timeline for return to work
- Officer wellness precautions and required mental health counselling
- Major Crimes Team agreement plan components and use
- Outside agency participation in the investigation requirement
- District Attorney's role and public information release
- Investigative protocols
- Grand Jury Review, if required
- Critical Incident Debriefing
- Department of Public Safety Standards and Training minimum requirements
- Use of Force Reporting to the National Use of Force Database as well as the Oregon Attorney General's Office
- Each agency's use of force policy is included as a component of the SB111 plan

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Wasco County and The Dalles Police have complied with the requirements of SB 111 since its passage. Since 2007 the members of the planning authority which are delineated in the bill have changed and it is time to update the local plan.

The Dalles Police and our partners have met several times to refresh the plan and determine the best and most efficient modifications that serve the requirements and spirit of the law. We learned that Hood River County and Sherman County were also in need of refreshing their SB111 plan. HRSO and SCSO are key partners for The Dalles Police and Wasco County because they participate in our major crimes team plan, which is referenced in the SB111 plan. Ultimately it was determined that a three-county regional approach to the SB111 plan would best serve our needs and the needs of the community while ensuring objectivity and transparency of these critical investigations.

Section 2, subsection 5 of SB 111 requires "at least one public hearing" before submitting the plan for approval. Wasco County intends to present the plan to the County Commissioners prior to submission as well as this review by the City Council. Once the plan is approved by the governing body, it must be submitted to the Oregon Attorney General's office who will review the plan for minimum compliance to the bill.

On 9-13-23 at 5:30pm, the Wasco County plan participants held a public hearing to receive input from the public on the plan, as required by the law. The hearing was held in The Dalles City Council Chambers and the plan was finalized. The plan does not vary greatly from the plan that has been in place for years.

Both the SB111 Deadly Force Plan and the Major Crimes Team agreement are attached to this for full review.

The Attorney General's Office (AG), as a component of the Executive Branch of State Government, generally views collaboration between cities and Counties as a positive occurrence. We anticipate that this collaborative SB111 plan will be viewed favorably by the AG but there is some risk that their lawyers may interpret Section 2 as requiring a separate plan in each county and reject the three-county collaborative approach. If so this plan will stand on its own and we will still continue to collaborate with our partner agencies. The Dalles and Wasco County stand ready to separate from Hood River and Sherman counties and submit a standalone plan if required by the Attorney Generals office, or if inaction or objection by other partners exists.

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### **BUDGET IMPLICATIONS:**

None

## **COMMISSION ALTERNATIVES:**

### 1. Staff recommendation:

Advance the plan to the Oregon Attorney General's Office for Review while encouraging Hood River and Sherman County partners to participate.

# COLUMBIA GORGE INTERAGENCY MAJOR CRIME TEAM AGREEMENT

The Columbia Gorge Major Crime Team (CGMCT) will consist of personnel selected by the Oregon State Police, Wasco County Sheriff's Office, The Dalles Police Department, Hood River Sheriff's Office, Hood River Police Department, Sherman County Sheriff's Office, Sherman County District Attorney, the Hood River District Attorney's Office, and the Wasco County District Attorney's Office.

It is self-evident that the timely assemblage of skilled investigative personnel and necessary material resources, together with a clear delineation of lines of authority and task assignment, will positively affect the outcome of any major incident investigation.

#### **MISSION STATEMENT**

The mission of The Columbia Gorge Major Crime Team (CGMCT) is to provide professional, thorough, and efficient investigations into serious crimes regarding violent offenses, sexual assaults, homicides, and Law Enforcement's use of deadly force during police duties. Our team is dedicated to upholding the highest standards of integrity, accountability, while maintaining a respect for citizen's rights and providing compassion for victims. We strive to foster and maintain cooperation and transparency between the Law Enforcement and the public.

This plan supports the Columbia Gorge Senate Bill 111 deadly physical force plan and is incorporated by reference.

#### MAJOR CRIME TEAM ACTIVATION:

The Columbia Gorge Major Crime Team may be activated by the head of any participating agency or his/her Sergeant(s) and/or Detective(s). This Team will not be restricted to investigating homicides and may be activated for those crimes or those series of crimes which require an immediate combined, full-scale investigative response.

The Major Crime Team shall be activated for:

- A homicide
- Incidents of officer use of deadly force which results in death, in compliance of Senate Bill 111

The Major Crime Team may be activated for:

- A suspicious death
- An officer involved shooting or deadly force incident, even if no injuries occur,
- Serious felony crimes (i.e., rape, sex crimes, arson, kidnap, robbery)
- Other high profile/complex cases

The agency with primary jurisdiction over the case shall be the lead agency. If a conflict of interest occurs, or appears to exist, the agency heads will determine the lead agency.

A department supervisor of the lead agency will select the person who will be the team commander. The team commander will coordinate with all assigned Major Crime Team members regarding assignments and directions. If a disagreement occurs as to direction and assignments, the District Attorney with jurisdiction will decide any pertinent matters.

#### **MAJOR CRIME TEAM SUPERVISOR:**

This position will be determined individually at each major criminal investigation. The Major Crime Team Supervisor will be determined by the lead agency. It is the duty of the team supervisor to direct the investigative efforts of the team, assigns duties, and coordinate with the District Attorney of jurisdiction on matters of case preparation and prosecution needs. The Major Crime Team supervisor is responsible for briefing the agency head(s) and ensuring that they remain informed about the progress and status of the investigation. The Major Crime Team Supervisor is to ensure the quality of the case investigation and is responsible for the direction and utilization of all available resources. The Major Crime Team Supervisor shall remain free of direct investigative duties in order to oversee, direct and support the investigation.

#### **LEAD DETECTIVE:**

The lead detective will generally be determined by the Incident Commander and/or the Major Crime Team Supervisor with input from other agency supervisors on scene, as well as the District Attorney.

The lead detective is responsible for the generation, collection and compiling of reports by Major Crime Team members. The lead detective will be responsible for the investigation of all leads developed up to and through prosecution. The lead detective will be available to devote the necessary time and effort to see the case through its ultimate conclusion.

If the Major Crime Team representative from a particular agency cannot fulfill this obligation, an alternate lead will be selected. There is no prohibition from co-lead detectives from two agencies sharing responsibility of case development as long as one of the leads is responsible for report generation, completion, submission and prosecution.

The lead detective will work with the team supervisor to schedule briefings with team members.

The lead detective is responsible for all evidence collected, and the submission of evidence for any analysis to be conducted.

#### **PROCEDURES:**

- A. Upon activation, death investigations shall be under the joint direction of the head of the lead agency, the Major Crime Team and the District Attorney or his/her designee.
  - a. Decisions regarding whether an autopsy will be performed will be determined by the District Attorney in conjunction with the Medical Examiner. In most deaths where the cause of death is not readily obvious, a blood sample will be drawn at the direction of the Major Crime Team Commander meeting standard evidentiary protocol.
- B. The Major Crime team will conduct their investigation in a professional manner and will use approved techniques in handling of all evidence. The primary agency will be responsible for seizing and storing all evidence. The chain of custody for all evidence will be carefully maintained.

- C. The Major Crime Team should use the Oregon State Police Crime Laboratory and fingerprint personnel when appropriate and possible.
- D. In deaths involving possible Arson, the Major Crime Team shall request the assistance of the Oregon State Police Arson Detail and/or State Fire Marshall.
- E. Copies of all reports, once approved, will be submitted immediately to the lead detective, who will have the reports submitted to the District Attorney.

#### **TEAM MEMBER RESPONSIBILITIES:**

The Columbia Gorge Major Crime Team, when activated, will respond to assist any agency by participating in a collective, cooperative criminal investigation.

The individual Major Crime Team members are accountable to his/her agency for his/her conduct, performance and activities as a law enforcement officer.

#### **AGENCY RESPONSIBILITIES:**

It will be the responsibility of each agency to provide sufficient manpower to staff the Major Crime Team (within the agency's ability). If a primary team member is unavailable, an alternate member will be called.

The member agencies shall make available to each Major Crime Team supervisor, a list of off duty phone numbers. This list shall include only those persons authorized to activate their agency's Major Crime Team members. Each agency supervisor will be responsible for notifying their respective agency's team member.

Resource needs will be decided on a case by case basis and will be mutually agreeable to each agency's supervisor. Crime scene security will be made available on an equal basis from each agency and will be supplied where possible by non-Crime Team Members.

#### **MEETINGS & TRAINING:**

Whenever possible, the Major Crime Team will attend training seminars and if requested, will provide their assistance as instructors in the local jurisdiction training programs.

It will be the responsibility of the primary agency supervisor to schedule briefing sessions and team meetings.

At the conclusion of each Major Crime Team investigation, team members shall be allowed adequate opportunity to critique the team's operational effectiveness.

#### **MEDIA RELATIONS:**

Press releases will be the responsibility of the primary agency and the District Attorney's Office. In the case of death investigations, the District Attorney will typically make all press releases.

Carrie Rasmussen HOOD RIVER COUNTY DISTRICT ATTORNEY	DATE	
Matthew Ellis WASCO COUNTY DISTRICT ATTORNEY	DATE	
Wade McLeod SHERMAN COUNTY DISTRICT ATTORNEY	DATE	
Matt English, Sheriff HOOD RIVER COUNTY SHERIFF'S OFFICE	DATE	
Neal Holste, Chief HOOD RIVER POLICE DEPARTMENT	DATE	
Scott Rector, Lieutenant OREGON STATE POLICE	DATE	
Brad Lohrey, Sheriff SHERMAN COUNTY SHERIFF'S OFFICE	DATE	
Lane Magill, Sheriff WASCO COUNTY SHERIFF'S OFFICE	DATE	
Tom Worthy, Chief THE DALLES POLICE DEPARTMENT	DATE	

# Revision Date 06-22-23

## Senate Bill 111 Deadly Physical Force Plan

Wasco, Sherman, and Hood River Counties Use of Deadly Physical Force Planning Authority

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## **Members of the Planning Authority**

- Matt Ellis, Wasco County District Attorney (co-chair)
- Lane Magill, Wasco County Sheriff (co-chair)
- Carrie Rasmussen, Hood River County District Attorney
- Lt. Scott Rector, Oregon State Police
- Chief Tom Worthy, The Dalles Police Department
- Kyle Veracruz, Law Enforcement Labor Union Representative
- Alan Birchfield, Public Member
- Matt English, Hood River County Sheriff
- Brad Lohrey, Sherman County Sheriff
- Wade McLeod, Sherman County District Attorney

On (Date), this Plan was approved by a majority vote of the Deadly Physical Force Planning Authority, and submitted for approval to governing bodies of the following jurisdictions:

Wasco County Commission	Date:
City of The Dalles Council	Date:
Hood River City Council	Date:
Hood River County Commission	Date:
Sherman County Court	Date:

Upon receiving a vote of approval from 2/3 of the above jurisdictions and submitted for approval to governing bodies listed above, this Plan will be submitted to the Attorney General. This plan updates the prior plan with current signatories and a collaborative approach by the three listed counties in the Columbia River Gorge region.

## **Preamble**

The use of deadly physical force by law enforcement personnel is a matter of critical concern both to the public and to the law enforcement community. This purpose of this Plan is not to set the standards for the use of such force, or to be a substitute for agency policy regarding use of force, but rather to provide a framework for a consistent response to an officer's use of deadly force that treats the law enforcement officer fairly, and promotes public confidence in the criminal justice system. This use of deadly physical force plan will be adopted by Hood River, Wasco, and Sherman County Law Enforcement. These three counties routinely collaborate on major investigations and have agreed to jointly produce this required plan.

## **Section 1: Administration**

- (1) In the event that a member of the planning authority is unable to continue to serve, a replacement shall be appointed as provided in Section 2 (1) of Senate Bill 111, Oregon Laws 2007.
- (2) There shall be ten voting members of the Planning Authority. The approval of the Plan, elements of revisions thereof, shall be by majority vote.
- (3) The presence of 2/3 of the voting members shall be required in order to hold any vote.
- (4) Any meeting of a quorum of the voting members of the Planning Authority is subject to Oregon's open meeting law.

## **Section 2: Applicability of the Plan**

(1) This plan shall be applicable, as set forth herein, to any use of deadly physical force by a police officer acting in the course of and in furtherance of his/her official duties, occurring within Wasco, Sherman, and Hood River Counties.

## **Section 3: Definitions**

**Law Enforcement Agency** – Means the Department of State Police, the Department of Justice, a district attorney, a political subdivision of the State of Oregon and a municipal corporation of the State of Oregon, that maintains a law enforcement unit as defined in ORS 181.160 (12)(a)(A)

**Police Officer** – Means a person who is: A police officer or reserve officer as defined by ORS 181.610; and employed by a law enforcement agency to enforce the criminal laws of the State of Oregon.

**Use of Force Plan** – Means the final document approved by the Deadly Physical Force Planning Authority, adopted by two-thirds of the governing bodies employing law enforcement agencies, and approved by the Attorney General. Any approved revisions shall become a part of the Plan.

**Deadly Physical Force** – Means physical force that under the circumstances in which it is used in readily capable of causing death or serious physical injury.

**Serious Physical Injury** – Has the same meaning as "serious physical injury" as defined in ORS 161.015(8).

**Physical Injury** – Means impairment of physical condition or substantial pain that does not amount to "serious physical injury."

**Involved Officer** – Means the person whose official conduct, or official order, was the cause in fact of the death of a person. "Involved Officer" also means an officer whose conduct was not the cause in fact of the death, but who was involved in the incident before or during the use of deadly physical force, and this involvement was reasonably likely to expose the officer to a heightened level of stress or trauma.

## **Section 4: Immediate Aftermath**

- (1) When an officer uses deadly force, the officer shall, if able, immediately take whatever steps are reasonable and necessary to protect the safety of the officer and any member of the public.
  - (a) After taking such steps, the officer shall, if able, immediately notify his or her agency of the use of deadly physical force.
  - (b) Thereafter, the officer, if able, shall take such steps as are reasonably necessary to preserve the integrity of the scene and to preserve evidence.
  - (c) Upon request, the officer shall provide information regarding the circumstances as necessary to protect persons and property, preserve any evidence, and to provide a framework for the investigation.
- (2) If the use of deadly physical force results in physical injury, the Agency may employ its own resources to investigate and document the incident.
  - (a) This section does not prohibit the Agency from requesting assistance from an outside law enforcement agency.

## Section 5: Serious Physical Injury/Death

- (1) When the use of deadly physical force results in death or serious physical injury to any person, in addition to the requirements of Section 4 (1) of this Plan, and notwithstanding agency policy, the following provisions apply:
- (2) As soon as practical, each Involved Officer shall leave the scene, as directed by his or her supervisor, and be offered an opportunity for a medical examination. If the officer is not in need of medical treatment, the officer shall be taken to the Agency offices. If requested by the Involved Officer, the officer's union representative shall be notified.

- (3) As soon as practical, the duty weapon of any officer who fired their weapon or who was in the immediate vicinity where weapons were fired, shall be seized by investigators, and replaced with a substitute weapon, if appropriate.
- (4) Interview of an "Involved Officer":

As used in this section "interview" refers to formal interview of the officer by assigned investigative personnel that occurs a reasonable time after the incident, and after the officer has had an opportunity to consult with counsel, if so desired.

- (a) The interview of the involved officer(s) who discharged a firearm during a use of deadly physical force incident resulting in death or serious physical injury, shall occur after a reasonable period of time to prepare for the interview and taking into account the emotional and physical state of the officer(s). The interview shall occur no sooner than 48 hours after the incident, unless this waiting period is waived by the officer.
- (b) The waiting period does not preclude an initial on-scene conversation with the officer to assess and make an initial evaluation of the incident.
- (c) The on-scene supervisor shall take immediate action to stabilize the situation, ensure notification of the appropriate staff and agencies, and shall request a preliminary statement from the involved officer as soon as possible. The purpose in obtaining this statement will be to obtain public safety information such as outstanding suspects, location of evidence, direction of travel, etc.
- (d) The scene shall be secured and managed consistent with the control of any other major crime scene. Only personnel necessary to conduct the investigation shall be permitted access to the scene. When it is determined that no evidence will be contaminated or destroyed, the officer(s) involved may conduct a "walk through" to assist in the investigation.
- (5) For at least 72 hours immediately following an incident in which the use of deadly physical force by a police officer resulted in the death of person, a law enforcement agency may not return an Involved Officer to duties that might place the officer in a situation in which the officer has to use deadly force.
  - (a) Officer(s) involved in discharging his or her firearm that results in death or serious physical injury shall immediately be placed on administrative leave until such time as sufficient information exists to determine the justification in the use of deadly physical force and that the officer(s) have had an opportunity for mental health counseling with an outcome that no issues would preclude the officer(s) from performing the duties of a police officer.
- (6) In the 6 months following a use of deadly physical force incident that results in a death, the Agency shall offer each Involved Officer a minimum of two opportunities for mental health counseling. The officer shall be required to attend at least one session of mental health counseling.

- (a) At agency expense, the involved officer(s) shall be scheduled for an appointment with a licensed mental health counselor for a counseling session with a follow-up session scheduled at a date determined by the mental health professional.
- (b) The counseling sessions are not to be considered fitness for duty evaluations, and are privileged between the officer and the counselor.
- (7) After consultation with the involved officer, the Agency or officer shall notify the officer's family of incident according to the Agency's General Order, or other policy regarding such notification.
- (8) As soon as practicable after the arrival of a supervisor, notification shall be made to the District Attorney as provided in Section 8 (1) of this plan.
  - (a) This provision does not prevent the Agency from requiring additional notification requirements within their respective agency policies.
- (9) In the event of a use of deadly force that results in death or serious physical injury, the investigation shall be conducted by the Interagency Major Crimes Team (IAMCT); known in Wasco, Sherman, and Hood River counties as the "Columbia Gorge Major Crime Team". A written agreement shall be adopted and approved by each jurisdiction employing a law enforcement agency. At a minimum, the agreement shall provide for:
  - (a) A mission statement.
  - (b) Who will be the supervisor of the investigating officers, and the manner in which conflicts of interest will be resolved.
  - (c) The membership of the team, and the manner for selecting the members.
  - (d) Investigative protocols that do not conflict with the requirements of this Plan.
  - (e) Training of the members in the investigation of use of deadly force incidents.
  - (f) The assignment of at least one officer from an agency other than the involved officer's agency.
  - (g) The assignment of at least one officer from the involved officer's agency.
- (10) In the event that a conflict exists in the use of the IAMCT, the Involved Officer's Agency and the District Attorney shall consult and determine the appropriate manner in which the investigation will proceed.
- (11) The assignment of outside investigative personnel does not preclude the agency involved from conducting a concurrent investigation for administrative purposes as established by that agency. Such investigations may be necessary for civil preparation, determination of policy violations or training issues.

- (12) In order to preserve the integrity of the investigation and prosecution, if one occurs, the scene supervisor and investigative supervisor shall notify all involved officers to refrain from making public statements about the investigation, until such time as the investigation has concluded and the District Attorney has made a determination regarding the criminal responsibility of all involved persons.
- (13) The Agency District Attorney shall be designated a representative to make an initial public statement about the incident. Such statement shall include:
  - (a) The time and place of the incident.
  - (b) The condition of any suspect.
  - (c) The nature of the use of deadly physical force.
- (14) Prior to a final determination being made by the District Attorney, the District Attorney and the primary investigative agency shall consult with each other and make a public release of information as is deemed appropriate.

## **Section 6: Investigation Protocols**

- (1) The investigation at a minimum, shall consist of:
  - (a) Eyewitness interviews.
  - (b) Evidence collection.
  - (c) Scene documentation.
  - (d) Background interviews.
  - (e) Involved Officer interview(s)
- (2) The investigation shall be documented in written reports.
  - (a) All written reports shall be filed with the investigator's agency, and copies provided to the IMCT, and the Involved Officer's agency.
  - (b) All police reports shall be provided to the District Attorney.

## **Section 7: District Attorney**

(1) When an incident of the use of deadly physical force by an officer occurs, and death or serious physical injury results, the agency shall, as soon as practicable notify the District Attorney's Office.

- (a) Notification shall be made to the District Attorney, Chief Deputy, or other senior member of the District Attorney's staff.
- (2) When a use of deadly physical force by an officer occurs, and death or serious physical injury results, the District Attorney, and/or a senior member of his staff will consult with the agency regarding the investigation and implementation of the other elements of this plan.
- (3) The District Attorney has the sole statutory and constitutional duty to make the decision on whether to present a matter to a Grand Jury.
  - (a) Preliminary Hearings will not be used as a method of reviewing an officer's use of deadly force.
  - (b) The District Attorney will consult with the investigating agency and make the decision on whether to present the case to a Grand Jury.
    - (1) The timing of the decision will be made by the District Attorney at such time as he has determined that sufficient information is available to competently make the decision.
  - (c) If the District Attorney decides to present a case to the Grand Jury, the District Attorney shall promptly notify the investigating agency, the involved officer's agency, and the involved officer's representative.
  - (d) If the District Attorney decides that the investigation reveals that the officer use of deadly force was justified under Oregon law, and that Grand Jury review is unnecessary, the District Attorney shall so notify the Agency, the involved officer, the involved officer's representative, and the public.
- (4) If the use of deadly physical force results in physical injury to someone other than a police officer, upon completion of the investigation, all investigative information shall be forwarded to the District Attorney for review.

## **Section 8: Debriefing**

The use of deadly physical force by an officer has the potential to create strong emotional reactions which have the potential to interfere with an officer's ability to function. These reactions may be manifested immediately, or over time. Further, these reactions may occur not only in an officer directly involved in the incident, but also other officers within the Agency.

The requirements of this section provide a minimum framework, and are not intended to take the place of Agency policy. Agencies are encouraged to develop formal procedures to deal with an officer's stress response following a use of deadly force incident. Such policies should include a procedure that are implemented from the time of the incident and continue over time.

- (1) Upon a final determination by the District Attorney, the Agency shall conduct an internal review of the matter for compliance with agency policy. Such review, at a minimum shall include a review of the incident with the involved officer who used deadly physical force.
- (2) If the incident is of such a magnitude that agency-wide morale is implicated, the Agency shall take steps as it deems necessary to ensure professional police services are provided, and to develop strategies to restore morale and operational effectiveness.
- (3) Each agency shall provide for a process for any officer who makes a request, to participate in a critical incident debriefing.
- (4) If available, agencies should encourage officers to take advantage of Employee Assistance Programs, peer support, the Chaplaincy, and if appropriate, agencies should request assistance from other agencies that may have in place formal programs for dealing with critical incidents.

## Section 9: Reporting, training, outreach

- (1) Each law enforcement agency within Wasco, Hood River, and Sherman Counties, shall include in its policy regarding the use of deadly force, a provision regarding engaging members of the community in a discussion regarding the Agency's policies on the use of deadly force, as well as discussion regarding the use of deadly force by the Agency's personnel.
- (2) Each law enforcement agency within Wasco County shall provide a copy of this Plan to every officer, incorporate the plan into agency policy documents and provide training to officers on the implementation of the plan.
- (3) Upon the conclusion of the investigation, the announcement by the District Attorney pursuant to Section 7 (3) of this Plan, and the debriefing, the Agency shall complete the Attorney General's report regarding the use of force, and submit the report to the Attorney General.
- (4) The Board and Department of Public Safety Standards and Training requires 8 hours per year, 24 hours over a 3-year period of training from either the "firearms" or "use of force" subject areas. Each agency subject to this Plan shall require that a minimum of 4 hours per year, 12 hours over a 3-year period, of that training be on the use of force. The training must include education on the agency's use of force policy. This training may also include, but is not limited to:
  - (a) Defensive Tactics.
  - (b) Tactical Shooting.
  - (c) SWAT training.
  - (d) Use of force in making an arrest.
  - (e) Use of non-lethal force.

Each agency shall have a written policy and monitoring system to ensure that the standards are met.

- Upon adoption of this Plan, to the extent they are fiscally able, each agency shall take steps to publicize the Plan to their respective communities, by providing information to the media, general public, community organizations, and quasi-governmental bodies.
- At least once per calendar year, the Agencies subject to this Plan should collectively conduct a seminar intended to educate the media and selected members of the Wasco, Sherman, and Hood River County communities in the use of force by law enforcement officers, and the investigation of such incidents.
- (7) Prior to the adoption of this Plan, the Planning Authority shall take steps to engage the communities of Wasco, Sherman, and Hood River Counties in a discussion regarding the purpose of the Plan, and the elements contained therein. Such steps shall include, but are not limited to general public release of the draft, discussion with the media, providing the draft to agency employees, union representative, elected officials, and members of relevant boards or commissions.
- (8) Each deadly force incident pursuant to this plan will:
  - (A) be entered into the National Use of Force Database
  - (B) be entered into the SB111- Officer-Involved use of deadly force resulting in death reporting form through the Oregon Department of Justice. https://justice.oregon.gov/deathincident

## **Section 10: Fiscal Impact**

(1) At the conclusion of each fiscal year following the adoption of the Plan, each agency may submit to the administrator of the Plan, a report outlining the fiscal impact of each element of the Plan as described in sections (a) to (3) of Section 2 (4) of Senate Bill 111, Oregon Laws 2006.

## **Section 11: Plan Revision**

(1) If a revision of the Plan becomes advisable, the Planning Authority shall meet and discuss such a revision. If the Planning Authority adopts a revision, such revision shall be submitted for approval as provided by statute.

## **Section 12: Agency Policies**

Department Policies are attached to this document as references and are listed in the Table of Contents. These policies are:

- A. Wasco County Sheriff's Office Use of Force Policy
- B. The Dalles Police Department Use of Force Policy
- C. Oregon State Police Use of Force Policy
- D. Sherman County Sheriff's Office Use of Force Policy
- E. Hood River County Sheriff's Office Use of Force Policy

- F. Hood River Police Department Use of Force Policy
- G. Interagency Cooperative Policing Agreement for Major Incidents Between The Dalles Police Department, Wasco County Sheriff's Office, Hood River Police Department, Hood River Sheriff's Office, Sherman County Sheriff's Officer and The Oregon State Police.

## **Section 13: Governmental Approval Signatures**

Carrie Rasmussen	DATE
HOOD RIVER COUNTY DISTRICT ATTORNEY	
Matthew Ellis WASCO COUNTY DISTRICT ATTORNEY	DATE
Wade McLeod SHERMAN COUNTY DISTRICT ATTORNEY	DATE
Matt English HOOD RIVER COUNTY SHERIFF	DATE
Neil Holste HOOD RIVER CHIEF OF POLICE	DATE
Scott Rector, Lieutenant OREGON STATE POLICE	DATE
Brad Lohrey, Sheriff SHERMAN COUNTY SHERIFF'S OFFICE	DATE
Lane Magill, Sheriff WASCO COUNTY SHERIFF'S OFFICE	DATE
Tom M. Worthy, Chief THE DALLES POLICE DEPARTMENT	DATE

## **Saving Clause**

This plan remains in effect and full force if any signer above has been replaced by new agency head or elected official.



#### NORTH CENTRAL PUBLIC HEALTH DISTRICT

"Caring For Our Communities"
419 East Seventh Street, The Dalles, OR 97058
Phone: 541-506-2600 Fax: 541-506-2601
Website: www.ncphd.org

September 27, 2023

To: Wasco County Board of Commissioners Wasco County Courthouse 511 Washington Street The Dalles, OR 97058

From: Solid Waste Advisory Committee (SWAC)

Dear Commissioners,

The Wasco County SWAC met on Monday, September 25, 2023, to discuss the following:

- · Proposed rate and license increases for the Wasco County Landfill
- Proposed rate increases for Waste Connections to operate The Dalles Disposal
- Updating the Solid Waste Advisory Committee ordinance and License Agreement
- Wasco County Landfill Longevity

The rate increases for both parties model the Consumer Price Index (CPI) for the Standard Metropolitan Statistical Area with an adjustment to 85% of the change. The most recent July to July comparison increased 3.12%. With an 85% adjustment, the requested increase amounts to a 2.65% increase for rising operational costs and disposal fees.

The solid waste advisory committee recommends that the Wasco County Board of Commissioners approve the proposed rate increase of 2.65% effective January 1, 2024.

I've included request letters from both The Dalles Disposal and the Wasco County Landfill for your reference.

Thank you for your time and have a stellar day,

Eric Grendel

Environmental Health Specialist North Central Public Health District



August 10, 2023

Eric Grendel Environmental Health Specialist North Central Public Health District 419 East Seventh Street, Room 100 The Dalles, OR 97058

RE: Wasco County Landfill, 2024 Rate Change

Dear Eric Grendel,

In accordance with the current license agreement between the Wasco County Landfill (WCL) and Wasco County, we plan to adjust our rates in 2024. A summary of the rate change is as follows:

The annual change in the Consumer Price Index for Urban Wage Earners and Clerical Workers- West, All Items (CPI-W) for July 2023 is 3.12%. Per the license agreement, rates will increase by 85% of the CPI or 2.65%. The new rates attached for the year 2024 will reflect a 2.65% increase and would become effective January 1, 2024.

The Wasco County license fee for 2023 was \$135,848 and will increase to \$145,173 in 2024.

The County's Host Fee will change from \$1.86 to \$1.91 per ton in 2024.

The HHW Fee will change from \$9.80 to \$10.06 per ton in 2024.

A proposed rate schedule for 2024 is attached for your reference.

Please feel free to contact me if you have any questions.

Sincerely,

Nancy Mitchell

Wasco County Landfill

any Metchell



Wasco County SWAC NCPHD 419 East Seventh Street, Room 100 The Dalles OR 97058-2237 August 31, 2023

To: Wasco County SWAC

Re: Solid Waste proposed rates

Dear Members.

The Dalles Disposal would like to respectfully request a rate adjustment averaging approximately 2.65% to help offset rising operational costs and disposal fees. We request this adjustment to be effective January 1, 2024. Some examples of these increases include but are not limited to, health care cost, fleet maintenance, fuel and containers.

We use The Consumer Price Index (CPI) for the Standard Metropolitan Statistical Area (West-C) to benchmark our changes in operational costs. The most recent July to July comparison increased 3.12% and we believe this is a good indicator of our overall experience. The Wasco County Landfill will be increasing both its gate rate and the pass-through Household Hazardous Waste tax by 2.65% effective January 1, 2024. We have incorporated these increases into the attached proposed rate schedule.

We would like to be scheduled on the SWAC agenda at your earliest convenience to discuss our proposal. We appreciate the continued opportunity to provide Wasco County with high quality solid waste services.

Sincerely.

Jim Winterbottom District Manager





#### NORTH CENTRAL PUBLIC HEALTH DISTRICT

"Caring For Our Communities" 419 East Seventh Street, The Dalles, OR 97058 Phone: 541-506-2600 Fax: 541-506-2601 Website: www.ncphd.org

## Solid Waste Advisory Committee September 25, 2023 11:00 a.m.

Location: Virtual Meeting-Google Hangouts Meeting

**Committee Members Present:** Eric Grendel, Dr. Chris Van Tilburg, Matthew Klebes, Nancy Mitchell

Committee Members Absent: None

Guests Present: Steve Kramer, Scott Randall, Jim Winterbottom

Meeting called to order by Eric Grendel at 11:00 a.m and passed the discussion leadership on to Commissioner Steve Kramer.

#### **Summary of Actions Taken**

#### Welcome:

- Introductions were made
- Wasco County Commissioner Steve Kramer led the discussion

#### **Wasco County Landfill Rate Increase Request**

- Nancy Mitchell Wasco County Landfill
  - In accordance with the current license agreement between the Wasco County Landfill (WCL) and Wasco County, we plan to adjust rates for the year 2024. A summary of the rate change is as follows:

The Consumer Price Index (CPI) for the Standard Metropolitan Statistical Area (West 1982-84=100) for 2023 is 3.12%. Eighty-five percent of the CPI is 2.65%. The new rates for the year 2024 will reflect a 2.65% increase.

The Wasco County license fee for 2023 was \$135,848 this will increase to \$145,173 in 2021.

The County's Host Fee will change from \$1.86 to \$1.91 per ton in 2024.

The HHW Fee will change from \$9.80 to \$10.06 per ton in 2024.

- Jim Winterbottom The Dalles Disposal
  - The Dalles Disposal requested a rate adjustment of 2.65% to help offset rising operational costs and disposal fees.
  - Reguest to be effective January 1, 2024.
  - The Dalles Disposal uses The Consumer Price Index (CPI) for the Standard Metropolitan Statistical Area (West-C) to benchmark the changes in operational costs. The most recent July to July comparison increased 3.12%.
- Steve asked the committee members if they supported the rate increase recommendation to the commissioners.
- Matthew had asked where the 85% of the CPI originated.
- Steve explained that 85% had historically been the approved rate change increase factor.
- Steve explained that the Wasco County Attorney Kristen Cambpell was meeting with him to look into updating the Solid Waste Advisory Committee ordinance to replace open committee members' seats.
- Matthew had questioned why Hood River's increase was calculated at %2.65 rather than 7.37%, which he thought was substantially lower and inquired why that was.
- Jim Winterbottom explained that in 2017 there was a roll cart program for Hood River, which increased monthly service charges from May to September. He presented in August of 2023 to several jurisdictions, including Wasco County and the City of The Dalles as to why the CPI is different.

#### Motion to Approve or Deny the Rate Increase

- Eric Grendel motioned to approve
- Matthew Klebes seconded the motion to approve
- There was no opposition, motion carried unanimously

#### **SWAC Recommendation**

SWAC committee motioned to approve the rate increase.

#### The Dalles Disposal Rate Increase Request

- The floor was opened to Jim Winterbottom to discuss The Dalles Disposal 2024 rate increase.
- Jim explained that the rate increase mirrored the Wasco County Landfill's rate increase of 2.65% for 2024 and will visit all of the jurisdictions in Wasco County with the proposed rates in the upcoming month.
- The floor was open to any questions in regard to Jim's proposal, there were none.
- Jim entertained a motion for the proposal for a 2.65% rate increase for The Dalles Disposal.

#### Motion to Approve or Deny the Rate Increase for the City Jurisdictions

- Eric Grendel motioned to approve
- Matthew Klebes seconded the motion to approve
- There was no opposition, motion carried unanimously

#### **Member Update**

- Eric talked about the changes to the SWAC committee members, more specifically Dr. Mimi McDonnell no longer assuming the health officer position for NCPHD and Dr. Van Tilburg now taking her place. Per the ordinance, members must be voted in.
- Eric explained a previous discussion with Steve Kramer about the outdated ordinance and Wasco County's discussions with Kristen Campbell to update that language.
- Steve discussed the ordinance and pointed out that Antelope and Shaniko are included as ex-officio members but are not currently serviced by The Dalles Disposal.
- Steve is looking forward to the current member's opinions on future members and meetings. There were no opinions at the time.
- Steve will report back on any recommendations or updates to the ordinance.

#### **Landfill Longevity Report**

- The floor was opened up to Nancy Mitchell to discuss the air space in terms of years for the landfill.
- Currently the landfill is at 38 years. The landfill is investigating the backside property which is permitted, so not all of the acreage is permitted.
- Steve explained the landfill was talking with the Wasco County Planning Department for expansion.

#### **PFAS Rule Making Survey SB 582**

- Steve was curious to know if the landfill was looking into the new rule.
- There are concerns that landfills are passive receivers and Steve was concerned about protecting landfills from unexpected mandates that could be a result of the new rule.
- Steve will engage with the other commissioners about this bill and be more prepared for these changes.

Meeting adjourned at 11:18 a.m.



IN THE BOARD OF COMMISSIONER	S OF THE STATE OF OREGON
IN AND FOR THE COU	NTY OF WASCO
IN THE MATTER OF APPROVING RATE INCREASES FOR TH	IE WASCO COUNTY LANDFILL
RESOLUTION #23-011	
NOW ON THIS DAY, the above-entitled matter having co one duly set in term for the transaction of public busines being present; and	
WHEREAS, on August 10, 2023, the Wasco County Landf accordance with the current license agreement between and	·
WHEREAS, on September 25, 2023, the Wasco County So has recommended approval of the Wasco County Landfi and by this reference made part thereof; and	
WHEREAS, on October 18, 2023 the Board voted to appr	ove the requested rate increases.
NOW, THEREFORE, THE WASCO COUNTY BOARD OF CON Wasco County Landfill rate increases as outlined in the a	
DATED this 18 <sup>th</sup> day of October, 2023.	
APPROVED AS TO FORM	Wasco County Board of Commissioners
Kristen Campbell, County Counsel	Steven D. Kramer, Chair
	Scott C. Hege, Vice-Chair

Philip L. Brady, County Commissioner

## Wasco County Landfill New Rates Effective January 1, 2024

Wasco County

\$43.56 per ton + 10.06 (HHW Fee) = \$53.62 per ton

• Hood River and Sherman County

\$48.60 per ton + 10.06 (HHW Fee) = \$58.66 per ton

Out of County

\$48.60 per ton

ACM: In-County

\$108.35 per ton

· ACM: Out of County

\$110.45 per ton

PCS: In-County

\$40.12 per ton

PCS: Out of County

\$42.29 per ton

Public minimum is \$40.00



IN THE BOARD OF COMMIS	SIONERS OF THE STATE OF OREGON
IN AND FOR T	HE COUNTY OF WASCO
IN THE MATTER OF APPROVING RATE INCREASES	FOR WASTE CONNECTIONS
RESOLUTION #23-013	
	aving come on regularly for consideration, said day being business and a majority of the Board of Commissioners
WHEREAS, on August 31, 2023, Waste Connection the current license agreement between Wasco C	ns submitted a rate increase request in accordance with ounty and Waste Connections; and
•	ounty Solid Waste Committee reviewed the request and ns' proposed rate increases as attached hereto and by
WHEREAS, on October 18, 2023, the Board voted	to approve the requested rate increases.
	OF COMMMISSERS HEREBY RESOLVES to approve the the attached rate schedule, effective January 1, 2024.
DATED this 18 <sup>th</sup> day of October, 2023.	
APPROVED AS TO FORM	Wasco County Board of Commissioners
Kristen Campbell, County Counsel	Steven D. Kramer, Chair
	Scott C. Hege, Vice-Chair

Philip L. Brady, County Commissioner

		2.65%	2.65%		
	CURRENT	TOTAL LF	BUSINESS	TOTAL	NEW
SERVICE	RATE	INCREASE	INCREASE	INCREASE	RATE
RESIDENTIAL					
CANS/ROLLCARTS	7				
Weekly	_				
- (1) 20 gal can (NewRate)	\$14.71	\$0.06	\$0.33	\$0.39	\$15.10
- (1) 32 gal can	\$24.99	\$0.10	\$0.56	\$0.66	\$25.65
- 90 gal rollcart	\$38.11	\$0.26	\$0.75	\$1.01	\$39.12
- 105 gal cart (Phase Out)	\$40.42	\$0.30	\$0.77	\$1.07	\$41.49
- each add'l can/cart added at pric	ce of 1st unit				
EOW					
- (1) 32 gal can	\$19.69	\$0.06	\$0.46	\$0.52	\$20.21
- 90 gal rollcart	\$34.21	\$0.16	\$0.75	\$0.91	\$35.12
Call In					
- (1) 32 gal can	\$16.81	\$0.03	\$0.42	\$0.45	\$17.26
- 90 gal rollcart	\$22.69	\$0.07	\$0.53	\$0.60	\$23.29
SPECIAL CHARGES					
their service containers.					
Additional Charge:	Na. Jan	47.0	where.	60.00	
- Sunken Can	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- Excess distance	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- Steps/stairs	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- Through gate	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- extra can/bag/box	\$8.50	\$0.01	\$0.21	\$0.22	\$8.72
<ul> <li>loose yardage per yd</li> </ul>	\$35.30	\$0.20	\$0.74	\$0.94	\$36.24
(over-the-top extra around conts-c or on the ground)	ans-rollcarts				
- bulk items (*Bring to transfer sta	tion)				
- return trip can	\$8.33	\$0.01	\$0.21	\$0.22	\$8.55
- return trip rollcart	\$12.29	\$0.03	\$0.30	\$0.33	\$12.62
- rollcart redelivery	\$12.72	\$0.00	\$0.34	\$0.34	\$13.06
- Off day PU	\$9.11	\$0.00	\$0.24	\$0.24	\$9.35
- Delinquent fee	\$16.26	\$0.00	\$0.43	\$0.43	\$16.69
(Acct delinquent after 30 days fro	om hilling)				
- NSF/unhonored check fee	otti ottiii.bi				
	\$38.38	\$0.00	\$1.02	\$1.02	\$39.40
<ul> <li>New Acct set up fee</li> </ul>		\$0.00 \$0.00	\$1.02 \$0.22	\$1.02 \$0.22	\$39.40 \$8.57

	40.000.000	2.65%	2.65%	NAMES OF THE PARTY.	50700
PENNIER	CURRENT	TOTAL LF	BUSINESS	TOTAL	NEW
SERVICE	RATE	INCREASE	INCREASE	INCREASE	RATE
COMMERCIAL	_				
CANS/ROLLCARTS					
Weekly					
- (1) 32 gal can	\$29.52	\$0.10	\$0.68	\$0.78	\$30.30
<ul> <li>90 gal rollcart</li> <li>each add'l can/cart added at pri</li> </ul>	\$43.91	\$0.26	\$0.91	\$1.17	\$45.08
com and reary care added at pri	ce of 13t diffe				
EOW					
- (1) 32 gal can	\$23.67	\$0.06	\$0.57	\$0.63	\$24.30
- (1) 90 gal can	\$34.00	\$0.16	\$0.74	\$0.90	\$34.90
Call In					
- (1) 32 gal can	\$18.49	\$0.03	\$0.46	\$0.49	\$18.98
- 90 gal rollcart	\$24.96	\$0.07	\$0.59	\$0.66	\$25.62
SPECIAL CHARGES					
* The following additional charges as	e accessed to custo	marc			
their service containers.  Additional Charge:					
- Sunken Can	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- Excess distance	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- Steps/stairs	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- Through gate	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
-extra can/bag/box	\$8.50	\$0.01	\$0.21	\$0.22	\$8.72
- loose yardage per yd	\$35.30	\$0.20	\$0.74	\$0.94	\$36.24
(*extra garbage ontop or arour					
which must be manually hand	ied & placed in truci	()			
- bulk items (*Bring to transfer sta	ation)				
- return trip can	\$8.33	\$0.01	\$0.21	\$0.22	\$8.55
- return trip rollcart	\$12.32	\$0.03	\$0.30	\$0.33	\$12.65
- rollcart redelivery	\$12.72	\$0.00	\$0.34	\$0.34	\$13.06
- Off day PU	\$9.11	\$0.00	\$0.24	\$0.24	\$9.35
- Delinquent fee	\$16.26	\$0.00	\$0.43	\$0.43	\$16.69
(Acct delinquent after 30 days fr	om billing)				
- NSF/unhonored check fee	\$38.38	\$0.00	\$1.02	\$1.02	\$39.40
- New Acct set up fee	\$8.35	\$0.00	\$0.22	\$0.22	\$8.57
<ul> <li>Change in service (name/address/service)</li> </ul>	\$8.35	\$0.00	\$0.22	\$0.22	\$8.57

		2.65%	2,65%		
	CURRENT	TOTAL LF	BUSINESS	TOTAL	NEW
SERVICE	RATE	INCREASE	INCREASE	INCREASE	RATE
CONTAINERS					
1 1/2 Yd Containers	_				
- Call In	\$42.68	\$0.16	\$0.97	\$1.13	\$43.81
- EOW	\$61.30	\$0.35	\$1.28	\$1.63	\$62.93
- 1XPW	\$122.71	\$0.70	\$2.56	\$3.26	\$125.97
- Additional day rate =					
# days x 1 x wk rate					
2 Yd Containers					
- Call In	\$56.20	\$0.22	\$1.28	\$1.50	\$57.70
- EOW	\$81.46	\$0.47	\$1.70	\$2.17	\$83.63
- 1XPW	\$162.73	\$0.93	\$3.39	\$4.32	\$167.05
- Additional day rate =					
# days x 1 x wk rate					
3 Yd Containers					
- Call in	\$80.87	\$0.32	\$1.82	\$2.14	\$83.01
- EOW	\$117.66	\$0.70	\$2.42	\$3.12	\$120.78
- 1XPW	\$245.41	\$1.40	\$5.12	\$6.52	\$251.93
<ul><li>Additional day rate =</li></ul>					
# days x 1 x wk rate					
SPECIAL CHARGES					
- Delivery	\$40.71	\$0.00	\$1.08	\$1.08	\$41.79
- Rent	\$39.72	\$0.00	\$1.05	\$1.05	\$40.77
- Rent-a-bin	\$90.29	\$0.00	\$2.40	\$2.40	\$92.69
- Loose yardage	\$35.30	\$0.20	\$0.74	\$0.94	\$36.24
Containers with difficult access (per	cont chg)				
- Not on solid surface	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- Stuck in the mud	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- Lodged in loose gravel	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- Overweight	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- Excess distance	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- Rolloff curb	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
COMPACTORS					
* 50,000 max gross weight					
- Per compacted yard	\$39.16	\$0.54	\$0.50	\$1.04	\$40.20
- over 2 tons for 10 yds					
- over 4 tons for 20 yds					
- over 6 tons for 30 yds					
- over 50,000 GW x Fee	\$388.93	\$0.00	\$10.32	\$10.32	\$399.25
(*Per each 2,000 lb excess)					
- Extra miles over 15	\$3.84	\$0.00	\$0.10	\$0.10	\$3.94

		2.65%	2.65%		
	CURRENT	TOTAL LF	BUSINESS	TOTAL	NEW
SERVICE	RATE	INCREASE	INCREASE	INCREASE	RATE
DROP BOXES					
- 10 yd min fee empty	\$278.88	\$1.98	\$5.43	\$7.41	\$286.29
- 15 yd min fee empty	\$418.39	\$2.97	\$8.14	\$11.11	\$429.50
- 20 yd min fee empty	\$557.83	\$3.96	\$10.86	\$14.82	\$572.65
- 30 yd min fee empty	\$836.67	\$5.94	\$16.28	\$22.22	\$858.89
- 40 yd min fee empty	\$1,115.60	\$7.92	\$21.71	\$29.63	\$1,145.23
- Delivery	\$93.83	\$0.00	\$2.49	\$2.49	\$96.32
- Pickup	\$93.83	\$0.00	\$2.49	\$2.49	\$96.32
- Swap	\$93.83	\$0.00	\$2.49	\$2.49	\$96.32
- Ex miles over 15	\$3.84	\$0.00	\$0.10	\$0.10	\$3.94
- Demurrage/day after 5 days	\$18.24	\$0.00	\$0.48	\$0.48	\$18.72
- LS ydg	\$35.29	\$0.20	\$0.74	\$0.94	\$36.23
- over 2 tons for 10 yds					

<sup>-</sup> over 4 tons for 20 yds

<sup>-</sup> over 6 tons for 30 yds

		2.65%	2.65%		
	CURRENT	TOTAL LF	BUSINESS	TOTAL	NEW
SERVICE	RATE	INCREASE	INCREASE	INCREASE	RATE
RESIDENTIAL					
CANS/ROLLCARTS					
Weekly					
- (1) can	\$28.40	\$0.10	\$0.66	\$0.76	\$29.16
- (2) cans	\$43.79	\$0.20	\$0.97	\$1.17	\$44.96
- (3) cans	\$58.22	\$0.30	\$1.26	\$1.56	\$59.78
- each additional can	\$8.80	\$0.10	\$0.14	\$0.24	\$9.04
Semi-Monthly/Monthly					
- (1) can, once a month	\$11.76	\$0.02	\$0.29	\$0.32	\$12.08
- (1) can, twice a month	\$17.92	\$0.05	\$0.43	\$0.47	\$18.39
Call In					
- (1) can	\$12.27	\$0.02	\$0.31	\$0.33	\$12.60
COMMERCIAL					
CONTAINERS	3 7				
1 1/2 Yd Containers					
- Once a week	\$146.44	\$0.70	\$3.24	\$3.94	\$150.38
- Twice a week	\$263.01	\$1.40	\$5.67	\$7.07	\$270.08
- Once a month	\$73.36	\$0.16	\$1.80	\$1.96	\$75.32
- Twice a month	\$95.07	\$0.35	\$2.19	\$2.54	\$97.61
2 Yd Containers	2001/6		V. 52		Section 2
- Once a week	\$182.66	\$0.93	\$3.97	\$4.90	\$187.56
- Twice a week	\$325.51	\$1.87	\$6.90	\$8.77	\$334.28
- Once a month	\$83.83	\$0.22	\$2.02	\$2.24	\$86.07
- Twice a month	\$118.14	\$0.47	\$2.70	\$3.16	\$121.30
3 Yd Containers					
- Once a week	\$292.80	\$1.40	\$6.46	\$7.86	\$300.66
- Twice a week	\$525.90	\$2.80	\$11.34	\$14.14	\$540.04
- Once a month	\$146.56	\$0.32	\$3.59	\$3.91	\$150.47
- Twice a month	\$190.10	\$0.70	\$4.39	\$5.09	\$195.19
4 Yd Containers	2515-200			15.00	V222-40
- Once a week	\$365.27	\$1.87	\$7.96	\$9.82	\$375.09
- Twice a week	\$727.96	\$3.73	\$15.83	\$19.56	\$747.52
- Once a month	\$167.75	\$0.43	\$4.04	\$4.47	\$172.22
- Twice a month	\$234.68	\$0.93	\$5.35	\$6.28	\$240.96
5 Yd Containers			41.00	45.40	4202.24
- Once a month	\$201.91	\$0.54	\$4.86	\$5.40	\$207.31
SPECIAL CHARGES		555	72.34	2000	40.70
- Delivery	\$41.80	\$0.00	\$1.11	\$1.11	\$42.91
TEMPORARY CONTAINERS	<b>3</b> ′				3.3.5
- 1.5 Yd Cleanup	\$43.80	\$0.16	\$1.01	\$1.17	\$44.97
- 2 Yd Cleanup	\$55.91	\$0.22	\$1.28	\$1.49	\$57.40
- 3 Yd Cleanup	\$87.51	\$0.32	\$2.02	\$2.34	\$89.85
- 4 Yd Cleanup	\$111.82	\$0.43	\$2.56	\$2.99	\$114.81

		2.65%	2.65%		
	CURRENT	TOTAL LF	BUSINESS	TOTAL	NEW
SERVICE	RATE	INCREASE	INCREASE	INCREASE	RATE
DROP BOXES					
- 10 yd min fee empty	\$312.85	\$1.98	\$6.45	\$8.43	\$321.28
- 20 yd min fee empty	\$427.97	\$3.96	\$7.63	\$11.59	\$439.56
- 30 yd min fee empty	\$543.17	\$5.94	\$8.83	\$14.78	\$557.95
- 40 yd min fee empty	\$658.38	\$7.92	\$10.04	\$17.96	\$676.34
- Delivery	\$67.88	\$0.00	\$1.80	\$1.80	\$69.68
- Pickup	\$67.88	\$0.00	\$1.80	\$1.80	\$69.68
<ul> <li>Demurrage per day after 5 days</li> </ul>	\$23.68	\$0.00	\$0.62	\$0.62	\$24.30

		2.65%	2.65%		
	CURRENT	TOTAL LF	BUSINESS	TOTAL	NEW
SERVICE	RATE	INCREASE	INCREASE	INCREASE	RATE
RESIDENTIAL					
CANS/ROLLCARTS					
Weekly					
- (1) 20 gal can	\$14.71	\$0.06	\$0.33	\$0.39	\$15.10
- (1) 32 gal can	\$22.37	\$0.10	\$0.49	\$0.59	\$22.96
- 90 gal rollcart	\$32.48	\$0.26	\$0.60	\$0.86	\$33.34
- 105 gal cart (Phase Out)	\$34.84	\$0.30	\$0.62	\$0.92	\$35.76
- each add'l can/cart added at p	rice of 1st unit				
EOW					
- (1) 32 gal can	\$18.89	\$0.06	\$0.44	\$0.50	\$19.39
Call In					
- (1) 32 gal can	\$15.68	\$0.03	\$0.39	\$0.42	\$16.10
- 90 gal rollcart	\$22.61	\$0.07	\$0.53	\$0.60	\$23.21
YARD DEBRIS					
* 12 month min sign-up period					
* \$18 restart fee if service cancelle	ed and restarted with	in vear			
* 60 gal yard debris cart		700.			
Weekly - 60 gal recycling	\$11.11	\$0.17	\$0.13	\$0.30	\$11.41
EOW - 60 gal recycling	\$7.58	\$0.10	\$0.10	\$0.20	\$7.78
Extra Yard Debris	\$8.45	\$0.04	\$0.19	\$0.23	\$8.68
SPECIAL CHARGES					
* The following additional charges	are a				
whose cans, rollcarts or containe	rs pose a potential saf	fety risk			
to our employees due to the diffi	cult and unsafe location	on of			
their service containers.					
Additional Charge:					
- Sunken Can	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- Excess distance	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- Steps/stairs	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- Through gate	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- extra can/bag/box	\$8.35	\$0.01	\$0.21	\$0.22	\$8.57
- loose yardage per yd	\$35.30	\$0.20	\$0.74	\$0.94	\$36.24
(over-the-top extra around conts or on the ground)	-cans-rollcarts				
	0-5 kg				
- bulk items (*Bring to transfer s		10.03	12.27	20.00	4014
- return trip can	\$8.33		\$0.21	\$0.22	\$8.55
- return trip rollcart	\$12.29	\$0.03	\$0.30	\$0.33	\$12.62
- rollcart redelivery	\$12.72	\$0.00	\$0.34	\$0.34	\$13.06
- Off day PU	\$9.11	\$0.00	\$0.24	\$0.24	\$9.35
<ul> <li>Delinquent fee (Acct delinquent after 30 days)</li> </ul>	\$16.26	\$0.00	\$0.43	\$0.43	\$16.69
- NSF/unhonored check fee		\$0.00	\$1.02	61.02	\$20.40
New Acct set up fee	\$38.38 \$7.31	\$0.00	\$0.19	\$1.02 \$0.19	\$39.40 \$7.50
- New Acct set up ree - Change in service	\$7.31	\$0.00	\$0.19	\$0.19	\$7.50
(name/address/service)	\$7.31	\$0.00	\$0.19	20.13	\$1.5U

	CURRENT	2.65% TOTAL LF	2.65% BUSINESS	TOTAL	NEW
SERVICE	RATE	INCREASE	INCREASE	INCREASE	RATE
COMMERCIAL					
CANS/ROLLCARTS					
Weekly	_				
- (1) 32 gal can	\$27.03	\$0.10	\$0.62	\$0.72	\$27.75
- 90 gal rollcart	\$41.32	\$0.26	\$0.84	\$1.10	\$42.42
- each add'l can/cart added at pri	ce of 1st unit				
EOW					
- (1) 32 gal can	\$22.80	\$0.06	\$0.55	\$0.61	\$23.41
Call In					
- (1) 32 gal can	\$17.06	\$0.03	\$0.42	\$0.45	\$17.51
- 90 gal rollcart	\$24.65	\$0.07	\$0.58	\$0.65	\$25.30
SPECIAL CHARGES					
* The following additional charges a	re accessed to custo	mers			
whose cans, rollcarts or containers					
to our employees due to the diffici					
their service containers.					
Additional Charge:					
- Sunken Can	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- Excess distance	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- Steps/stairs	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- Through gate	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- extra can/bag/box	\$8.35	\$0.01	\$0.21	\$0.22	\$8.57
- loose yardage per yd	\$35.30	\$0.20	\$0.74	\$0.94	\$36.24
(*extra garbage ontop or arour	nd cans and rollcarts				
which must be manually hand	led & placed in truc	k)			
- bulk items (*Bring to transfer st	ation)				
- return trip can	\$8.33	\$0.01	\$0.21	\$0.22	\$8.55
- return trip rollcart	\$12.32	\$0.03	\$0.30	\$0.33	\$12.65
- rollcart redelivery	\$12.72	\$0.00	\$0.34	\$0.34	\$13.06
- Off day PU	\$9.11	\$0.00	\$0.24	\$0.24	\$9.35
- Delinquent fee	\$16.26	\$0.00	\$0.43	\$0.43	\$16.69
(Acct delinquent after 30 days fr	om billing)				
<ul> <li>NSF/unhonored check fee</li> </ul>	\$38.38	\$0.00	\$1.02	\$1.02	\$39.40
- New Acct set up fee	\$7.31	\$0.00	\$0.19	\$0.19	\$7.50
- Change in service	\$7.31	\$0.00	\$0.19	\$0.19	\$7.50
(name/address/service)					
CONTAINERS					
1 1/2 Yd Containers		1.0			5.4.5
- Call in	\$40.45	\$0.16	\$0.91	\$1.07	\$41.52
- EOW	\$56.65	\$0.35	\$1.15	\$1.50	\$58.15
- 1XPW	\$113.33	\$0.70	\$2.31	\$3.01	\$116.34
- Additional day rate =					
# days x 1 x wk rate					

	14,022,0	2,65%	2.65%	70741	LIE!
SERVICE	CURRENT	TOTAL LF INCREASE	BUSINESS	TOTAL INCREASE	NEW RATE
And the location of the locati					
2 Yd Containers	1454-71		21.52	47.74	
- Call In	\$54.41	\$0.22	\$1.23	\$1.45	\$55.86
- EOW	\$75.71	\$0.47	\$1.54	\$2.01	\$77.72
- 1XPW	\$151.40	\$0.93	\$3.09	\$4.02	\$155.42
- Additional day rate = # days x 1 x wk rate					
3 Yd Containers					
- Call In	\$80.87	\$0.32	\$1.82	\$2.14	\$83.01
- EOW	\$113.32	\$0.70	\$2.31	\$3.01	\$116.33
- 1XPW	\$226.62	\$1.40	\$4.62	\$6.02	\$232.64
- Additional day rate =					
# days x 1 x wk rate					
SPECIAL CHARGES					
- Delivery	\$41.12	\$0.00	\$1.09	\$1.09	\$42.21
- Rent	\$40.13	\$0.00	\$1.07	\$1.07	\$41.20
- Rent-a-bin	\$90.29	\$0.00	\$2.40	\$2.40	\$92.69
- Loose yardage	\$35.30	\$0.20	\$0.74	\$0.94	\$36.24
Containers with difficult access (per containers with difficult access (per containers)	ont chg)				
- Not on solid surface	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- Stuck in the mud	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- Lodged in loose gravel	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- Overweight	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- Excess distance	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
- Rolloff curb	\$29.83	\$0.00	\$0.79	\$0.79	\$30.62
COMPACTORS					
* 50,000 max gross weight					
- Per compacted yard	\$39.43	\$0.54	\$0.50	\$1.04	\$40.47
- over 2 tons for 10 yds					
- over 4 tons for 20 yds					
- over 6 tons for 30 yds					
- over 50,000 GW x Fee	\$445.41	\$0.00	\$11.82	\$11.82	\$457.23
(*Per each 2,000 lb excess)					
- Extra miles over 15	\$3.73	\$0.00	\$0.10	\$0.10	\$3.83
DROP BOXES					
- 10 yd min fee empty	\$256.67	\$1.98	\$4.84	\$6.82	\$263.49
- 15 yd min fee empty	\$385.09	\$2.97	\$7.26	\$10.23	\$395.32
- 20 yd min fee empty	\$513.31	\$3.96	\$9.67	\$13.63	\$526.94
- 30 yd min fee empty	\$770.02	\$5.94	\$14.51	\$20.45	\$790.47
- 40 yd min fee empty	\$1,026.93	\$7.92	\$19.36	\$27.28	\$1,054.21
- Delivery	\$85.69	\$0.00	\$2.27	\$2.27	\$87.96
- Pickup	\$85.69	\$0.00	\$2.27	\$2.27	\$87.96
- Swap	\$85.69	\$0.00	\$2.27	\$2.27	\$87.96
- Ex miles over 15	\$3.73	\$0.00	\$0.10	\$0.10	\$3.83
- Demurrage/day after 5 days	\$18.25	\$0.00	\$0.48	\$0.48	\$18.73
- LS ydg	\$35.30	\$0.20	\$0.74	\$0.94	\$36.24



#### **MOTION**

**SUBJECT: SWAC Recommended Rate Increases** 

I move to approve Resolutions 23-011 and 23-013 in the matter of approving rate increases for the Wasco County Landfill and Waste Connections.



## The Dalles / Wasco County Regional Sports/Event Complex Market Analysis Study





## **Table of Contents**

- 1. Executive Summary
- 2. Project Profile
- 3. Economic, Demographic & Tourism Analysis
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- 6. Sports Tournaments & Opportunity Analysis
- 7. Support Amenities: Hotel & Restaurant Analysis
- 8. Sports Tourism Facility Case Studies
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- 10. Market Findings & Recommendations
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## **Key Questions**

- What is the current situation as it pertains to sports in The Dalles, Wasco County and the greater regional market?
- Is there a market opportunity for a competitive youth travel sports development (Project) and if so, what components are recommended (indoor and/or outdoor)?
- What competitive outdoor and indoor facilities exist both locally and regionally? How will the Project interact with the competitive market?
- What is the viability of the Project to regularly compete for and host regional, sub-regional, or national tournaments and other events that will bring visitors to stay, dine, and shop in The Dalles and Wasco County?
- What is the opportunity for the Project to accommodate recreational needs for The Dalles?
- How will this youth sports complex perform and what will its economic impacts be?
- What value of public expenditures are rationalized by impacts generated by the Project?
- What is the recommended Project and why is it compelling?



## **Project Objectives**

This study aims at identifying the supply/demand for sports/recreation in the City of The Dalles and Wasco County, how the city and county stack up to surrounding communities in the regional market and finally, based on this analysis, drawing impactful conclusions that identify where strong opportunities lie to take the city and county to the next level as a community.



## Where you are now.

Assessment of the City's and the County's sports/recreation assets, including the visitation induced, their attributes and quality, and overall performance



## How you stack up.

What have other cities in the area done/are doing that has been successful in elevating the quality of life or inducing visitors?



## What are the opportunities.

Based on the assessment of where you are now and how you stack up, Hunden will identify areas that represent strong opportunities to elevate The Dalles quality of life and sports facility package.



## How we get there.

What are the next steps in the study? How do we execute and implement these opportunities?

## **SWOT Analysis**

The following SWOT analysis details the strength, weaknesses, opportunities and threats related to the proposed youth sports facility in The Dalles and Wasco County.

## **STRENGTHS**



- Regional traffic along I-84
- Travel habits for sports tourism within the region
- Weather patterns in The Dalles relative to major markets in the Pacific Northwest
- Strong local demand / weak local supply

al hotel performance

## **OPPORTUNITIES**



- Youth sports complex, w/ indoor/outdoor components to serve variety of sports
- Local facilities for local high school, recreation and quality of life
- Private sector partnerships
- Sports tourism
- Additional commercial developments surrounding Project sites

## **WEAKNESSES**



- Lack of quality indoor and outdoor facilities that has led to decreasing and lost business
- Lack of turf and lighted spaces that restrict scheduling
- Overall lack of supporting hotel and restaurant supply (group friendly business)

## **THREATS**



- Site constraints
- Other proposed, competing facilities with the regional market
- Regional competition for tournaments at established facilities

## **Summary Matrix**

## Youth Sports - Asset Analysis



Where you are now.

		Outdoor		Ind	oor
Element	Soccer	Baseball & Softball	Other Field Sports	Basketball	Volleyball
Supply	Limited/Weak	Limited/Weak	Limited/Weak	Limited/Weak	Limited/Weak
Demand	Strong	Strong	Moderate	Strong	Good
Top Assets	<ul> <li>Chenowith         Elementary School</li> <li>Thompson Track</li> </ul>	<ul> <li>Kramer Fields</li> <li>Sorosis Park</li> <li>Hood River Little League</li> </ul>	<ul><li>Chenowith Elementary School</li><li>Thompson Track</li></ul>	<ul> <li>The Dalles High School</li> <li>Chenowith Elementary School</li> </ul>	<ul> <li>The Dalles High School</li> <li>Chenowith Elementary School</li> </ul>

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# **Recommendations Overview**

# The Dalles / Wasco County Youth Sports: Recommendations

Based on the analysis of the youth sports market in the The Dalles, Wasco County, the region and interviews with market experts, tournament organizers, and other stakeholders, Hunden recommends the development of an indoor & outdoor complex over two phases.

Upon full build-out Hunden recommends the following:

- 4 full-sized multi-purpose, lighted turf fields
- 8 grass multi-purpose fields (soccer, baseball/softball, lacrosse, archery, Australian rules football, ultimate frisbee)
- 6 baseball/softball diamonds with turf infields and grass outfields
- 6 indoor hardwood basketball courts (12 indoor volleyball courts)

Phasing will help with initial costs and assist in identifying long-term opportunities as the market changes. Ultimately, Hunden recommends turf and lighted multi-purpose fields to extend the available time of play throughout the season and to support multiple sports. In order to attract regional tournaments for outdoor field and diamond sports, The Dalles needs to compete with the number of fields found at regional competitors. With 6 indoor basketball courts, (12 volleyball courts) The Dalles will have the ability to host indoor sports tournaments, which is currently lacking within the County. There are multiple site options, but the site for the Project has not yet been determined. The recommendations of the Project apply to the opportunities not the greater market of The Dalles.

The Dalles / Wasco County Detailed Recommendations												
Feature	Unit	Phase I (High Priority)	Phase II (Future Priority)	Total Build- Out								
Outdoor Components												
Field Sports												
Multipurpose Turf Fields (Lighted)	Fields	4	-	4								
_ Grass Fields	Fields	8	-	8								
Total	Fields	12	-	12								
Diamond Sports												
Baseball/Softball	Diamonds	6	-	6								
Total	Diamonds	6	-	6								
Indoor Components												
Basketball (Volleyball)	Courts	-	6 (12)	6 (12)								
Total	Courts	=	6 (12)	6 (12)								
Source: HSP												

## **Proforma**

	Yr 1	Yr 2	Yr 3	Yr	4	Yr 5	Yr 6	5	Yr 7	Yr 8	Yı	- 9	Yr 10	Yr 20	Yr 30
Revenue (000s)															
Rental Revenue	\$ 891	\$ 995	\$ 1,610	\$ 1,75	7 \$	1,923	\$ 2,005	\$	2,095	\$ 2,158	\$ 2,22	23 \$	2,289	\$ 3,077	\$ 4,135
Net Concessions/Catering	\$ 87	\$ 101	\$ 174	\$ 19	8 \$	223	\$ 236	\$	250	\$ 256	\$ 26	52 \$	268	\$ 342	\$ 441
Land Lease Revenues	\$ 73	\$ 75	\$ 78	\$ 8	0 \$	82	\$ 85	\$	87	\$ 90	\$	93 \$	95	\$ 128	\$ 172
Advertising & Sponsorship (net)	\$ 50	\$ 52	\$ 53	\$ 5	5 \$	56	\$ 58	\$	60	\$ 61	\$ 6	3 \$	65	\$ 88	\$ 118
Other	\$ 33	\$ 37	\$ 57	\$ 6	3 \$	69	\$ 71	\$	75	\$ 77	\$ 7	79 \$	82	\$ 109	\$ 146
Total	\$ 1,133	\$ 1,259	\$ 1,971	\$ 2,15	2 \$	2,353	\$ 2,455	\$	2,567	\$ 2,642	\$ 2,72	20 \$	2,800	\$ 3,744	\$ 5,012
Expenses (000s)															
Salaries, Wages & Benefits	\$ 671	\$ 691	\$ 1,100	\$ 1,13	3 \$	1,167	\$ 1,202	\$	1,238	\$ 1,275	\$ 1,31	3 \$	1,353	\$ 1,818	\$ 2,443
General & Admin	\$ 50	\$ 52	\$ 73	\$ 7	5 \$	76	\$ 78	\$	80	\$ 81	\$ 8	33 \$	85	\$ 108	\$ 138
Utilities	\$ 200	\$ 206	\$ 462	\$ 46	9 \$	475	\$ 482	\$	489	\$ 496	\$ 50	3 \$	511	\$ 601	\$ 721
Sales & Marketing	\$ 34	\$ 38	\$ 59	\$ 6	5 \$	71	\$ 74	\$	77	\$ 79	\$ 8	32 \$	84	\$ 112	\$ 150
Repairs & Maintenance	\$ 110	\$ 113	\$ 232	\$ 23	5 \$	239	\$ 243	\$	246	\$ 250	\$ 25	54 \$	259	\$ 308	\$ 374
Insurance	\$ 18	\$ 20	\$ 26	\$ 2	9 \$	32	\$ 35	\$	38	\$ 40	\$ 4	12 \$	45	\$ 81	\$ 146
Advertising & Other	\$ 25	\$ 26	\$ 42	\$ 4	2 \$	43	\$ 44	\$	45	\$ 46	\$ 4	17 \$	48	\$ 59	\$ 74
Management Fee (% of Revenue)	\$ 91	\$ 101	\$ 158	\$ 17	2 \$	188	\$ 196	\$	205	\$ 211	\$ 21	8 \$	224	\$ 299	\$ 401
Reserves	\$ 34	\$ 38	\$ 59	\$ 6	5 \$	71	\$ 74	\$	77	\$ 79	\$ 8	32 \$	84	\$ 112	\$ 150
Total	\$ 1,233	\$ 1,285	\$ 2,210	\$ 2,28	4 \$	2,362	\$ 2,427	\$	2,494	\$ 2,558	\$ 2,62	24 \$	2,692	\$ 3,498	\$ 4,598
Net Operating Income	\$ (99)	\$ (26)	\$ (239)	\$ (13	2) \$	(9)	\$ 28	\$	72	\$ 84	\$ 9	96 \$	108	\$ 246	\$ 414

Hunden projects that the Project will operate at a loss of \$99,000 in Year 1. When the indoor facility opens in Year 3, Hunden projects the Project will operate at a loss of \$239,000. Over time, sports complexes develop a consistent and stable tournament model, leading to increasing operating margins. The most revenue is expected to come from space rentals, followed by net concessions/catering revenues.

The expenses shown in blue reflect the expenses projected at the opening of the outdoor components of the Project. In Year 3, general and administrative expenses are projected to increase by \$20,000, utilities are projected to increase by \$250,000, repairs and maintenance are projected to increase by \$115,000 and advertising and other is expected to increase by \$15,000 (all expenses are adjusted for inflation).

## Direct, Indirect & Induced Net New Spending

As a result of the Project, the city will experience new visitors for tournaments and practices that would not have visited the market otherwise. These net new visitors will spend money in The Dalles, supporting the local economy. Hunden classifies spending in five categories: food & beverage, lodging, retail, transportation and other. Hunden projects direct net new spending will total \$943 million over 30 years. As this net new direct spending trickles through the The Dalles economy, it generates induced and indirect spending.

Combined total net new spending within The Dalles is expected to surpass \$1.5 billion over 30 years.

		Year 1		Year 2	,	Year 3	Year	4	Year 5		Year 6	Year	7	Year 8		Year 9		Year 10	,	Year 20		Year 30	Total
Food & Beverage	\$	2,573	\$	3,165	\$	5,162	6,11	\$	7,028	\$	7,502	\$ 8,00	\$	8,244	\$	8,492	\$	8,746	\$	11,754	\$	15,797	\$ 307,09
Lodging	\$	629	\$	774	\$	1,239	1,466	\$	1,688	\$	1,798	1,91	\$	1,972	\$	2,032	\$	2,093	\$	2,812	\$	3,779	\$ 73,52
Retail	\$	1,130	\$	1,390	\$	2,266	2,683	\$	3,086	\$	3,294	3,51	\$	3,620	\$	3,728	\$	3,840	\$	5,161	\$	6,936	\$ 134,83
Transportation	\$	2,248	\$	2,765	\$	4,510	5,339	\$	6,139	\$	6,553	6,99	\$	7,202	\$	7,418	\$	7,641	\$	10,269	\$	13,800	\$ 268,28
Other	\$	1,337	\$	1,645	\$	2,683	3,176	\$	3,652	\$	3,898	4,16	\$	4,284	\$	4,413	\$	4,545	\$	6,109	\$	8,209	\$ 159,59
Total	\$	7,918	\$	9,739	\$ 1	15,860 \$	18,776	\$	21,592	\$	23,046	24,58	\$	25,323	\$	26,083	\$	26,865	\$	36,105	\$	48,522	\$ 943,32
	1		Ψ	,,,,,,	•	. 0,000   4		1 *	2.,072	T .	2070 10	1,55	1	, ,		.,		.,		,	, T	·	·
Source: Hunden Stra	1			,,,,,,,		,					y to Was						ex						
	1		Ψ 	Year 2	Dire	,		duc		ding			y (0		orts			Year 10		Year 20		Year 30	Total
Source: Hunden Stra	1	artners			Dire	ect, Indi	rect & In Year	duc	ed Spen	ding	j to Waso	o Count	y (0	00s) - Sp	orts	s Compl			,				
Source: Hunden Stra	tegic Pa	artners Year 1	\$	Year 2	Dire	ect, Indi Year 3	rect & In Year 18,776	duc	ed Spen Year 5	ding \$	j to Waso Year 6	o County	y (0)	00s) - Sp Year 8	orts	S Compl Year 9 26,083		Year 10	\$	Year 20	\$	Year 30	\$ Total
Source: Hunden Stra	tegic Pa	Year 1	\$	Year 2 9,739 3,755	Dire	ect, Indi Year 3	rect & In Year 18,776 7,240	duc	ed Spen Year 5 21,592	ding \$ \$	y to Waso Year 6 23,046	Year 24,58 9,48	y (0) 7 5 \$	00s) - Sp Year 8 25,323	s \$	Year 9 26,083 10,058	\$	Year 10 26,865 10,359	\$	Year 20 36,105 13,922	\$	Year 30 48,522 18,710	\$ Total 943,32

## Net New Earnings & Full-Time Equivalent Jobs

Jobs will be created onsite as well as offsite from the direct, indirect and induced spending. Over 30 years net new earnings within The Dalles is expected to total nearly \$655 million, supporting an average of 383 new jobs over 30 years.

	Net New Earnings & FTE Jobs from Direct, Indirect & Induced Spending (000s) - Sports Complex																				
		Year 1		Year 2		Year 3		Year 4		Year 5		Year 6	Year 7	Year 8	Year 9	Year 10	Year 20		Year 30	L	Total
Net New Earnings																					
From Direct	\$	3,733	\$	4,591	\$	7,479	\$	8,854	\$	10,182	\$	10,868	\$ 11,594	\$ 11,942	\$ 12,300	\$ 12,669	\$ 17,027	\$	22,882	\$	444,857
From Indirect	\$	1,052	\$	1,293	\$	2,104	\$	2,490	\$	2,864	\$	3,056	\$ 3,260	\$ 3,358	\$ 3,459	\$ 3,562	\$ 4,788	\$	6,434	\$	125,094
From Induced	\$	717	\$	881	\$	1,435	\$	1,699	\$	1,954	\$	2,086	\$ 2,225	\$ 2,292	\$ 2,360	\$ 2,431	\$ 3,267	\$	4,391	\$	85,367
Total	\$	5,501	\$	6,766	\$	11,018	\$	13,043	\$	15,000	\$	16,010	\$ 17,079	\$ 17,592	\$ 18,119	\$ 18,663	\$ 25,082	\$	33,707	\$	655,318
Net New FTE Jobs																		l		/	Average
From Direct		96		115		181		208		233		241	250	250	250	250	250	l	250	ĺ	236
From Indirect		39		46		73		84		94		97	101	101	101	101	101	l	101	ĺ	95
From Induced		21		26		41		47		52		54	56	56	56	56	56		56	<u> </u>	53
Total		156		187		295		339		379		392	407	407	407	407	407	]	407		383

Source: Hunden Strategic Partners

## **Summary of Impacts**

Over 30 years the Project is expected to generate more than \$1.5 billion in net new spending, \$655 million in net new earnings and 407 net new full-time equivalent jobs.

Over 30 years, the City of The Dalles will experience an additional \$5.9 million in income tax and hotel accommodations tax.

30-Yr. Summary of Impacts - Sports Complex										
Net New Spending Direct	(millions) \$943									
Indirect	\$364									
Induced	\$205									
Total	\$1,513									
Net New Earnings	(millions)									
From Direct	\$445									
From Indirect	\$125									
From Induced	\$85									
Total	\$655									
Net New FTE Jobs	Actual									
From Direct	250									
From Indirect	101									
From Induced	56									
Total	407									
Capturable City Taxes	(millions)									
Transient Room Tax - City (8.0%)	\$5.9									
Total	\$5.9									
Capturable Local Total	\$5.9									
Source: Hunden Strategic Partners										



## The Dalles / Wasco County Situational Overview

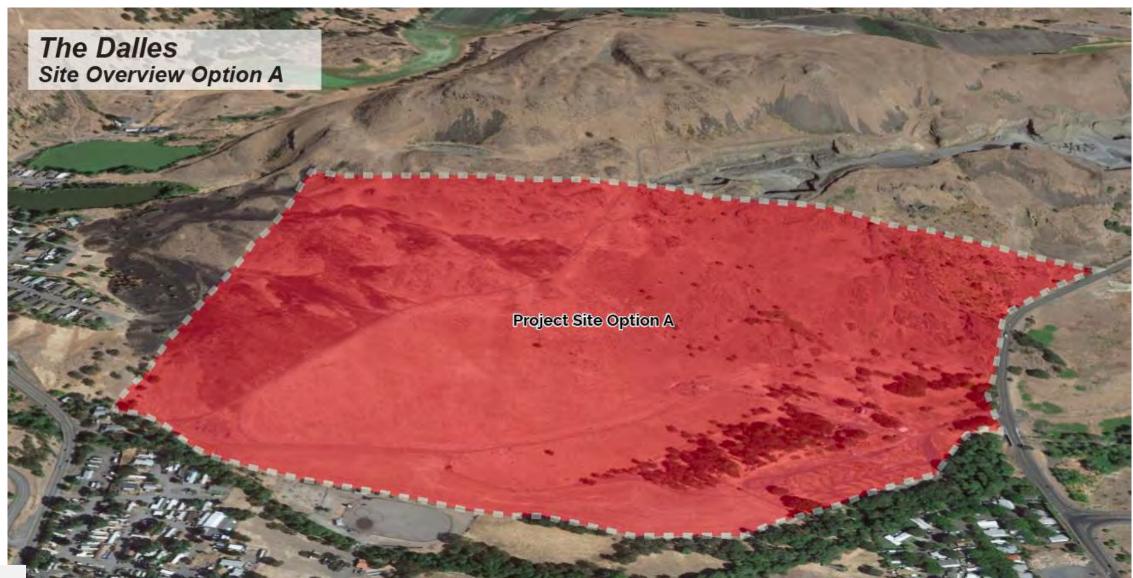
Stantec Consulting Services, Inc. (Stantec), on behalf of the City of The Dalles/Wasco County (Client), is engaging Hunden Partners (Hunden) to provide the services outlined below for a comprehensive Regional Sports/Event Complex Market Analysis (Project or Complex).

The Dalles, and the greater Wasco County area, are lacking adequate sports facilities for both indoor and outdoor sports, which has led to the lack of accessibility for youth programs throughout the community. The purpose of the study is to provide the Client with a comprehensive assessment of the current market demand, future opportunity, and the needs/gaps for indoor and outdoor sports facilities for both residents and regional sports tourism.

The Dalles will also be building a new high school in the city. In order to reduce the bond amount needed to fund the high school project, the city and county would like the school district to consider use of the sports facility to host the school system's athletic programs.

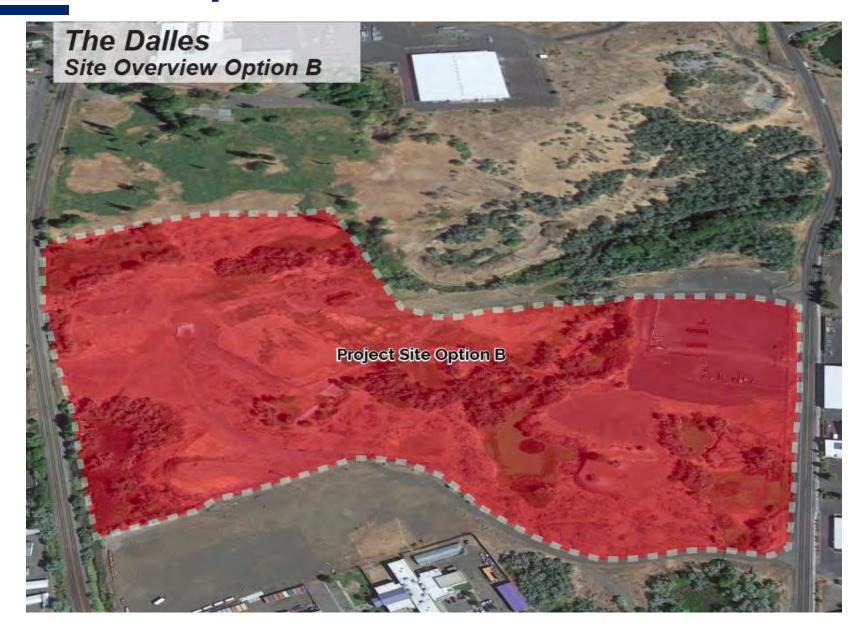


## **Proposed Site: Option A**



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## **Proposed Site: Option B**



# 03 **Economic, Demographic and Tourism Analysis**

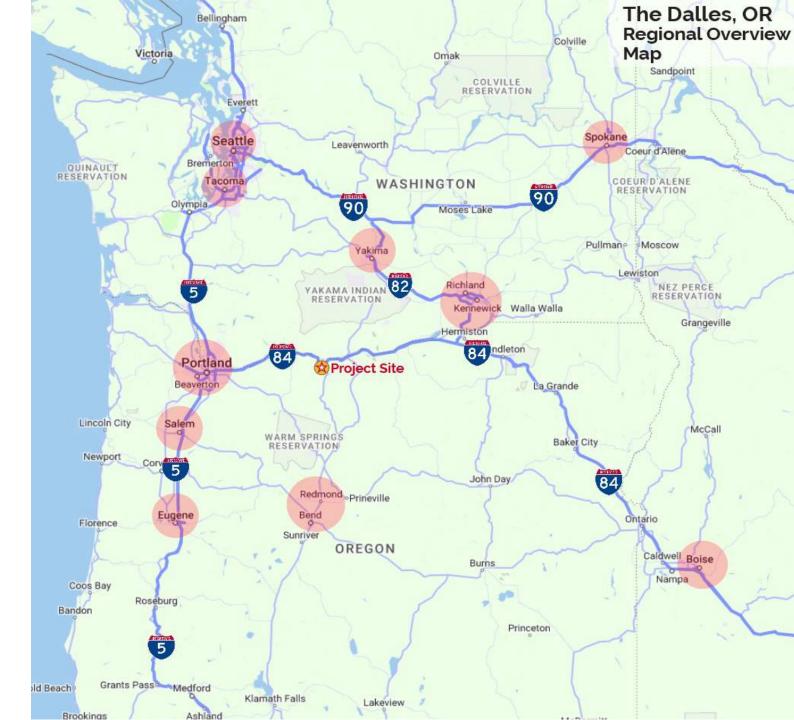


## **Regional Overview**

The Dalles is located within Wasco County and situated along Interstate 84, connecting the city and county to the Portland MSA, Tri-Cities and Boise, Idaho.

The Dalles serves as a central location in the region between central Oregon, western Oregon and the Tri-Cities, creating the potential to be a regional hub for sports tournaments.

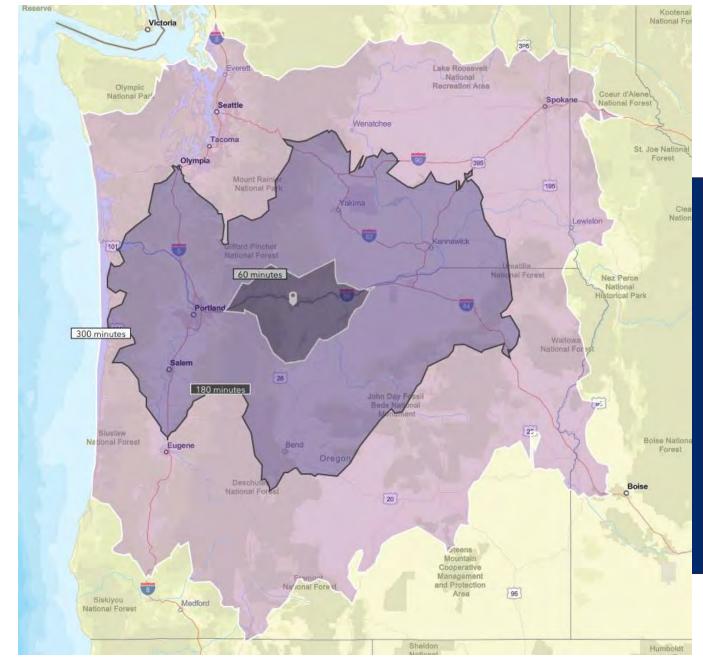
The city serves as the county's seat and attracts sports participation from within the Columbia River Gorge, making it the optimal location within the county for a youth sports development.



## The Dalles Drive Time **Market Analysis**

When evaluating the potential for a youth sports complex, economic and demographic attributes are evaluated within one-, three- and five-hour drive times to gauge the potential to attract visitation to the facility. The Dalles is located in central Oregon along I-84, which gives the Project a strong strategical potential to attract visitation from major regional markets. The Dalles is centrally located between cities along and the I-5 corridor and Eastern Washington, Eastern Oregon and Idaho. The population within a five-hour drive time of The Dalles is over 11.7 million, providing the Project with a significant potential visitation base.

Estimated Drive-Time Statistics from The Dalles, OR (2022)												
	1-Hour	3-Hour	5-Hour									
Population	84,437	4,698,775	11,767,446									
Households	33,206	1,785,961	4,547,479									
Median Household Income	\$66,275	\$79,752	\$83,613									
Median Home Value	\$348,716	\$400,996	\$428,567									
Avg. Entertainment/Recreation Spend	\$3,436	\$3,784	\$4,102									
Avg. Travel Spend	\$2,500	\$2,973	\$3,229									
Source: FSRI												



## **Key Demographic Statistics**

The Dalles' population has increased from 2010 to 2022 and is projected to continue to do so through 2027. As of 2022, The Dalles accounted for 60 percent of Wasco County's total population, making the city a strong location for the county's proposed sports complex. As population continues to increase, additional community assets in The Dalles area will need to be introduced to support demand for youth sports participation.

Compared to Wasco County, The Dalles median home value and median household income are lower, but the city's persons per household is slightly higher.

Population and Growth Rates									
					Percent Change				
	2010	2020	2022	2027 Projected	2010 - 2022				
United States	308,745,538	331,449,281	335,707,897	339,902,796	8.7%				
Oregon	3,831,074	4,237,256	4,313,194	4,380,784	12.6%				
Wasco County	25,212	26,670	26,878	27,082	6.6%				
The Dalles	15,053	16,010	16,216	16,403	7.7%				

Source: U.S. Census Bureau

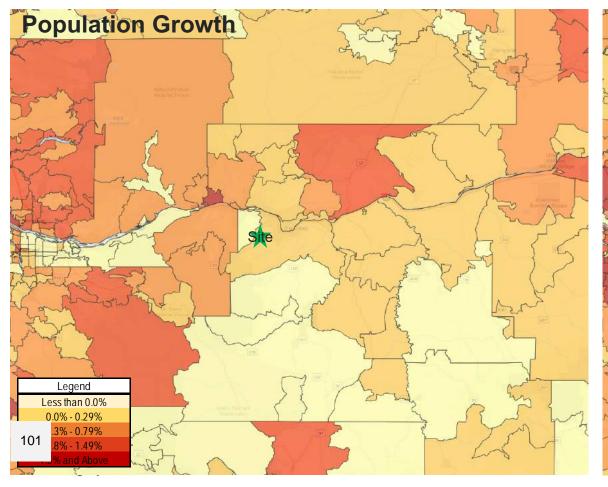
Source: U.S. Census Bureau

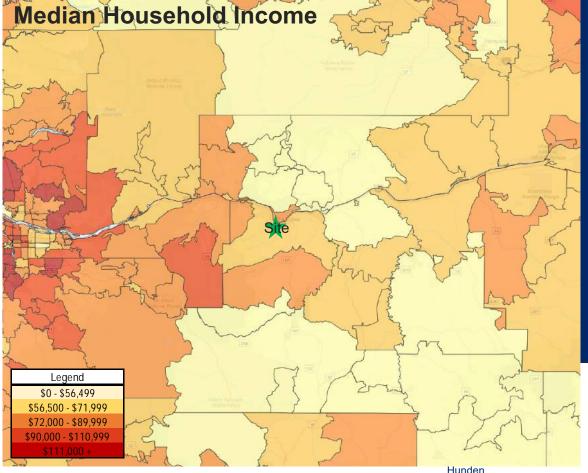
Income, Spending and Other Demographic Data Wasco County The Dalles United States Oregon Category Homeownership rate, 2017-2021 64.6% 63.2% 65.8% 61.9% Median value of owner-occupied housing units, 2017-2021 \$238,500 \$253,700 \$362,200 \$244,900 2.6 Persons per household, 2017-2021 2.51 2.47 2.49 Median household income, 2021 \$69,021 \$70.084 \$57,853 \$56,598 Persons below poverty level, percent 11.6 12.2 13.3 9.5 Total employment, 2020 134,163,349 1,664,087 7,713 0.9% Total employment, percent change, 2020 1.3% -2.4%

### **Market Area & Growth Trends**



The maps below illustrate the projected annual population growth rate from 2022 to 2027 and the 2022 median household income by block in the region. The Dalles growth is relatively stagnant, however, there is strong growth pushing east out of Portland and in the Tri-Cities area, which the Project site is directly between.





### **Employment**

- The largest industries by employment in Wasco County are health care, retail trade, farm employment and accommodations and food services. Wasco County is home to the Adventist Health Columbia Gorge, which has plans to relocate to Kramer Fields current location.
- Government employees make up roughly 14 percent of the county's total employment.

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hunden strategic partners

Wasco County Top Employers - 2021					
	Number of				
Company Name	Employees				
Adventist Health Columbia Gorge	500+				
Northern Wasco County Schools	251-500				
Oregon Cherry Growers	251-500				
Fred Meyer	251-500				
Oregon Veteran's Home	101-250				
Columbia Gorge Community College	101-250				
Azure Standard	101-250				
Google	101-250				
Wasco County	101-250				
City of The Dalles	101-250				
Source: Wasco County					

Wasco County, OR Employment by Industry - 2021								
Description	Employees	Percentage of Total						
Total employment (number of jobs)	14,643	100%						
By type								
Wage and salary employment	11,288	77.09%						
Proprietors employment	3,355	22.91%						
Farm proprietors employment	644							
Nonfarm proprietors employment	2,711							
By industry								
Farm employment	1,535	10.48%						
Nonfarm employment	13,108	89.52%						
Private nonfarm employment	11,234	85.70%						
Health care and social assistance	2,534	17.31%						
Retail trade	1,961	13.39%						
Accommodation and food services	1,176	8.03%						
Other services (except government and government enterprises)	667	4.56%						
Construction	623	4.25%						
Manufacturing	601	4.10%						
Real estate and rental and leasing	594	4.06%						
Professional, scientific, and technical services	474	3.24%						
Administrative and support and waste management and remediation services	451	3.08%						
Information Finance and insurance	357 349	2.44% 2.38%						
Transportation and warehousing	305	2.08%						
Wholesale trade	234	1.60%						
Arts, entertainment, and recreation	221	1.51%						
Educational services	151	1.03%						
Management of companies and enterprises	66	0.45%						
Utilities	49	0.33%						
Forestry, fishing, and related activities								
Mining, quarrying, and oil and gas extraction								
Government and government enterprises	1,874	14.30%						
Federal civilian	275	1.88%						
Military	60	0.41%						
State and local	1,539	10.51%						
State government	211	1.44%						
Local government	1,328	9.07%						
Source: Bureau of Economic Analysis, Hunden Strategic Partners								

### **Tapestry Segmentation**

Hunden performed a tapestry segmentation analysis which classifies neighborhoods using 14 unique segments based not only on demographics but also on socioeconomic characteristics.



- The top five segments in Wasco County are The Great Outdoors, Old and Newcomers, Prairie Living, Rural resort Dwellers and Rustbelt Traditions
- Understanding the segmentation profile of Wasco County helps to better understand how this Project can impact various types of residents.

	Wasco County ESRI Tapestry Segmentation								
			Median Household						
Rank	Segment	Median Age	Income	Percentage					
1	The Great Outdoors (6C)	47.4	\$56,400	14.1%					
2	Old and Newcomers (8F)	39.4	\$44,900	12.9%					
3	Prairie Living (6D)	44.4	\$54,300	12.5%					
4	Rural Resort Dwellers (6E)	54.1	\$50,400	9.8%					
5	Rustbelt Traditions (5D)	39.0	\$51,800	9.6%					
	Average / Total	44.9	\$51,560	58.9%					
Source:	Source: ESRI								

102

### **Tapestry Segmentations**

The Great Outdoors is the largest segment within Wasco County, accounting for over 14 percent of the total population.

This segment has a higher average age than most segments and often is composed of empty nesters looking for outdoor entertainment. The Great Outdoors segment prefers to live in small towns with accessibility to nature and recreational opportunities.



#### WHO ARE WE?

These neighborhoods are found in pastoral settings throughout the United States. Consumers are educated empty nesters living an active but modest lifestyle. Their focus is land. They are more likely to invest in real estate or a vacation home than stocks. They are active gardeners and partial to homegrown and home-cooked meals. Although retirement beckons, most of these residents still work, with incomes slightly above the US level.

#### OUR NEIGHBORHOOD

- Over 55% of households are married-couple families; 36% are couples with no children living at home.
- Average household size is slightly smaller at 2.44.
- Typical of areas with rustic appeal, the housing inventory features single-family homes (77%) and mobile homes (15%); a significant inventory of seasonal housing is available (Index 397).
- Residents live in small towns and rural communities throughout the West, South, and Northeast regions of the country.
- More than half of all homes were constructed between 1970 and 2000.
- Most households have one or two vehicles; average travel time to work is slightly higher (28 minutes) despite a disproportionate number that work from home (Index 149).

#### SOCIOECONOMIC TRAITS

- 60% have attended college or hold a degree.
- Labor force participation is low at 60%.
- Typical of neighborhoods with older residents, income from retirement and Social Security is common, but residents also derive income from self-employment and investments.
- Residents are very do-it-yourself oriented and cost conscious.
- Many service their own autos, work on home improvement and remodeling projects, and maintain their own yards.
- · They prefer domestic travel to trips abroad.



Note: The Index represents the ratio of the segment rate to the US rate impligated by 200. Containing professingers are estimated from data by MRN-Simmons.

### **Tapestry Segmentations**

Old and Newcomers make up nearly 13 percent of Wasco County.

This segment is well-educated with a median age of 39.4 years and are attentive to environmental concerns. Residents have a strong sense of the community and prefer outdoor activities. Youth sports developments align well with the Old and Newcomers preferences and lifestyles of outdoor activities.



#### WHO ARE WE?

This market features singles' lifestyles, on a budget. The focus is more on convenience than consumerism, economy over acquisition. Old and Newcomers is composed of neighborhoods in transition, populated by renters who are just beginning their careers or retiring. Some are still in college; some are taking adult education classes. They support charity causes and are environmentally conscious. Age is not always obvious from their choices.

#### **OUR NEIGHBORHOOD**

- Metropolitan city dwellers.
- Predominantly single households (Index 148), with a mix of married couples (no children); average household size lower at 2.12.
- 55% renter occupied; average rent is lower than the US (Index 85).
- 45% of housing units are single-family dwellings; 45% are multiunit buildings in older neighborhoods, built before 1980.
- · Average vacancy rate at 11%.

#### SOCIOECONOMIC TRAITS

- An average labor force participation rate of 62.6%, despite the increasing number of retired workers.
- 32% of households are currently receiving income from Social Security.
- 31% have a college degree (Index 99), 33% have some college education (Index 114), 9% are still enrolled in college (Index 121).
- Consumers are price aware and coupon clippers but open to impulse buys.
- They are attentive to environmental concerns.
- They are comfortable with the latest technology.



Note: The Index represents the racio of the segment rate to the US rate multiplied by 100. Container professings are estimated from data by MRN-Simmons.

## **Local Tourism Overview**

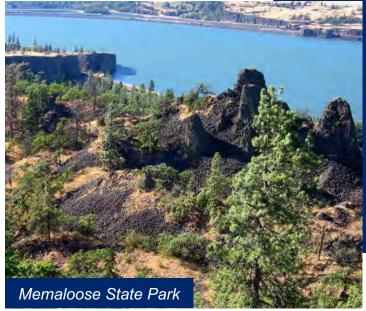
Wasco County covers two regions in the state, including the Central Oregon region and the Columbia River Gorge Region. According to Travel Oregon, The Columbia River Gorge region's strongest sectors of tourism include recreational tourism, natural areas, wineries, cideries, farms and historical sites.

Wasco County and The Dalles primarily attract recreational tourism with natural assets, such as the Columbia River, and complimentary educational assets, such as the Columbia Gorge Discovery Center.









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Hunden



### **Implications**

- The Dalles is a central location within Oregon and Washington, making it a prime location for regional tournaments for teams within both states. The accessibility of the Dalles for cities on the I-5 corridor and along I-84 supports the location of a sports facility within the city.
- The Dalles and Wasco County are continuing to grow, which puts pressure on the current supply of sports facilities. As the city and county continue to grow, there will be a need for more sports facilities to support the growing youth population in the area. The strongest growth in the region is projected to take place east of Portland, in the direction of Wasco County. As the region continues to grow, there will be a greater need for facilities that can support regional competitions between the Portland MSA and the Gorge.
- The Dalles and Wasco County are hotspots for outdoor recreational tourism, however there is a lack of sports facility supply to increase sports tourism within the county and city.



## 04

**Local Sports Facility Supply & Demand Analysis** 



### **Facility Trends and Standards**

Youth sports facilities have become dynamic assets that need to meet the following criteria to maximize revenues, utilization and efficiency.

#### **Multi-purpose**

Whether it be an indoor or outdoor facility, multi-purpose usage is becoming a necessity at all facilities. It is important for facility developers and cities to listen and understand all potential user groups to capture as much usage out of a potential facility as possible.

It is common to see facilities with easily changeable lines, overlapping fields, side training areas, peripheral dynamic spaces, and other small features that can elevate a facility to the next level.

#### **Strong Amenities**

#### On-site

Facilities have continued to up their game with creative on-site amenities for both players and spectators: comfortable viewing areas, higher-end concessions or restaurants, play areas for children, training spaces, skate parks, entertainment spaces, and much more.

#### Off-site

A strong mix of off-site amenities including food and beverage, grocery stores, restaurants, hotels and entertainment attractions is critical to the viability of youth sports venues.

#### **Playing Surfaces**

Tournament caliber facilities across the country are continually elevating the standard when it comes to playing surfaces.

Whether it be a mixture of artificial turf and grass, fully artificial or the introduction of one championship artificial field, these options increase the tournament pull to a facility while benefiting the local residents.

The same can be said for indoor facilities which must have adequately sized courts, enough space between courts for viewers, and contain surrounding warm up spaces for teams and players.

#### **Other Sports & Play Areas**

Facilities have begun introducing new spaces for non-traditional sports such as Pickleball, Cricket Cornhole, and many others to increase versatility and cater to resident desires.

These spaces can be multipurpose spaces and accommodate a variety of uses, however being able to offer these both to tournament visitors and local residents is important.

Some facilities have begun to offer e-sports area, or high-end children's play structures to entertain the brothers and sisters of players.

### **Local Facility Analysis**

### **Local Supply**

The Dalles, OR

The Dalles, OR

The Dalles, OR

1.8

2.1

4.4

Outdoor

Outdoor

Outdoor



# Local Athletic Facility Supply Chenoweth Project Site Option Boallesport Kramer Fields Distance from Facility Name Location Distance from Location Project Type Solution Type Location Distance from Project Type Solution Chenoweth Project Site Option Boallesport Kramer Fields And Hadde Had

WASHINGTON

OREGON

Hood River Little League Fields Hood River, OR Hood

Kramer Fields

Sorosis Park

**Bob Williams Field** 

Source: Various Sources

The Dalles, OR

**Facilities Supply** 

Smithville

**Local Sports** 

**Project Site** 

There are approximately five public facilities that offer

### **Kramer Fields**

Location: The Dalles, Oregon

Owner/Operator: Northern Wasco County Parks & Recreation

**Sports Features:** 

4 grass diamonds

2 grass softball diamonds

#### Notes:

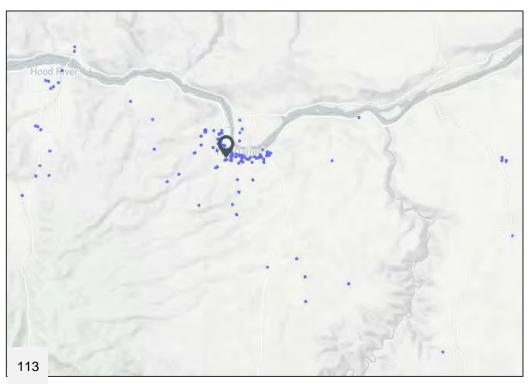
Kramer Fields used to host regional tournaments but lacks the upkeep and quality to maintain tournament-size events. The fields are regularly used by the local little league teams for practices and games, but the facilities have become run down over time and unsafe due to the lack of security (ease of accessibility and presence of homeless population). This is the largest athletic complex in The Dalles, which limits team participation and potential tournament availability. The site of Kramer Fields is being evaluated for a new hospital site, which will emphasize the need for replacement of the baseball and softball fields.



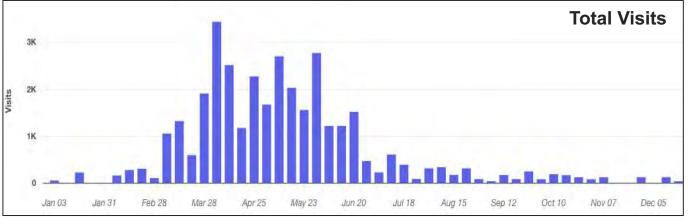


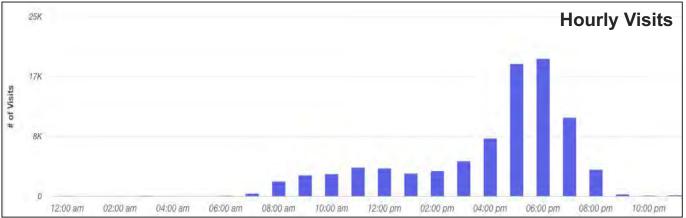
## **Kramer Fields Visitation**

Kramer Fields accommodated approximately 7,000 visitors in 2022 with nearly 35,000 total visits. On average, visitors went to the facility five times throughout the year, which shows heavy local and repetitive visitation for practices and games. There was minimal long-distance visitation from visitors traveling more than 50 miles.



Kramer Fields, The Dalles, Oregon - Total Visitation January 1st, 2022 - December 31st, 2022								
	Total	Total Visits Total Unique Customers						
Visitor Origins by Distance from Site	Est. Number	Percent of	Est. Number	Percent of	Avg. Visits			
(Colors correspond to charts & maps)	of Visits	<b>Total Visits</b>	of Customers	<b>Total Customers</b>	per Custome			
Locals - Within 10 miles	25,700	73.6%	4,400	62.9%	5.84			
Regional Distance - Over 10 miles & Less Than 50 miles	7,200	20.6%	1,700	24.3%	4.24			
Long Distance only - Over 50+ miles	2,000	5.7%	900	12.9%	2.22			
Total Visits	34,900	100.0%	7,000	100.0%	4.99			







## Local Market Implications

- In the local market, there is a shortage of all athletic facilities to not only accommodate local demand but also to generate outof-town visitation with tournaments. This forces organizers/local teams to use fields as available and travel a significant amount for games and tournaments.
- Many of the outdoor facilities in the county are older parks and fields that have experienced wear and tear over the years, which has led to less tournament activity. Kramer Fields was the only facility within the local market to hosts tournaments in the past, however, the overall quality has made the facility no longer able to host tournaments.
- Indoor recreation and court space in the community is limited to high school gyms with extremely limited availability.
- Compared to the regional area, the local market does not currently have the supply to accommodate the growing demand, especially for baseball and indoor sports.
- Several local clubs for indoor and outdoor sports have highlighted the lack of facilities in The Dalles has restricted growth of their programs.



## 05

### Regional Sports Facility Analysis



## Regional Supply of Youth Sports Facilities

Hunden analyzed the regional competitive set of youth sports development to understand the programming and supply of facilities in the region. Hunden identified 21 regional facilities, but provided profiles and Placer.ai visitation breakdowns for eight of the most competitive regional facilities. These facilities include a mix of outdoor, indoor and indoor/outdoor developments.

Major Regional Athletic Facility Supply											
Facility Name	Distance from Location  The Dalles  Type  Type									Track	
Delta Park - Owens Sports Complex	Portland, OR	84.8	Outdoor	5	4	7			-		
Harmony Sports Complex	Vancouver, WA	77.2	Outdoor	6	3	1	5	-	-		
Hood View Park	Happy Valley, OR	82.9	Outdoor		2		4		_		
Luke Jensen Sports Park	Vancouver, WA	86.0	Outdoor		2	-	2	-	_	-	
Gordon Faber Recreation Complex	Hillsboro, OR	99.7	Outdoor		1	6	2	-	-	-	
SOZO Sports Complex	Yakima, WA	102.0	Outdoor	13	4				-		
Southridge Sports Complex	Kennewick, WA	127.0	Indoor/Outdoor	2		4		3	6		
Pine Nursery Park	Bend, OR	128.0	Outdoor		4		4		-		
Capital Futbol Club	Salem, OR	131.0	Outdoor	10	3						
Capital Fieldhouse	Salem, OR	133.0	Indoor					6	6		
NW Sports Hub	Centralia, WA	167.0	Indoor/Outdoor	4	1	11		8	14		
Les Schwab/Bob Keefer Sports Park	Springfield, OR	196.0	Indoor/Outdoor		4			3	6		
Ted Norman Baseball Complex	Eugene, OR	198.0	Outdoor	4				-	-		
FieldhouseUSA	Aubum, WA	229.0	Indoor					7	8		
Starfire Sports	Tukwila, WA	246.0	Indoor/Outdoor	5	7			-	-	2	
Sammamish River Regional Park	Redmond, WA	247.0	Outdoor	25				-	-		
The Podium	Spokane, WA	270.0	Indoor					9	16		1
Dwight Merkel Sports Complex	Spokane, WA	273.0	Outdoor	6	2	5		-	-		
Hub Sports Center	Liberty Lake, WA	282.0	Indoor					5	10		
Lithia & Driveway Fields	Medford, OR	305.0	Outdoor		5	1	9	-	-		
Simplot Sports Complex	Boise, ID	351.0	Outdoor	20		9			-		
Average 116	21 Facilities	181.7	-	8	3	5	4	6	9	2	1
Maximu	-	-	-	25	7	11	9	9	16	2	1
Source: Various Sources											



### Regional Indoor/Outdoor Sports Market Analysis

### **Oregon Facilities**

## **Delta Park – Owens Sports Complex**

Location: Portland, OR

**Opened:** 1997

Owner/Operator: City of Portland

**Sports Features:** 

7 grass softball/baseball diamonds

5 grass multipurpose fields

4 multipurpose turf fields

#### Notes:

The Owens Sports Complex at Delta Park covers 87 acres and is located in northern Portland. The park is home to the Delta Park Powwow and Encampment, which is an annual event hosted by the Bow and Arrow Culture Club to promote Native American culture in the region. In addition to the fields and diamonds, the park has six sand volleyball courts.

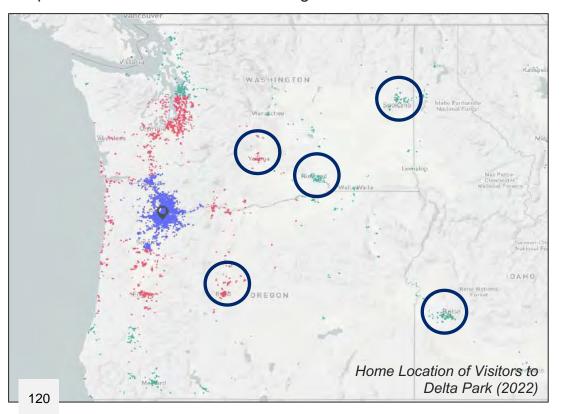




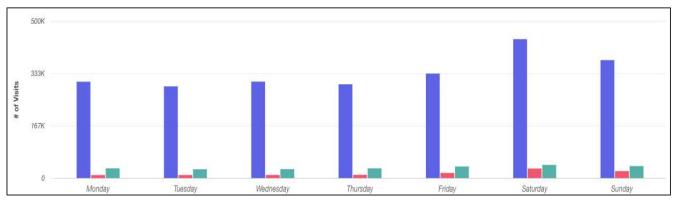


## **Delta Park – Owens Sports Complex Visitation**

Visitation to Delta Park is highly skewed towards visitation within 50 miles in the Portland and Vancouver area. Interstate 84 (I-84) is a main access point into the Portland market resulting in visitors from Yakima, Richland, Spokane and Boise travelling directly through the Dalles to reach Delta Park, presenting the opportunity to capture visitation that exists in the region.



Delta Park & Owens Sports Complex - Portland, OR January 2022 - December 2022								
	Total	Total Visits Total Unique Customers						
	Est. Number	Percent of	Est. Number of	Percent of Total	Avg. Visits per			
Visitor Origins by Distance from Site	of Visits	Total Visits	Customers	Customers	Customer			
Locals - Within 50 miles	2,400,000	87%	469,500	75%	5.11			
Regional Distance - Between 50 and 150 miles	116,800	4%	55,600	9%	2.10			
Long Distance only - Over 150 miles	243,000	9%	105,000	17%	2.31			
Total Visits	2,759,800	100%	630,100	100%	4.38			
Source: Placer.ai	•		'		•			





## Gordon Faber Recreational Complex

Location: Hillsboro, OR

Opened: 1999 (renovated 2013)

Owner/Operator: City of Hillsboro

#### **Sports Features:**

- 7,000-seat Hillsboro Stadium home to Portland State University Football and Women's Soccer
- 6-premier natural softball/baseball fields home to Portland State University Softball
- Two-artificial turf softball/baseball fields
- 4,500 seat baseball stadium home to the Hillsboro Hops (Minor League Baseball)

#### Notes:

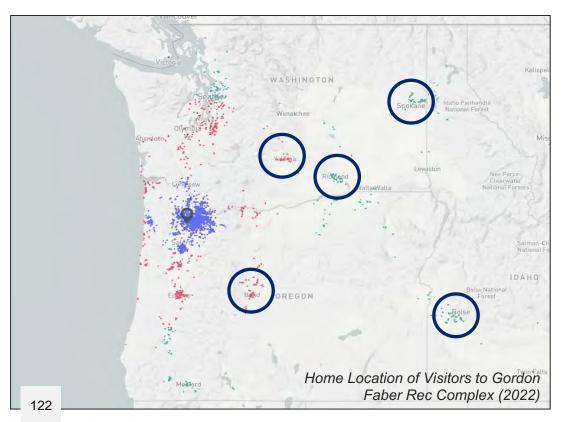
In March of 2023, the City of Hillsboro announced a new 6,000-seat stadium at the recreation complex for the Hillsboro Hops. The team is privately funding \$75 million while the city is contributing \$18 million in TRT.



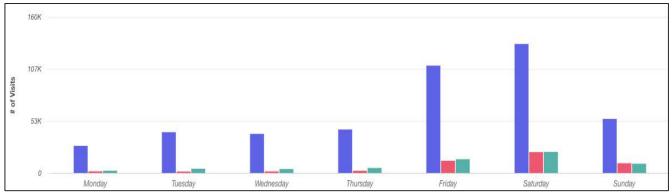


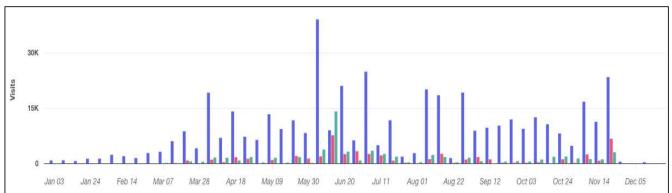
## **Gordon Faber Recreational Complex Visitation**

In 2022, Gordon Faber Recreational Complex's visitation from regional markets was similar to Delta Park's. Existing facilities in the Portland and Hillsboro area currently attract visitation from within Oregon, Washington and Idaho that the project can capture with similar outdoor sports facilities.



Gordon Faber Recreational Complex - Hillsboro, OR January 2022 - December 2022								
	Total	Total Visits Total Unique Customers						
	Est. Number	Percent of	Est. Number of	•				
Visitor Origins by Distance from Site	of Visits	Total Visits	Customers	Customers	Customer			
Locals - Within 50 miles	454,500	79%	213,700	76%	2.13			
Regional Distance - Between 50 and 150 miles	53,700	9%	31,800	11%	1.69			
Long Distance only - Over 150 miles	63,700	11%	35,000	12%	1.82			
Total Visits	571,900	100%	280,500	100%	2.04			
Source: Placer.ai	•		•					





### **Lithia & Driveway Fields**

Location: Medford, OR

**Opened:** 2008

Owner/Operator: City of Medford

Cost: \$32.5 million

#### **Sports Features:**

5 multipurpose turf fields (7 including lined baseball fields)

9 turf diamonds

1 grass diamond

#### Notes:

Lithia and Driveway Fields spans 132 total acres and contains over 1.5 million square feet of turf surfaces. Two of the turf baseball diamonds are lined for football and soccer expanding the number of multipurpose turf fields to seven.

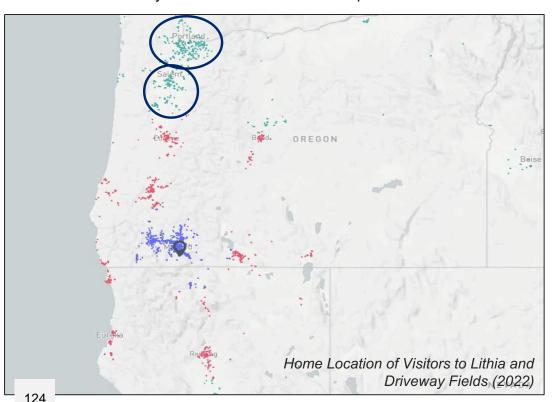




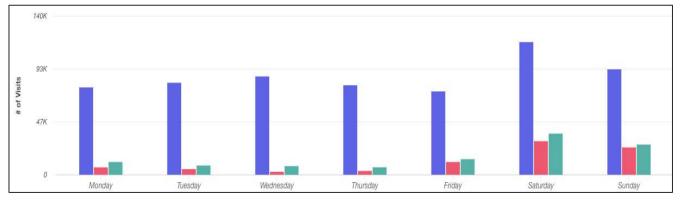


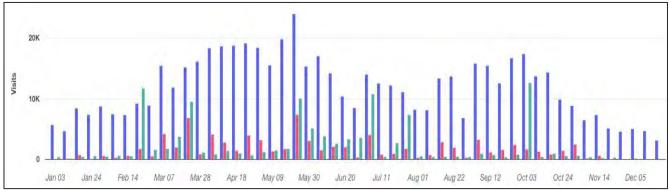
## Lithia & Driveway Fields Visitation

Regional and long-distance visitation throughout the year, combined with increased visitation on Fridays, Saturdays and Sundays shows that the complex hosted a variety of tournaments throughout 2022, generating sports tourism in Medford. With a strong supply of diamonds and multipurpose fields, the complex diversifies its ability host diamond and field sport tournaments.



Lithia and Driveway Fields - Medford, OR January 2022 - December 2022								
	Total	Total Visits Total Unique Customers						
	Est. Number	Percent of	Est. Number of	Percent of Total	Avg. Visits per			
Visitor Origins by Distance from Site	of Visits	Total Visits	Customers	Customers	Customer			
Locals - Within 50 miles	608,500	76%	68,000	51%	8.95			
Regional Distance - Between 50 and 150 miles	84,200	10%	25,900	19%	3.25			
Long Distance only - Over 150 miles	111,900	14%	39,600	30%	2.83			
Total Visits	804,600	100%	133,500	100%	6.03			
Source: Placer.ai	•		•		•			





### **Washington Facilities**

### **Harmony Sports Park**

Location: Vancouver, WA

Opened: 1982 (renovated in 2023)

Owner/Operator: Clark County / Harmony Sports Association

Cost: \$7 million (latest renovation)

#### **Sports Features**:

3 multipurpose turf fields

6 multipurpose grass fields

5 turf diamonds (turf infield)

1 grass diamond

#### Notes:

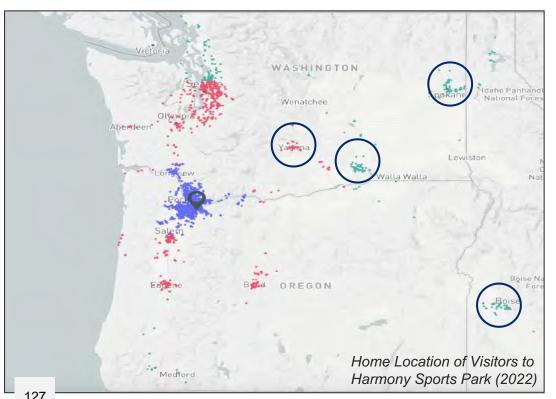
Harmony Sports Park is home to the Washington Timbers soccer club, one of the region's largest organizations. The park's latest renovations included a phased approach over seven years. The latest phase was completed in 2023, which completed the turf surfaces found on the park's diamond infields and three turf fields.



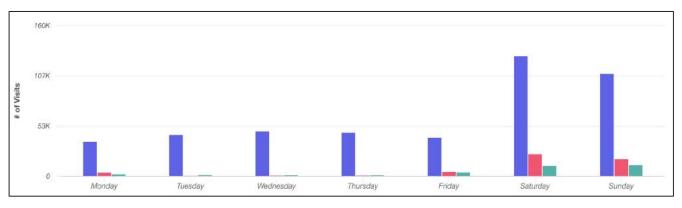


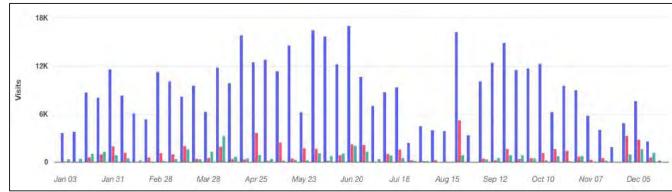
### **Harmony Sports Park Visitation**

In 2022, Harmony Sports Park attracted 84 percent of its visitation from within Vancouver, Portland and other cities within 50 miles. Outside of the local visitation, Harmony attracted visitation form Yakima, Spokane, the Tricities and Boise, where visitors traveled through The Dalles to Vancouver.



Harmony Sports Park - Vancouver, WA January 2022 - December 2022								
	Total	Total Visits Total Unique Customers						
	Est. Number	Percent of	Est. Number of	Percent of Total	Avg. Visits pe			
Visitor Origins by Distance from Site	of Visits	<b>Total Visits</b>	Customers	Customers	Customer			
Locals - Within 50 miles	452,000	84%	76,500	63%	5.91			
Regional Distance - Between 50 and 150 miles	52,300	10%	28,400	23%	1.84			
Long Distance only - Over 150 miles	32,700	6%	16,600	14%	1.97			
Total Visits	537,000	100%	121,500	100%	4.42			





#### The Podium

Location: Spokane, WA

**Opened:** 2021

Owner/Operator: Spokane Public Facilities District/Spokane Sports

Commission

Cost: \$53 million

#### **Sports Features**:

200m Oval Track

 Field event capabilities including long jump, triple jump, pole vault, high jump, weight throw and shot put

9 basketball/16 volleyball courts

21 wrestling mats

#### Notes:

The Podium covers 135,000 square feet with 75,000 square feet of competition space, convertible between a track and field facility and a court sport facility. A partnership between Spokane Public Facilities District (SPFD), State of Washington, City of Spokane, Spokane County, Spokane Parks and Hotel/Motel Association was formed to fund the facility through state sales tax 128 ites, lodging taxes and a one-time contribution from the City of Spokane.



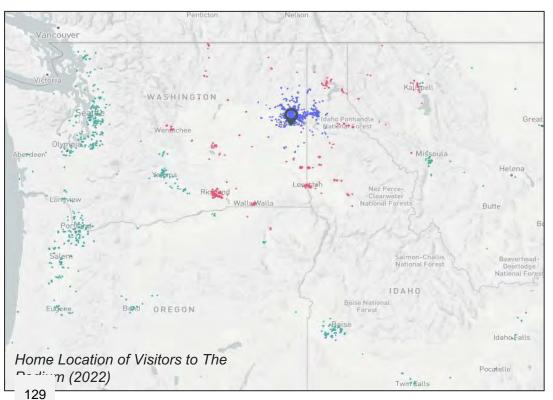




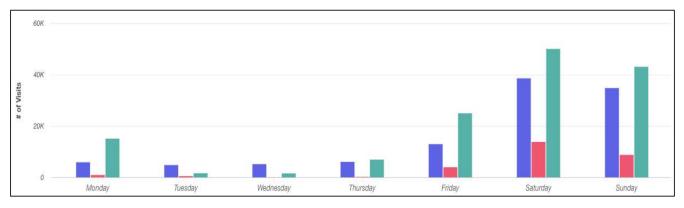
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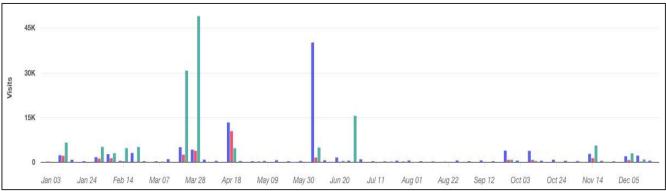
#### **The Podium Visitation**

In 2022, The Podium attracted 51 percent of its visitation from over 150 miles away. In its first year of operations, the facility did not host consistent events, but its largest event attracted roughly 50,000 visitors in one week. In 2023 The Podium is scheduled to host regional and nation tournaments for wrestling, volleyball, handball, martial arts, badminton and multiple concerts.



NW Sports Hub - Centralia, WA January 2022 - December 2022								
	Total	Visits	Total Unique	e Customers				
	Est. Number	Percent of		Percent of Total	Avg. Visits per			
Visitor Origins by Distance from Site	of Visits	<b>Total Visits</b>	Customers	Customers	Customer			
Locals - Within 50 miles	607,700	66%	96,300	45%	6.31			
Regional Distance - Between 50 and 150 miles	257,100	28%	95,000	45%	2.71			
Long Distance only - Over 150 miles	58,300	6%	20,800	10%	2.80			
Total Visits	923,100	100%	212,100	100%	4.35			
Source: Placer.ai	•		•		•			





## **NW Sports Hub (Historic Borst Park)**

Location: Centralia, WA

Opened: 2014 (expanded in 2020)

Owner/Operator: City of Centralia, Centralia School District & Northwest

Sports Hub, LLC (Public/Private)

#### **Sports Features:**

8 basketball/14 volleyball hardwood courts

11 diamonds (mix of baseball, softball and little league)

4 multipurpose grass fields

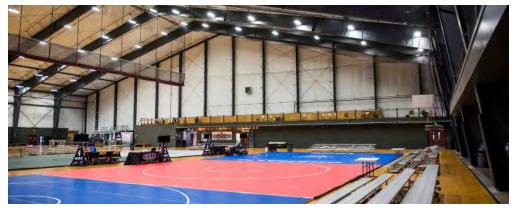
1 multipurpose turf field (seating for 3,500)

#### Notes:

NW Sports Hub was built to accommodate the local school system and to capture sports tourism in Lewis County. In 2020 and 2021, the facility's indoor space was expanded from 76,500 square feet to 105,000 square feet, adding four hardwood basketball courts (eight volleyball). The expansion was pursued due to competition from The Podium's construction in Spokane and the consistent demand lost due to the facility's original size. The expansion was estimated to cost \$1.3 million.

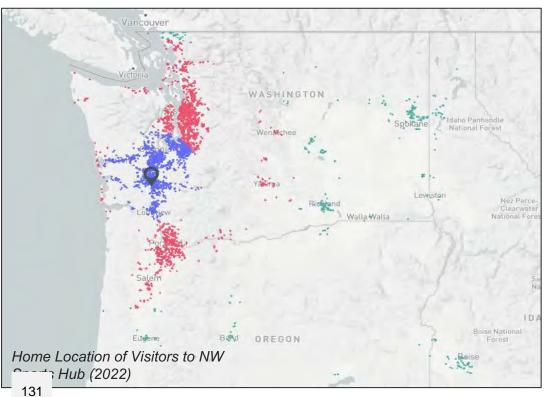




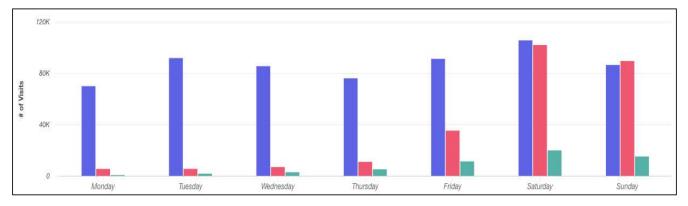


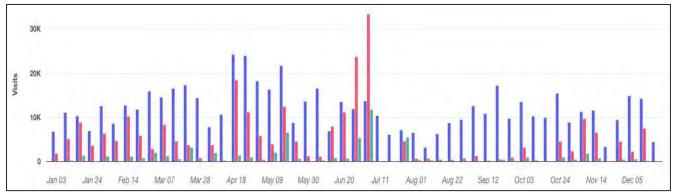
### **NW Sports Hub Visitation**

Centrally located between Seattle and Portland, NW Sports Hub attracted high volumes of visitation from each MSA in 2022. As an indoor and outdoor sports complex, NW Sports Hub attracted consistent visitation throughout the year, with its busiest season in the summer months.



NW Sports Hub - Centralia, WA January 2022 - December 2022									
	Total Visits		Total Unique Customers						
	Est. Number	Percent of		Percent of Total	Avg. Visits per				
Visitor Origins by Distance from Site	of Visits	Total Visits	Customers	Customers	Customer				
Locals - Within 50 miles	607,700	66%	96,300	45%	6.31				
Regional Distance - Between 50 and 150 miles	257,100	28%	95,000	45%	2.71				
Long Distance only - Over 150 miles	58,300	6%	20,800	10%	2.80				
Total Visits	923,100	100%	212,100	100%	4.35				





#### Fieldhouse USA

Location: Auburn, WA

**Opened: 2021** 

Owner/Operator: Fieldhouse USA (Private)

**Sports Features:** 

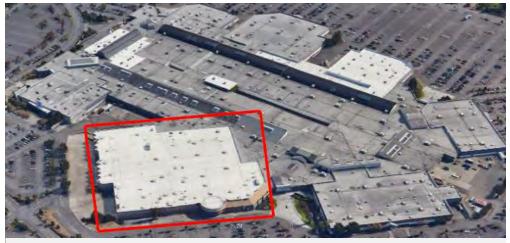
8 hardwood basketball courts

14 volleyball hardwood courts

#### Notes:

Fieldhouse USA is a private company based in Frisco, Texas. The company has locations across the United States in Texas (three locations) Colorado, Ohio and Auburn, Washington. The facility is Auburn opened in a former Sam's Club building that was refurbished into the youth sports facility.

FieldhouseUSA facilities are designed to host in-house leagues, camps, AAU basketball and volleyball clubs and regional tournaments for basketball and volleyball. The facility also includes a trampoline park, ropes courses and mezzanine-level viewing areas.

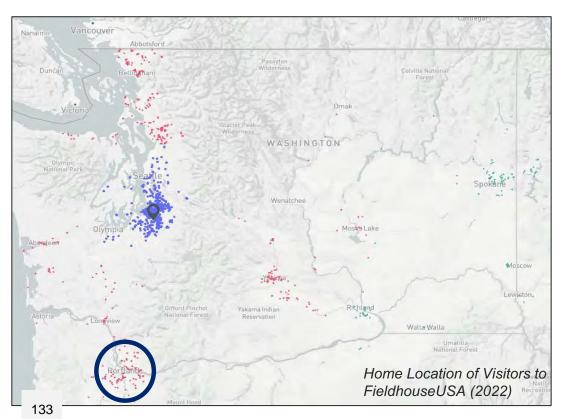




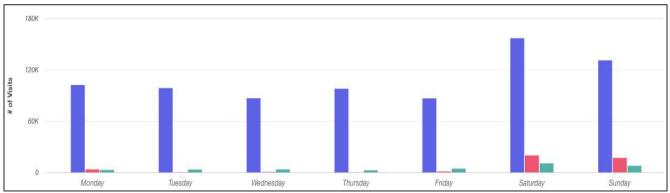


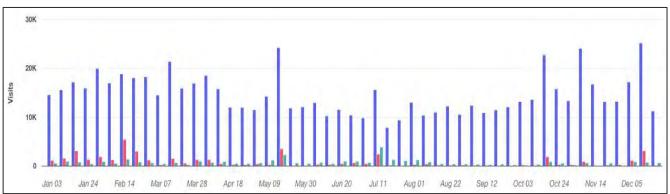
#### **FieldhouseUSA Visitation**

In 2022, 90 percent of FieldhouseUSA's visitation came from within 50 miles. While the facility hosts volleyball and basketball tournaments, the majority of teams are located within the Seattle-Tacoma-Bellevue MSA and northern Washington.



FieldhouseUSA - Auburn, WA January 2022 - December 2022								
	Total Visits		Total Unique Customers					
	Est. Number	Percent of	Est. Number of	Percent of Total	Avg. Visits per			
Visitor Origins by Distance from Site	of Visits	Total Visits	Customers	Customers	Customer			
Locals - Within 50 miles	762,100	90%	155,900	82%	4.89			
Regional Distance - Between 50 and 150 miles	45,100	5%	18,400	10%	2.45			
Long Distance only - Over 150 miles	37,700	4%	15,900	8%	2.37			
Total Visits	844,900	100%	190,200	100%	4.44			
Source: Placer.ai	1 011,123	10011	1 .,0,===	.022				





### **Starfire Sports**

Location: Tukwila, WA

**Opened:** 2005

Cost: \$10 million

Owner/Operator: Starfire Sports (Non-Profit Private)

**Sports Features**:

5 multipurpose grass fields

7 multipurpose turf fields

2 indoor turf fields

#### Notes:

In addition to a youth sports facility, Starfire Sports is the home training facility for the Seattle Sounders FC (Major League Soccer) and the Seattle Seawolves (Major League Rugby). Before the Seattle Sounders FC transitioned into the MLS, Starfire Sports' was the home stadium for the franchise with its 4,000-seat stadium. According to the facility's operating company, the facility hosts an average of 15 tournaments per year at the facility.

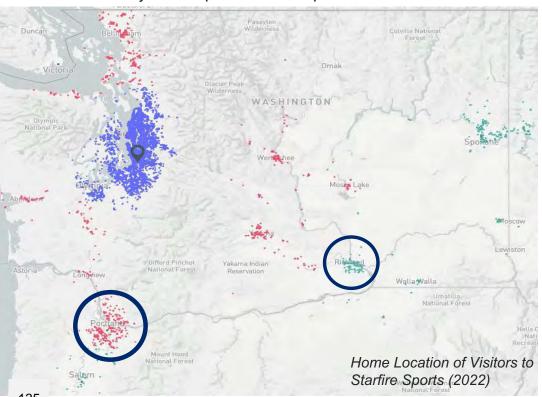




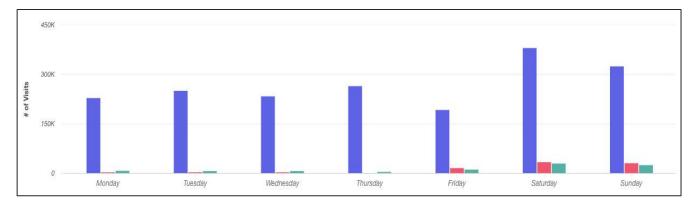


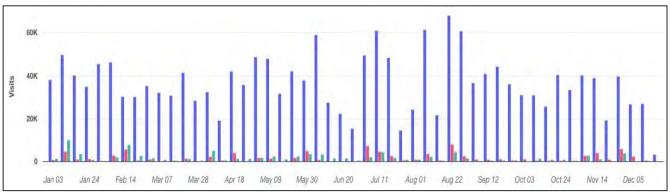
### **Starfire Sports Visitation**

Like FieldhouseUSA, Starfire Sports visitation skewed heavily toward local visitation in 2022, with 91 percent of total visitation coming from with 50 miles of the facility and an average of 8.1 visits per visitor. Starfire Sports is among the highest quality facilitate sin the regional set for field sports, drawing visitation from the Portland MSA that the Project has potential to capture.



Starfire Sports -Tukwila, WA January 2022 - December 2022								
	Total Visits		Total Unique Customers		1			
	Est. Number	Percent of	Est. Number of	Percent of Total	Avg. Visits per			
Visitor Origins by Distance from Site	of Visits	Total Visits	Customers	Customers	Customer			
Locals - Within 50 miles	1,900,000	91%	233,500	76%	8.14			
Regional Distance - Between 50 and 150 miles	91,900	4%	35,800	12%	2.57			
Long Distance only - Over 150 miles	93,400	4%	39,400	13%	2.37			
Total Visits	2,085,300	100%	308,700	100%	6.76			
Source: Placer.ai	, , , , , , , , ,				1			





# **Under Construction/Planned**

### **Under Construction/Proposed Developments**



**Eastern Oregon Trade and Event Center -** The Eastern Oregon Trade and Event Center is a flexible, multi-use event center and rodeo grounds located in Hermiston, Oregon (roughly 105 miles east of the Dalles along I-84). In 2022, six multipurpose turf and lighted fields were proposed to be located adjacent to the EOTEC to support local programs and to attract soccer lacrosse, football, and other field sport tournaments.



**Sirius Sports Complex** - The Sirius Sports Complex is located in North Bend, Washington and the facility's outdoor complex was completed in 2021. The complex's outdoor features include eleven diamonds of various sizes, two full-sized multipurpose grass fields (for lacrosse, football and rugby), two full-sized soccer fields and two cricket fields.

The complex has plans to begin construction on phase II of the development, which would include an indoor facility with six hardwood basketball courts that can be configured into 12 volleyball courts and a performance training center.



**Albina Sports Complex -** The Albina Sports Complex has been proposed in Portland, Oregon. As proposed, the facility is envisioned to include a 300-meter indoor track, surrounding six hardwood, flexible court spaces.

The outdoor offerings are proposed to include a 400-meter track surrounding an outdoor turf field and four baseball/softball diamonds.

The Project was first proposed in 2021, but there is no further information available on funding or construction timeline.

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# Regional Market Implications

- Visitation data shows youth sports participants leaving The Dalles, Wasco County and the greater Gorge area for other regional markets. Data from competitive facilities shows that people pass through The Dalles on I-84 or travel further distances than a trip to The Dalles for tournament play at other regional facilities. A facility in The Dalles/Wasco County has the potential to capture this lost demand.
- The Pacific Northwest is home to multiple youth sports complexes capable of hosting regional tournaments. The majority of the competitive regional supply is located along I-5 between Seattle and Salem. These facilities attract visitation from Washington, Oregon and Idaho, which the Project has the potential to capture with competitive offerings.
- There is a lack of indoor spaces in the region, but the cost of indoor facilities has continued to increase since the pandemic.



# 06 **Sports Tournament and Opportunity Analysis**



# **Tournament Opportunities & Interview Data**

# Capturing Tournament Demand

#### **Factors Driving Tournament Demand & Activity:**

There are several factors that impact a city's ability to capture large tournaments. These factors include the following:

- Number and quality of fields and playing surfaces
- Strong on/off-site amenities and attractions
- Accessibility, by Air and by Car

Cities with stronger packages of the above listed items will be more successful in attracting major tournament groups. These major tournament groups garner a nationwide pull for tournaments which bring in teams from surrounding states and across the country.

#### **Opportunities in The Dalles:**

- Artificial, lighted outdoor turf fields, new diamonds and supporting grass fields give The Dalles the offerings needed to bring outdoor sports tournaments back to the city. The city has lost its ability host tournaments and events that generate sport tourism because of the lack of facilities and the low quality of facilities.
- 6 basketball and 12 volleyball courts would be the largest facility in the market, including the supply in Portland. With 6 courts, The Dalles will have the ability to host indoor tournaments that currently cannot be held in the city

# Tournament Operators

Hunden spoke with local stakeholders, sports clubs and facility management companies in the local and regional market to understand the needs and gaps for a new sports facility.

Basketball and volleyball tournaments are typically run by local clubs or facility owners, however, there are a few large governing bodies that run tournaments as well. One of these organizations includes the Amateur Athletic Union (AAU).

Within the outdoor landscape, Hunden spoke with multiple travel soccer clubs within Oregon and Washington to understand their current travel patterns within the region and the need for new fields in The Dalles. Hunden also spoke with local baseball and softball programs to understand the needs for diamonds within the city and the region.

The following section provides summaries of interviews with these organizations and various local organizations within Wasco County and The Dalles.

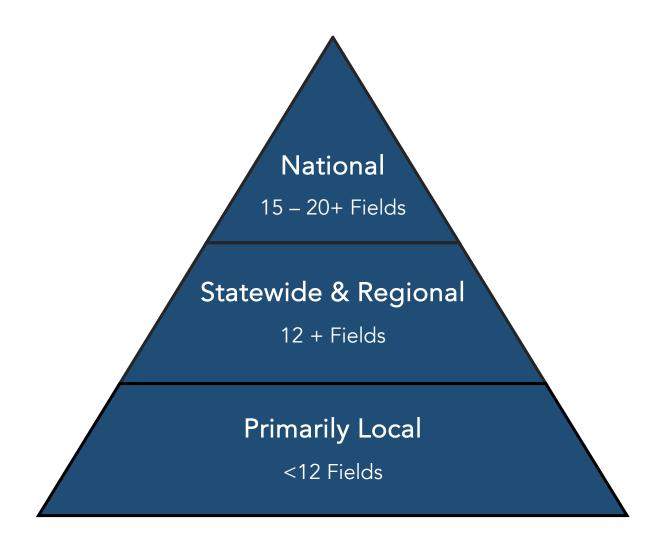




# Outdoor Soccer Tournament Opportunity

For soccer, the following breakdown of field counts provide a basis of understanding for the types of tournaments they are able to attract.

Impactful tournaments that draw in long-distance visitors and drive room nights in the local hotels typically seek complexes with a minimum of 12 fields.



# **Alternative Sport Opportunities**

Hunden has identified other sports that are growing significantly that can utilize indoor space to fill times and keep the facility efficient. Indoor facilities can also be utilized for community events and meeting spaces.



#### **Pickleball**

Pickleball is a fast-growing sport that has gained significant popularity recently. The sport can be played on hard courts surfaces or tennis courts. The indoor courts can be utilized for pickleball during the morning and afternoon hours when youth programs are slow. This optimizes acility usage and mitigates down time.

#### **Futsal**

Futsal is a very popular sport that is typically played on hard court space and fits within a basketball court. Futsal tournaments at the facility can fill in slow seasons where basketball and volleyball slow up.

#### **Community Asset**

Indoor facilities are costly investments for the public sector, and costs are continuing to increase. As a result, cities have used their indoor facilities as spaces for conferences, small conventions and meeting spaces.

### **Interview: Washington Timbers**

Hunden interviewed the Washington Timbers soccer club to understand local demand for a new youth sports facility in the region. The interview indicated the following:

- The Washington Timbers is located in Vancouver, Washington is one of the largest regional soccer clubs with roughly 3500 members.
- The organization is headquartered at Harmony Park in Vancouver. The park was completed through a public-private-partnership with the city where the park's construction came at no cost to the Timbers, but they are responsible for the park's maintenance.
- With six grass fields and three turf fields, the Timbers are able to host regional tournaments that have been a major economic driver for the city. For their larger tournaments, they will also use Delta Park. Tournaments typically range from 200-400 teams.
- During the season, teams within the organization will travel throughout the Northwest every other weekend.
   The clubs older age groups that compete in nationally competitive leagues travel to Arizona, California and the East Coast to play in events.
- Within the region, the club frequently travels to Seattle, Spokane, Salem, Eugene and Tacoma for its tournaments.
- The Dalles would be a great location in the region for a sports complex, but they would need to form a more competitive travel team that could help host and attract other teams to their facility.

# **Interview: Capital FC**

Hunden interviewed the Capital FC soccer club to understand local demand for a new youth sports facility in the region. The interview indicated the following:

- Capital FC is one of the largest organizations in Oregon with 4,500 participants in their recreation and competitive
  programs. The clubs breaks up their calendar into two eight week seasons, with one in the fall and one in the spring.
- Capital FC built their private facility in Salem in order to control their field times and scheduling for their various age groups. The facility's last phase was completed in 2022, and has three turf fields and seven grass fields. Since the facility's construction began, the club has nearly doubled in size because of their ability to control field times.
- The Dalles has strong potential for regional tournaments, but they will need at least 12 fields to host state and regional events. The Pacific Northwest does not have a strong supply of facilities and people are used to traveling for tournaments. The Dalles has a strong strategic position between Oregon, Washington and Idaho.
- Capital FC has discussed hosting events for US Youth Soccer at their facility, but airport access has been an obstacle
  for bringing national events to Salem. The Dalles would likely face the same issue, but there is strong potential for
  regional tournaments.
- The Dalles could have a competitive facility, but they will need a strong sports tourism organization. Salem had to form a sports commission because regional events would not consider events if they didn't have a sports commission.

### **Interview: Gorge Hoops**

Hunden interviewed Gorge Hoops to understand local demand for a new youth sports facility in the local market and the regional market for tournaments. The interview indicated the following:

- The Gorge Hoops is one of the largest basketball organizations in the state with participants from 14 towns within the Gorge and 81 total teams.
- In the Dalles, Gorge Hoops primarily uses The Dalles High School and the closed down middle school. Due to the lack of court space in the market, cities across the Gorge must split the basketball and volleyball seasons into two, six-week seasons. Typically, the season are split into a season for the boys' teams and a season for the girls' teams because it is not feasible to run basketball and volleyball seasons for boys and girls at the same time.
- Each basketball team gets one practice and one game per week for six weeks, which is not enough for player development. Ideally, they could get two practices and one game per week for 12 weeks. At a minimum, they need four additional courts in The Dalles.
- The Dalles has built a strong sports market and there is demand for tournaments in all sports. Between soccer, baseball, softball, volleyball and basketball, The Dalles could host one tournament a weekend for all 52 weeks of the year. Teams currently have the option of playing multiple places in the region every weekend, but the supply of facilities is weak and are nearly all low quality. Portland tournaments typically use 8-18 different locations, but they still have to turn people away.

# Interview: Cherry City Volleyball

Hunden interviewed Cherry City Volleyball to understand local demand for a new youth sports facility in the local market and the regional market for tournaments. The interview indicated the following:

- All the volleyball and basketball clubs and school teams are fighting for time in the limited gym space within The Dalles and its surrounding cities. The lack of gym space restricts the number of participants that the club is able to take on each year. Over the years the school district has been stricter on the times that are available for outside clubs, which has restricted the growth of volleyball and basketball within the area.
- Cherry City Volleyball typically has between 60 and 80 participants per season. Kids come from all over the Gorge to
  participate in club volleyball, so it is important to have a clear schedule since people spend time traveling to The Dalles.
- With the current supply of courts in the market, The Dalles is not able to host tournaments, but it would be a big step to be able to bring other competitive teams to the market. There is a weak regional supply of indoor facilities, even in the Portland area. Salem has produced several indoor events, but the supply of locations with multiple courts is minimal.
- Twelve volleyball courts would allow for the ability for regional tournaments that the market cannot currently support.

# Interview: Sports Facilities Companies (SFC)

Hunden interviewed Sports Facilities Companies to understand local demand for a new youth sports facility in the region. The interview indicated the following:

- SFC did studies for The Podium in Spokane and has been engaged by other cities in the Pacific Northwest. The Podium has
  had a slow start opening due to the pandemic, but they are working to develop their calendar to include more indoor events.
- Since opening, the Spokane Sports Authority has realized the potential for the facility as a concert venue and have made additional investments in AV to increase the quality of shows.
- Sports commissions have become increasingly important to the success and potential for sports tourism in markets
  across the country. In cities with one facility, the facility and its employees can represent the sports commission.
- The Dalles has a strong competitive advantage with drier climate and has the opportunity to save on costs with grass surfaces. Turf surfaces will always be important in the region, so it should be necessary to incorporate some turf spaces.
- When building diamonds, it is important to use turf infield surfaces to decrease maintenance on the fields. During tournaments, infield turf surfaces cut out the need to rake fields, allowing for the ability to transition from game to game seamlessly.
- Indoor facilities are not impossible to pull off in the region, but costs are typically 30 percent more than other parts of the country, making them very expensive Projects. Outdoor aspects will play better into The Dalles competitive advantage.

# Interview: North Wasco County School District

Hunden interviewed the Superintendent and the District Athletic Director of the North Wasco County School District to understand the school systems athletic program needs. The interview indicated the following:

- The district's athletic programs have been forced to spread across the county to find available time at indoor and outdoor facilities.
- More outdoor space is needed for all outdoor sports. Currently, they do not have a lacrosse program, archery
  program or Australian Rules Football but there is rising demand for each sport and other new programs that
  cannot be supported with the current supply of athletic facilities.
- More indoor space is needed for all indoor sports. The district has a growing wrestling program and more flatfloor space, and mats are needed to host regional events. The district has a growing cheerleading program, which has historically not had enough space for practices or events.
- The district rents Kramer Fields, but when the fields are removed from the local supply, they will need additional fields as a replacement to keep their programs in operation.

### Interview: Amateur Athletic Union (AAU)

Hunden interviewed a director of the Amateur Athletic Union (AAU) to understand the basketball tournament landscape in the region and the potential demand for a large tournament caliber facility. The interview indicated the following:

#### Basketball

- AAU runs on a membership basis where teams pay an annual fee and then have access to the leagues and tournaments.
- The facility must be at least four courts to hold tournaments.
- A large facility between six and eight courts would be able to capture larger regional tournaments
- For basketball there are approximately 2,000 members across both boys and girls.

#### Volleyball

- With 4 8 volleyball courts you need to utilize multiple facilities in a given area. When you increase that number to potentially 12 16 courts you are able to accommodate full tournaments in one predominant location.
- AAU likes to see facilities with ample space between courts, sufficient spectator seating as well as dividing nets to keep balls on their courts.
- Boys' volleyball is an untapped market that is steadily growing across the country.

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### Interview: The Dalles Youth Football

Hunden interviewed The Dalles Youth Football to understand local demand for a new youth sports facility in the local market and the Gorge area. The interview indicated the following:

- The Dalles participates in the Gorge area football program that is composed of teams from the surrounding cities. In the past, The Dalles was able to host the teams form the surrounding area for gamedays, but the lack of field space has forced them to turn down the events.
- The Dalles is in need of dynamic sports facilities that can accommodate multiple sports due to the lack of available space in the city. Football has slightly decreased in popularity, but soccer has become more popular. It is important that The Dalles is equipped with multipurpose fields because people travel from all over the Gorge to partake in sports in The Dalles. Multipurpose spaces will help protect them from trends of sports fluctuating in popularity.
- Having a central location for their gamedays would make their events easier to operate. Eight grass fields and four turf fields, they could host the teams within their league for weekend gameday events.
- The Project presents a good opportunity to partner with the school district to provide higher quality athletic spaces for the new high school. Currently, the high school's athletic programs operate on a shared, open grass field that has been run down over time.

### Interview: The Dalles Sluggers

Hunden interviewed The Dalles Sluggers organization to understand local demand for a new youth sports facility in The Dalles. The interview indicated the following:

- The Dalles Sluggers program has roughly 40 participants and typically uses local school's facilities and the public fields, when they are available. Parks and Recreation has made it difficult to get times at the fields they control and the lack of fields within the city has put pressure on everyone trying to reserve times for games and practices.
- The Dalles used to host tournaments in town, but they can no longer hold events because other teams do not want to travel to use their low-quality fields and they are hard to reserve for a full weekend event. Currently, the Sluggers program is traveling to the Tricities area, Bend, Portland and other facilities in the region to play their competition since they cannot host teams in The Dalles.
- Equipment is needed to change the sizing of fields based on various age groups.

### **Interview: Travel Lane County**

Hunden interviewed Travel Lane County to understand the previous studies they have conducted for a new sports facility. The interview indicated the following:

- Lane County has been trying to develop an indoor youth sports facility for years and hired SFC to help with its initial studies. Progress has been stalled since the county wants to develop a minor league baseball stadium and does not have the money for both projects.
- Plans for the facility have been modelled after The Podium in Spokane, so that the facility is a multipurpose venue that
  is able to host various indoor sporting events and ticketed shows.
- In order to fund the project, Travel Lane County got approved for a two percent increase in hotel tax that it hopes to use to help fund the facility once a decision is made between the facility and the baseball stadium. The last cost estimates for the facility came in at \$81 million.

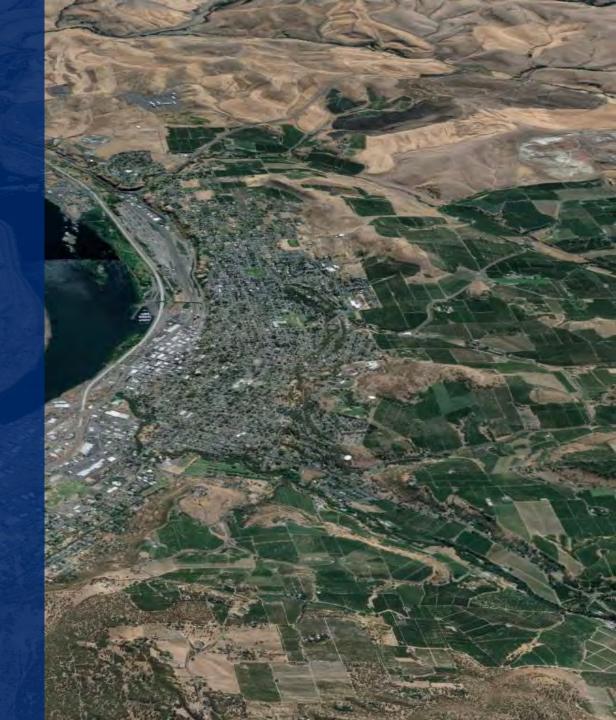
# **Tournament Opportunity Implications & Recommendations**

Hunden interviewed local and regional stakeholders to understand where any gaps exist for the potential development of a large recreational and tournament facility in The Dalles and Wasco County. The highlights and headlines of the interviews are as follows:

- Currently, The Dalles does not have any turf surfaces for outdoor sports, and the supply of grass fields has deteriorated in quality over time without significant upgrades. Kramer Fields is currently the primarily facility that is used for baseball and softball in The Dalles, but the relocation of the hospital will eliminate the fields from the market. With the lack of quality and quantity of both fields and diamonds, The Dalles has lost the ability to host tournaments in the market, leading lost business and economic impacts of sports tourism.
- The local supply of court facilities is not meeting the current demand for field or court space in The Dalles. The introduction of a new indoor facility will cater to both local use as well as drive tournament demand on the weekends. An opportunity exists for more indoor multi-purpose space that can be used for basketball, volleyball and other flat-floor sports and activities.
- In order to accommodate the demand for baseball and softball, there is a need for a minimum of eight diamonds. With six dedicated diamonds and the ability to use four turf fields as additional diamonds, the proposed facility will replace the fields lost and Kramer Fields and add to the total supply within the market.
- The Dalles is lacking dedicated space for field sports. With eight grass fields and four artificial turf fields, The Dalles will have the supply of fields needed to host regional events that are currently being held elsewhere in Oregon and Washington.
- An indoor facility with six courts would give The Dalles one of the largest indoor facilities in the region. Currently, organizations are using elementary and high school gyms, which has restricted the ability to play full seasons for basketball and volleyball. With six additional courts in the market, the local users would be able to book more practice and game time per week and season and the market would have the ability to host tournaments in the city/county.

# 07

Support Amenities: Hotel & Restaurant Analysis



# **Hotel Market Analysis**

# **Local Lodging Summary**

Hunden, using data from Smith Travel Research, identified the closest hotels within a 25-mile radius of the Project site in The Dalles.

The local lodging supply mainly consists of Upper Midscale and Independent properties at 47 and 41 percent, respectively.

This supply includes 32 hotel properties that total more than 1,600 rooms. The average age of the hotel supply is 36 years with recent developments continuing to focus on Upper Midscale properties.

Lodging Summary -	- Dalles, OR	(within a	25-mile radius)
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Chainscale	Rooms	% of Total Rooms	Hotels	Rooms per Hotel	Avg Year Open / Renovated	Avg Age (Years)
Upper Midscale	762	47%	8	95	2003	19
Midscale	48	3%	1	48	1984	38
Economy	145	9%	2	73	1991	31
Independent	656	41%	21	31	1965	57
Total/Average	1,611	100%	32	62	1986	36

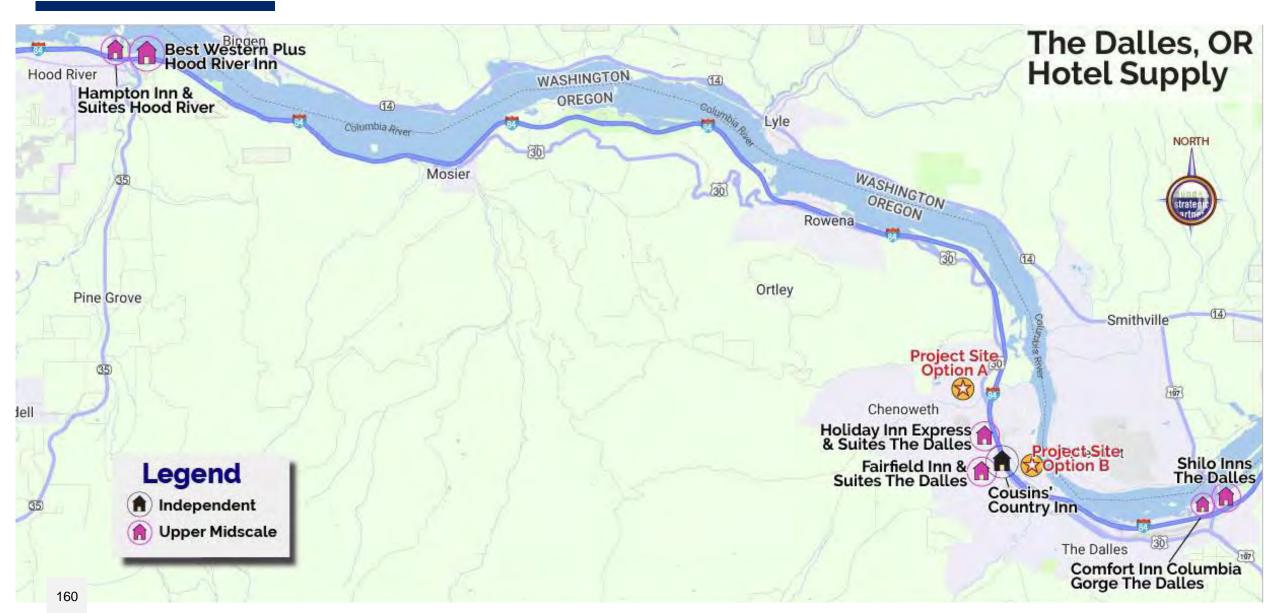
Source: Smith Travel Research, CoStar, Hotel websites, Hunden Strategic Partners

### **Local Hotel Supply Analysis**

Hunden identified the hotel competitive set in The Dalles and Hood River by conducting market research and interviewing local hoteliers. Hunden believes that the competitive set in the table best reflects the tourism lodging market in the area and its performance. There are seven hotels in the competitive set that primarily include Upper Midscale properties and one Independent property, with room counts ranging from 57 to 194. All of the hotels in the competitive set are considered group-friendly properties and able to accommodate sports tourism.

	N	Ailes fron	n	Year Built /	
Property Name	City	Site	Rooms	Renovated	Hotel Class
Fairfield Inn & Suites The Dalles	The Dalles, OR	0.1	80	2014	Upper Midscale
Cousins Country Inn	The Dalles, OR	0.2	97	1975	Independent
Holiday Inn Express & Suites The Dalles	The Dalles, OR	0.7	93	2020	Upper Midscale
Comfort Inn Columbia Gorge The Dalles	The Dalles, OR	3.5	57	1993	Upper Midscale
Shilo Inns The Dalles	The Dalles, OR	3.6	112	1989	Upper Midscale
Best Western Plus Hood River Inn	Hood River, OR	15.7	194	1990	Upper Midscale
Hampton by Hilton Inn & Suites Hood River	Hood River, OR	16	88	2016	Upper Midscale
Total / Average	7 hotels		721	2000	

# **Hotel Supply**



### **Competitive Set Performance**

Hunden pulled data from Smith Travel Research (STR) to understand the performance of the competitive set from January 2015 through February 2023. The local competitive set generally has been performing well over the eight-year period. From 2015 to 2019, ADR had been steadily increasing with additional supply delivered into the market and occupancy levels varying but overall strong. The market began to recover in 2021 and 2022, with strong performance in 2022 outperforming pre-pandemic levels.

Histo	orical Supply,	Demand, O	ccupancy	, ADR, and R	RevPar fo	r Competitiv	e Hotels	The Dalles,	Wasco Co	ounty, OR	
Year	Annual Avg. Available Rooms	Available Room Nights	% Change	Room Nights Sold	% Change	% Occupancy	% Change	ADR	% Change	RevPar	% Change
2015	540	197,100		137,512		69.8		\$116.28		\$81.12	
2016	584	213,292	8.2%	149,668	8.8%	70.2	0.6%	\$124.25	6.9%	\$87.19	7.5%
2017	628	229,220	7.5%	171,166	14.4%	74.7	6.4%	\$127.12	2.3%	\$94.92	8.9%
2018	628	229,220	0.0%	166,327	-2.8%	72.6	-2.8%	\$133.31	4.9%	\$96.73	1.9%
2019	628	229,220	0.0%	168,652	1.4%	73.6	1.4%	\$135.69	1.8%	\$99.83	3.2%
2020	691	252,155	10.0%	134,149	-20.5%	53.2	-27.7%	\$118.19	-12.9%	\$62.88	-37.0%
2021	721	263,165	4.4%	183,857	37.1%	69.9	31.3%	\$138.38	17.1%	\$96.67	53.8%
2022	721	263,165	0.0%	194,227	5.6%	73.8	5.6%	\$151.73	9.6%	\$111.98	15.8%
2023 YTD (Feb)	721	42,539	0.0%	23,251	-3.8%	54.7	-3.8%	\$120.71	3.8%	\$55.32	-0.1%

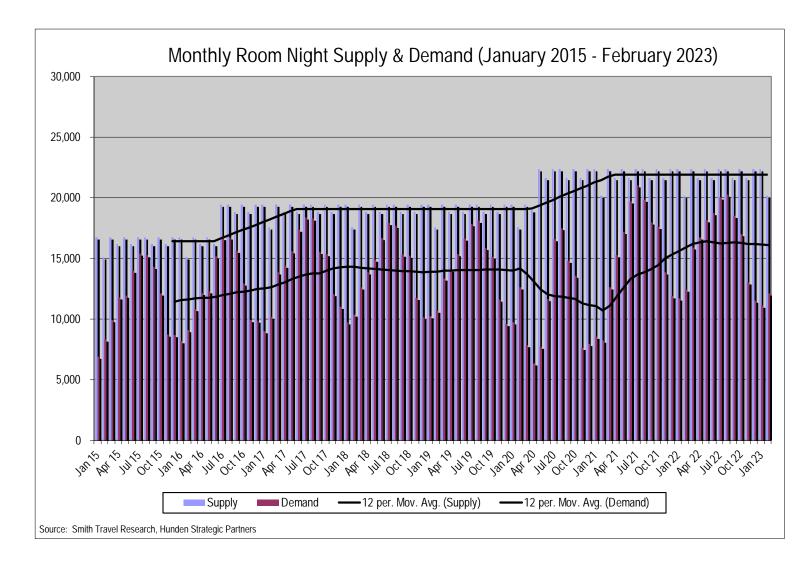
Source: Smith Travel Research, Hunden Strategic Partners

### **Supply & Demand**

The supply of room nights in the local competitive set has steadily increased over the years due to the delivery of new product. This suggests a healthy and competitive lodging market.

Hotel room demand shows consistent seasonal trends with summer months experiencing significantly higher demand than winter months.

Demand followed a pattern throughout the pandemic with peak demand in summer 2021, almost fully absorbing the market supply. Demand has recovered to exceed pre-pandemic levels, which shows a strong tourism market in the area.

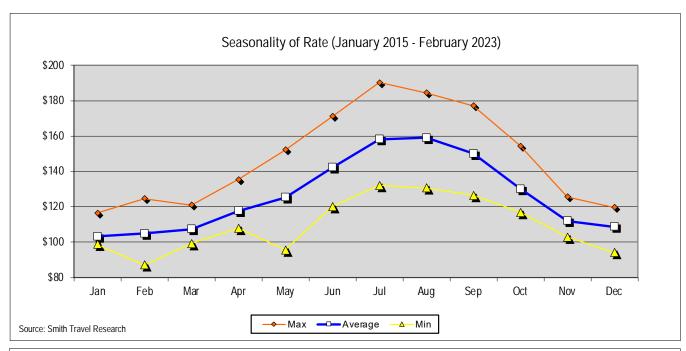


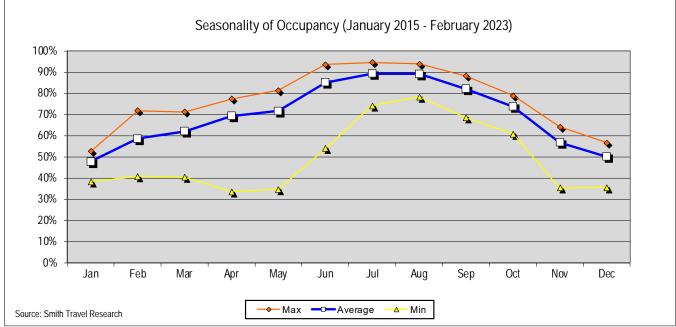
# **Seasonality ADR & Occupancy**

The adjacent tables detail the seasonal performance of the local competitive set since 2015.

As shown, the competitive set experiences its highest rates during the summer months. The winter months are more affordable, demanding the lowest average historical rates, which is common in an area that experiences seasonality.

Occupancy trends follow a similar pattern as rates, with June, July and August being the highest demand periods. The competitive set shows strong performance historically with consistent demand throughout the year.



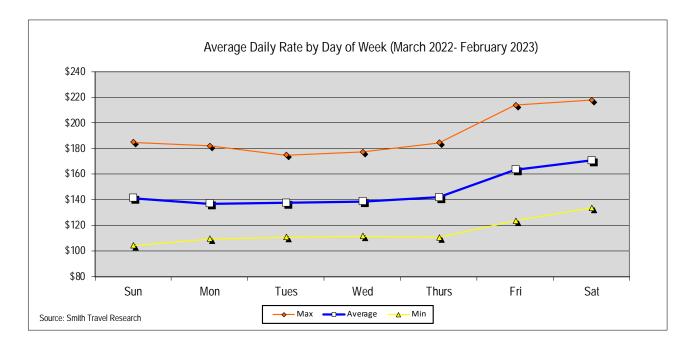


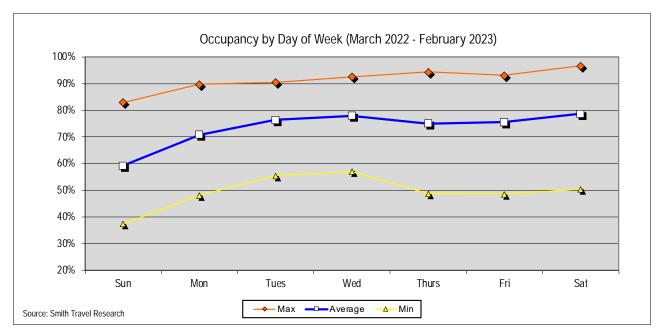
# Day of Week ADR & Occupancy

The adjacent tables detail the weekly performance of the local competitive set from March 2022 through February 2023.

Typically, group and corporate travel occurs from Sunday through Thursday, while leisure travel occupies Friday and Saturday. The highest rates in the competitive set are on weekends, with peak rates exceeding \$200.

On average, occupancy is greatest on Fridays and Saturdays, leading to a conclusion that leisure drives performance in the competitive set. However, the competitive set shows strong average occupancies with only slight variation.





# Heat Chart ADR & Occupancy

The adjacent tables detail the weekly performance of the local competitive set by month from March 2022 through February 2023.

As shown, both rate and occupancy increase towards the weekends and summer months, both times where leisure travelers tend to go on vacation. Throughout the year, Fridays and Saturdays recorded the highest average daily rate and strongest occupancy levels. In the summer months where demand is highest, occupancy in the competitive set achieves almost full absorption of supply with highest levels reaching nearly 97 percent.

ADR by Day of Week by Month - March 2022 - February 2023								
	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Avg
Mar - 22	\$113	\$114	\$117	\$119	\$118	\$128	\$138	\$121
Apr - 22	\$125	\$127	\$128	\$127	\$128	\$148	\$154	\$135
May - 22	\$155	\$138	\$136	\$139	\$143	\$177	\$182	\$152
Jun - 22	\$167	\$161	\$157	\$159	\$166	\$194	\$195	\$171
Jul - 22	\$185	\$182	\$175	\$177	\$184	\$207	\$211	\$190
Aug - 22	\$174	\$171	\$169	\$172	\$183	\$214	\$218	\$184
Sep - 22	\$177	\$161	\$161	\$160	\$169	\$198	\$204	\$177
Oct - 22	\$142	\$141	\$144	\$146	\$148	\$173	\$182	\$154
Nov - 22	\$114	\$116	\$121	\$123	\$125	\$135	\$143	\$126
Dec - 22	\$104	\$110	\$118	\$118	\$114	\$125	\$141	\$120
Jan - 23	\$118	\$110	\$111	\$112	\$111	\$124	\$134	\$117
Feb - 23	\$123	\$113	\$116	\$115	\$116	\$139	\$147	\$125
Average	\$141	\$137	\$138	\$139	\$142	\$164	\$171	

Sources: Smith Travel Research

Occupancy Percent by Day of Week by Month - March 2022 -	February	<i>y</i> 2023
--	----------	---------------

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Avg
Mar - 22	51.8%	69.5%	73.6%	77.8%	73.5%	72.8%	77.3%	71.3%
Apr - 22	57.5%	76.4%	81.5%	80.8%	80.9%	79.8%	82.6%	77.3%
May - 22	70.5%	77.5%	82.3%	88.6%	80.4%	83.8%	89.8%	81.3%
Jun - 22	74.3%	85.2%	89.2%	86.0%	84.5%	92.0%	96.6%	86.7%
Jul - 22	81.5%	85.9%	90.5%	92.3%	92.1%	91.4%	94.6%	89.7%
Aug - 22	83.0%	89.8%	90.0%	92.6%	94.3%	91.6%	93.4%	90.7%
Sep - 22	71.3%	77.3%	83.3%	89.5%	89.1%	93.2%	93.5%	85.7%
Oct - 22	60.5%	71.3%	81.0%	81.8%	80.7%	80.0%	81.9%	76.2%
Nov - 22	40.1%	62.3%	65.5%	63.6%	63.1%	63.0%	62.0%	60.2%
Dec - 22	37.5%	49.3%	61.6%	61.4%	53.3%	48.7%	50.5%	51.7%
Jan - 23	37.7%	48.2%	55.5%	57.1%	48.8%	49.5%	54.1%	49.8%
Feb - 23	46.0%	57.9%	63.3%	64.8%	59.3%	61.1%	67.6%	60.0%
Average	59.6%	70.9%	76.1%	78.2%	75.0%	75.8%	78.6%	
	•						'	-

Sources: Smith Travel Research

# **Interviews & Feedback**Hoteliers





Hunden interviewed upper-level management at a handful of lodging facilities within The Dalles' hospitality market to better understand demand drivers and overall performance within the market. The following key implications were drawn:

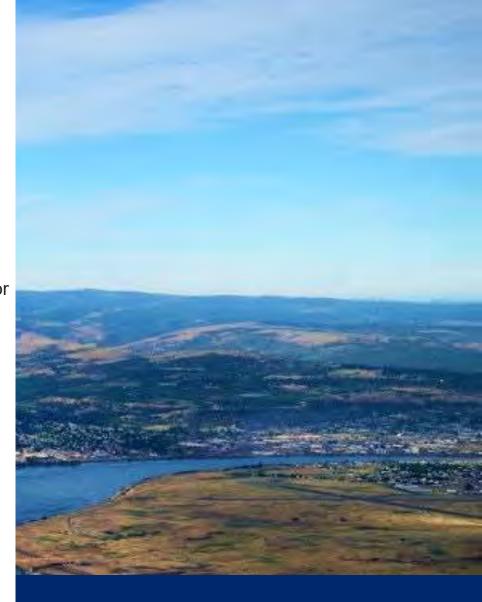
- The Dalles' has strengthened its reputation as a destination market with weather proving to be a huge advantage for the area with a longer warmer season running from earlier spring to later fall months. Overall attractions and tourism generators include riverfront recreation, music, nightlife, and sporting events when they take place.
- The hotels within the local market are extremely busy in the summer, with peak months being June, July and August. The area does experience tourism in the shoulder season months of March through September as well.
  - ADR in the busy, summer months have accomplished mid \$220s as the highest rates with lower \$200s still considered high for the market. The winter ADRs are much lower averaging at about \$150.
  - Hotels are filled up easily in the summer with some properties experiencing occupancy levels upwards of 80 90 percent.
- The biggest challenge the hotel and tourism market faces is the lack of things to do when visitors have spare time. There are few attractions/things to do for kids and families within The Dalles that include the movie theater, skate park, and riverfront. However, supporting amenities and entertainment options would be an ideal addition to the market to help induce visitation and give visitors options for things to do.



# Hotel Market Implications

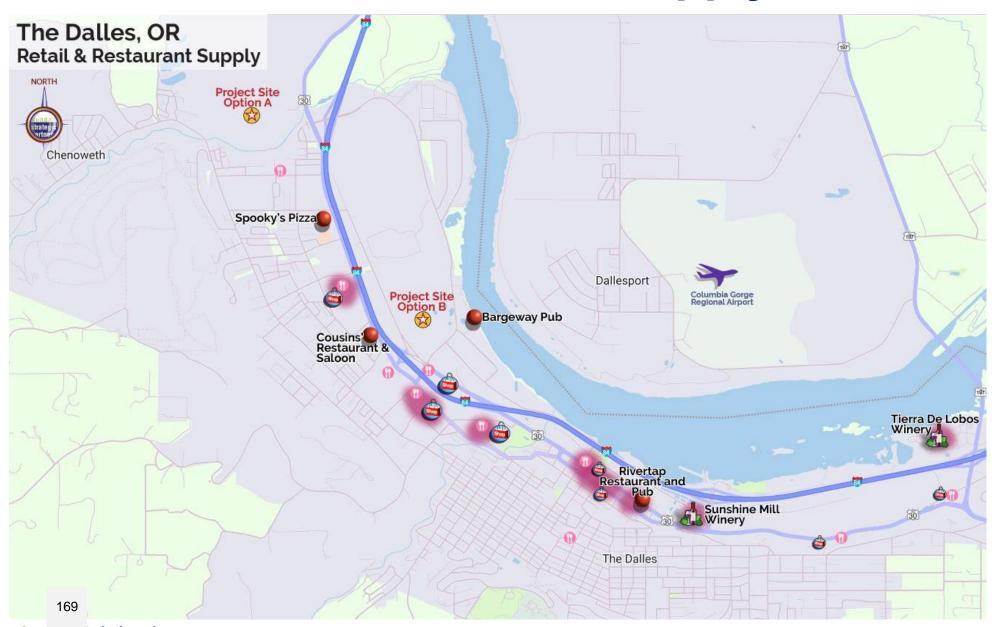
Hunden analyzed the current hospitality market conditions in the area and how a potential sports facility development would perform. Key takeaways are as follows:

- The Dalles and Hood River currently offer the best hotel properties, with mainly Upper Midscale properties existing in the market.
- Occupancy levels in the summer months reach nearly 100 percent for hotel properties, which suggests that additional hotel developments would be absorbed within the market.
- Introducing youth sports components that would draw tournaments and overnight visitation would apply more pressure to the hotels during peak season. Turf fields extend the calendar availability for outdoor sports tournaments, extending the need for hotel room nights into the slower, winter months. Furthermore, indoor sports components also help increase occupancy in these slower months by catering to basketball, volleyball and other winter sports, generating greater economic impact for the area.
- Future hotel developments surrounding the Project would be a potential need with a tournament facility of this size and the strong local performance given leisure travel in summer months.



# Retail & Restaurant Market Analysis

# **Local Retail & Restaurant Supply**



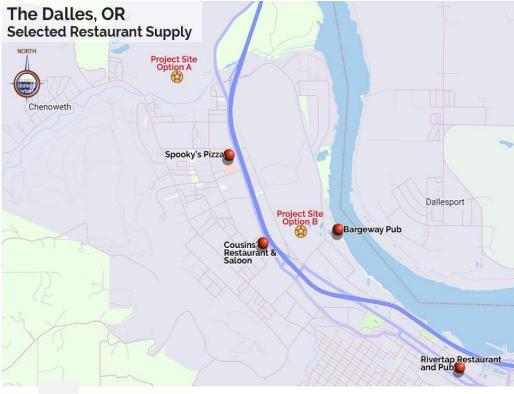
The adjacent map details the local restaurant and retail supply in The Dalles. The dining and shopping nodes are highlighted and are mostly found along US 30 highway, right off of I-84.

There is more activity surrounding Project Site Option B versus Option A, which is surrounded by undeveloped land with opportunity to develop retail and dining nodes in the future.

The Dalles is currently limited in its restaurant and retail offerings, which could hinder the potential tournament activity and overall attractiveness of a facility.

# **Restaurant Supply**

Hunden selected a few restaurant offerings to highlight as they are group-friendly and reflective of the offerings in the local area.













# Retail & Restaurant Market Implications

The following implications were drawn from Hunden's retail and restaurant analysis:

- A cluster of retailers and restaurants creates critical mass, which makes a location more favorable to live and play. Retail & restaurant nodes are an important factor for sports as they provide youth sports participants and attendees with an array of offerings before and after sports practices and tournaments.
- A major youth sports development will facilitate future growth in retail and restaurant offerings closer to the Project. Currently, the supply is limited in overall offerings especially those catered toward group-friendly business, however, increased visitation to the area provided by the Project would result in higher demand for commercial development near the site and in the local area.
- Youth sports facilities provide local restaurants and retail businesses with tremendous incremental spending throughout the year in addition to the leisure travel taking place in the summer months.



# 08 **Sports Tourism Case Studies**



### **Rocky Top Sports World**

Location: Gatlinburg, TN

**Opened:** 2014

Cost: \$20 million

Owner: City of Gatlinburg, Sevier County

**Operator:** Sports Facilities Companies

#### **Sports Features:**

- 86,000 square foot indoor facility (6 basketball, 12 volleyball courts)
- 10 basketball/12 volleyballs courts
- 5 synthetic turf fields, one natural turf field

Additional Amenities: Event planning space, Gatlinburg Trolley connectivity

**Notes:** According to Sevier County, the facility hosted 90 events between August 2020 and August 2021. There were 25 weekends throughout the year in which indoor and outdoor tournaments took place. During the facility's fiscal year, Rocky Top Sports World generated \$46.9 million in economic impact in 2020 and 2021.

The county reported that nearly \$10 million of the economic impact came from 15 tournament bookings coordinated by National Soccer Events, a tournament operator, and FC Alliance Soccer Club, a local youth soccer club.

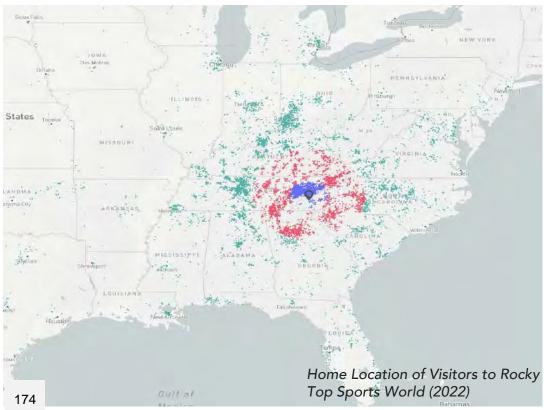




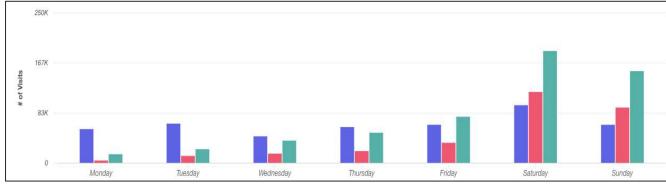


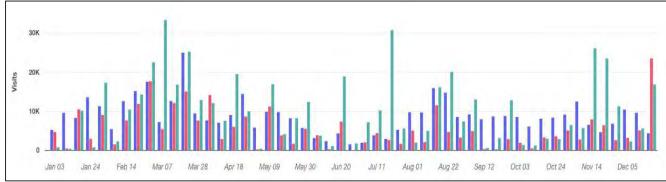
## **Rocky Top Sports World Visitation**

Rocky Top Sports World leverages the tourism scene of Gatlinburg, attracting 42 percent of total visitation in 2022 from over 150 miles away from the facility. The facility draws visitation form all over the Midwest and South and stay active throughout the year with the indoor complex and its multipurpose turf fields.









## TBK Bank Sports Complex

Location: Bettendorf, IA

**Opened:** 2017

Cost: \$50 million

Owner: BettPlex LLC

**Operator:** BettPlex LLC

#### **Sports Features:**

- 273,000 square foot indoor complex, 75-acre outdoor complex
- 8 basketball courts (12 volleyball courts), indoor turf field (115 yards by 75 yards)
- 10 lighted turf diamonds with adjustable fencing (convertible into 6 turf soccer fields)
- 2 multi-purpose turf fields, 2 grass fields

**Additional Amenities:** 5 sand volleyball courts, physical therapy center, retail shop, office space, concessions

**Funding:** Phase one of the project included over \$10 million in city incentives (\$3.87 million in infrastructure improvements and \$4.9 million in TIF). Due to the project's success, an expansion of the facility was approved in February 2022 for more multiuse turf fields, a three-story golf entertainment facility, restaurants, bars and a hotel. Pattendorf has committed \$5.8 million in economic development grants and a 20-175, 75 percent TIF rebate to the expansion project.

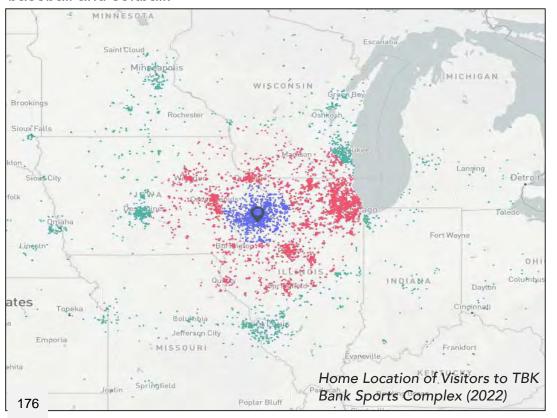




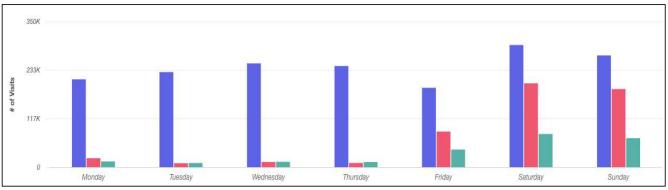


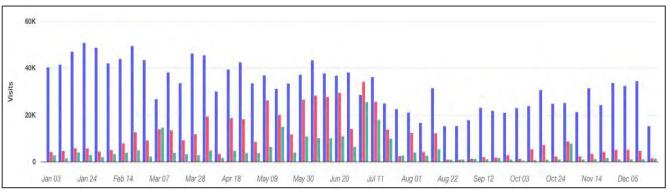
## **TBK Bank Sports Complex Visitation**

In 2022, TBK Bank Sports Complex attracted nearly 2.5 million visitors. Increased visitation beyond 50 miles from regional and long-distance travelers between Friday and Sunday shows the success of tournament play at the facility. The facility was busiest between April and July, during the prime seasons for basketball, baseball and softball.



ТВК	Bank Sports C January 2022	omplex - Bett ? - December 20			
	Total	Visits	Total Uniqu	e Customers	
	Est. Number	Percent of	Est. Number of	Percent of Total	Avg. Visits per
Visitor Origins by Distance from Site	of Visits	Total Visits	Customers	Customers	Customer
Locals - Within 50 miles	1,700,000	69%	211,800	44%	8.03
Regional Distance - Between 50 and 150 miles	533,000	22%	183,000	38%	2.91
Long Distance only - Over 150 miles	245,500	10%	86,300	18%	2.84
Total Visits	2,478,500	100%	481,100	100%	5.15
Source: Placer.ai	•		•		<u>'</u>





### **Round Rock Texas**

Location: Round Rock, Texas

Owner: City of Round Rock

**Operator**: City of Round Rock, SFM

The City of Round Rock has two premier sports complexes which are outlined below. Each of the facilities is within a 10-minute drive of one another:

Round Rock Sports Center: 6 basketball/12 volleyball

 Round Rock Multipurpose Complex & Old Settlers Park: 10 soccer, 5 artificial (1 championship), 5 grass (1 championship), 25 diamonds (20 baseball, 5 softball)

**Funding:** In 2008, the City of Round Rock funded a \$18.2 million renovation and expansion of Old Settlers Park, which spark the city's campaign as the "Sports Capital of Texas."

In 2012, The City of Round Rock issued \$7.8 million in bonds for the Round Rock Sports Center, which cost a total of \$14.5 million. The bonds are being paid back using a two-percent increase to the city's Hotel Occupancy Tax and the remaining cost of the facility was covered by the city's general fund.

In 2017, Old Settlers Park underwent a 6-acre, \$27 million expansion project that added the Round Rock Multipurpose Complex.

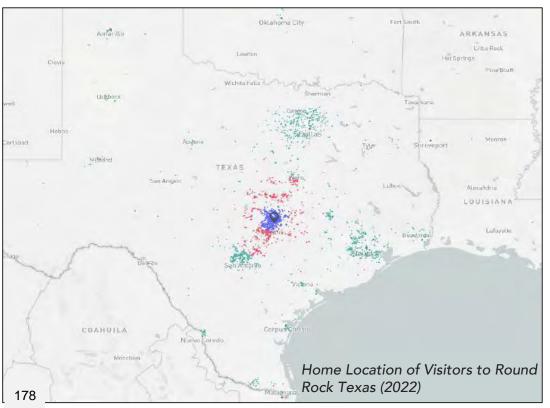




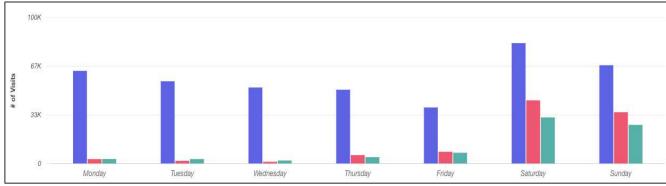


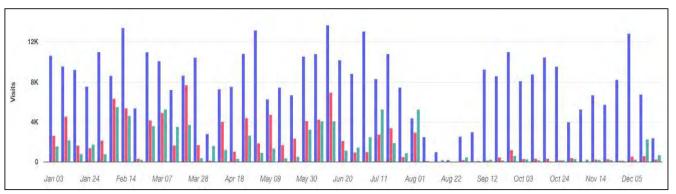
## Round Rock Texas Visitation

Round Rock is located between many of Texas' major cities including Austin, Dallas, San Antonio and Houston and induced strong visitation across the state. The Sports Center is the city's indoor complex shows that a facility of the recommended size of the Project induces strong visitation for tournaments throughout the weekends during the year.









## **Case Study Funding Methods Overview**





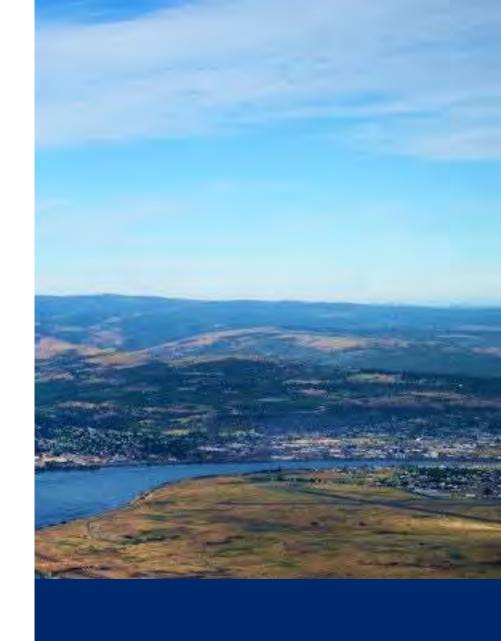
The main funding methods used for youth sports projects around the country include Tax Increment Financing, city general funds, parks and recreation funds, hotel/occupancy tax and public-private-partnerships with a private developer and support from the city. The following bullets summarize the funding methods for case study facilities.

- **TBK Bank Sports Complex -** Phase one of the project included over \$10 million in city incentives (\$3.87 million in infrastructure improvements and \$4.9 million in TIF). Due to the project's success, an expansion of the facility was approved in February 2022 for more multi-use turf fields, a three-story golf entertainment facility, restaurants, bars and a hotel. Bettendorf has committed \$5.8 million in economic development grants and a 20-year, 75 percent TIF rebate to the expansion project.
- Round Rock, Texas In 2008, the City of Round Rock funded a \$18.2 million renovation and expansion of Old Settlers Park, which spark the city's campaign as the "Sports Capital of Texas." In 2012, The City of Round Rock issued \$7.8 million in bonds for the Round Rock Sports Center, which cost a total of \$14.5 million. The bonds are being paid back using a two-percent increase to the city's Hotel Occupancy Tax and the remaining cost of the facility was covered by the city's general fund.
- MidAmerican Energy Company Recplex The facility cost roughly \$45 million and was funded through a public-private partnership. The combined funding comes from \$16.5 million in bonds that will be paid back through sales tax increases, an additional \$16.5 million in bonds that will be paid back through an increase of hotel tax, \$12.4 million of corporate pledges and donations. The rest of the funding was covered by grants, loans, and future tax revenues.
- Community First Champion Center The facility cost roughly \$30 million and is funded by an increase in local hotel tax. The Fox
  Cities Sports Development, Inc. (a subsidiary of the Fox Cities CVB) manages the hotel taxes generated by the Champion Center and
  on a quarterly basis, a percentage of the hotel taxes are dedicated to paying off bonds used to fund the project.

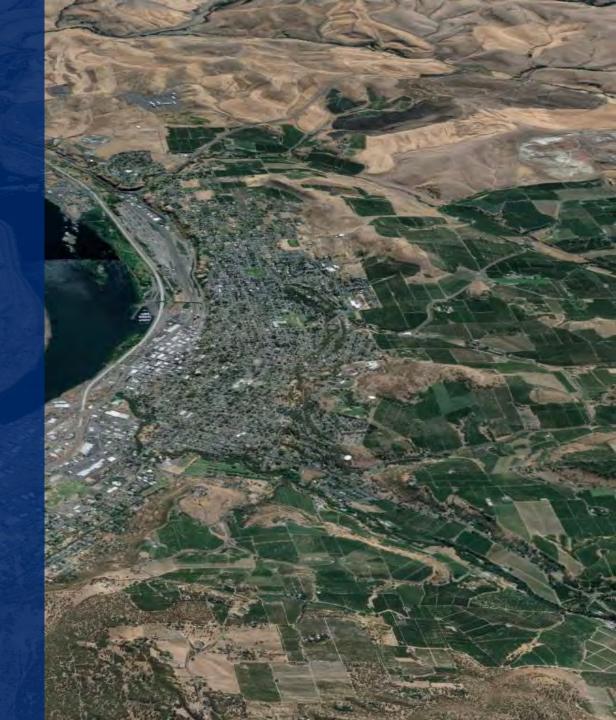


### **Implications**

- Major youth sports complexes draw in from all across the nation for major tournaments and cover hundreds of acres, have numerous fields and playing surfaces and have high-end supplemental amenities.
- It is critical to form partnerships with organizations to keep the facility rented out consistently and receive a stable stream of cash flows.
- The feasibility and success of these complexes hinges on the organizational structure, whether it be privately funded, city owned and operated, or set up as a non-profit organization.
- Indoor facilities must be flexible, be open to a variety of event types and uses, and always be creative with branding and exposure.
- The medium-sized facilities with playing surfaces under twelve per type, commonly attract local, state-wide, and regional audiences.
- Support amenities for the families that are travelling to watch their children play are crucial, including food and beverage, entertainment, and hotels and accommodations.



# 09 **Operational Standards & Management Strategy**



### What is the Industry Doing?

- More cities are moving to independent entities (boards, authorities, Local Government Corporations, etc.) to own and sustain their major event facilities. This move to an independent model occurs especially as facilities and complexes become larger and more important to the local economy. The larger the facility or complex, the more likely the move to an independent entity. This both protects the complex from funding issues in general governments and politics, and provides a competitive, mission-focused entity to oversee the long-term success of a public-private benefit enterprise.
- More cities are moving to private, contracted management, regardless of ownership. It is nearly unheard of for a facility to move from private management back to public, but every year, additional cities move to private management to mitigate many of the issues noted above. With a move to private management, there is more accountability, ability to hire / fire, and a focus on key performance indicators (KPI's), such as revenue, expense, room nights, customer service, and others.
- Focus on Efficiency of Structure and Process. As cities have worked to treat sports complexes like the competitive businesses that they are, coordination amongst the sales organization, facilities, and hotels is critical. The most successful structures include weekly, monthly, quarterly, and annual coordination amongst sales entities at the buildings, hotels, and the DMO (Destination Management Organization). To take it one step further, the most aggressive cities are combining the sales force at the building with the DMO to be one entity. In the case of some, the two sales staffs (building and DMO) are co-located in the same office to shorten the communication loop.
- Ensures that the Governance Board / Structure / Funding is Solid. Most strong structures include appointments to their boards from people who know the hospitality and event industry and who can ask the right questions of management and contractors. Political appointees without industry background are minimized. The funding streams are also protected for the facilities and DMO.

### **Local/Public Management**

### **PROS**

- Long-term employees
- No management fees
- Can focus on priorities beyond profit
- Consistency

### **CONS**

- Lack of experience results in less effective operations
- Employees do not have an incentive structure to inspire and motivate exceptional service; tough to attract aggressive, proactive employees
- Some employees just "put in their time"
- Bureaucracy and red-tape can cause delays
- Political pressures
- Duplication of efforts among facilities
- More reactive than proactive

### **Contracted Private Management**

### **PROS**

- Access to talent across their network, vendor relationships, etc.
- Competition drives improvement
- Incentives can spur high performance
- Experienced staff that understand how to maximize revenue and minimize expenses
- Can separate the main organization / city from tough decisions (personnel, payroll, etc.)

### **CONS**

- Learning curve as new staff comes into facility
- Increased management fees, though should be tied to improved performance metrics

### **Tenant Lease Management Model**

Facilities such as Grand Park in Westfield, Indiana operate under the tenant lease management model. Under this model, the facility leases out space to anchor tenants and allows them to operate within the complex. Teams are free to use the facility for practices, games, tournaments etc., but are responsible for operating expenses and fees. Given that the tenants are in the business of sports, they are often well-equipped to produce and promote tournaments that generate revenue for the tenant and better cover expenses. These teams make lease payments to the facility, providing the facility with stable revenue sources.

### Food & Beverage

As a subset of operations, catering / food & beverage service can be handled in a variety of ways including:

- In-House
- Exclusive
- Contracted Management

Catering and F&B are important aspects of any decision as they can provide a legitimate revenue stream for facilities. They are particularly important to contracted private management due to the incentives based on their bottom line. Private managers have a variety of methods and vendor relationships to help lower losses and increase performance to the bottom line.

### **Benefits & Compensation**

- Employee benefits and compensation are vital in the creation of a high-performing and successful facility
  or program. Competition to recruit and retain the most experienced and proven staff is strong in the
  meetings and events industry, and talented professionals will often choose the facilities that offer the
  strongest compensation packages and state-of-the-art facilities.
- City managed facilities are often restricted from offering strong packages due to budget and compensation limits. This structure has also been a deterrent to candidates due to separate focuses amongst facilities and departments. Some of the most qualified candidates for leadership are being recruited by and working for the private management sector where they can earn higher salaries and overall compensation due to incentives pay.

## 10

## Market Findings & Recommendations



## The Dalles / Wasco County Youth Sports: Recommendations

Based on the analysis of the youth sports market in the The Dalles, Wasco County, the region and interviews with market experts, tournament organizers, and other stakeholders, Hunden recommends the development of an indoor & outdoor complex over two phases.

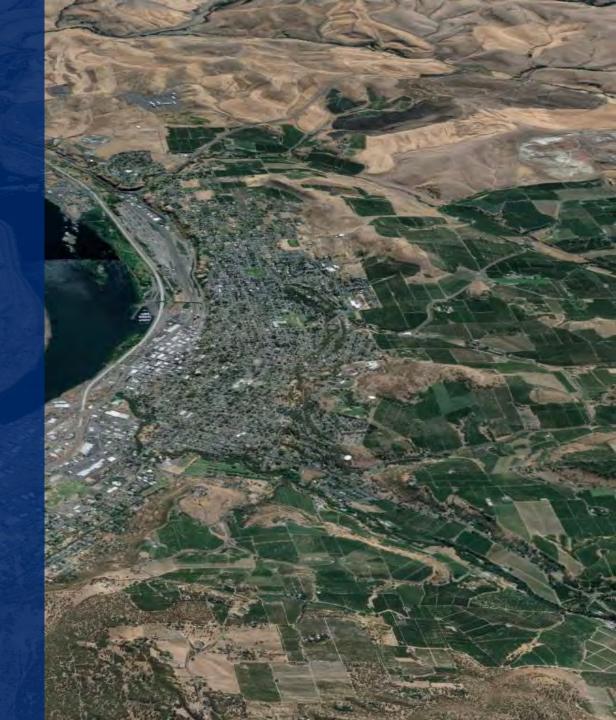
Upon full build-out Hunden recommends the following:

- 4 full-sized multi-purpose, lighted turf fields
- 8 grass multi-purpose fields (soccer, baseball/softball, lacrosse, archery, Australian rules football, ultimate frisbee)
- 6 baseball/softball diamonds with turf infields and grass outfields
- 6 indoor hardwood basketball courts (12 indoor volleyball courts)

Phasing will help with initial costs and assist in identifying long-term opportunities as the market changes. Ultimately, Hunden recommends turf and lighted multi-purpose fields to extend the available time of play throughout the season and to support multiple sports. In order to attract regional tournaments for outdoor field and diamond sports, The Dalles needs to compete with the number of fields found at regional competitors. With 6 indoor basketball courts, (12 volleyball courts) The Dalles will have the ability to host for sports tournaments, which is currently lacking within the County.

The Dalles / Wasc	o County D	etailed Recomm	nendations	
		Phase I	Phase II	
Feature	Unit	(High Priority)	(Future Priority)	Total Build-Out
Outdoor Components				
Field Sports				
Multipurpose Artificial Turf Fields (Lighted)	Fields	4	-	4
Grass Fields	Fields	8	-	8
Total	Fields	12	-	12
Diamond Sports				
Baseball/Softball	Diamonds	6	-	6
Total	Diamonds	6	-	6
Indoor Components				
Basketball (Volleyball)	Courts	-	6 (12)	6 (12)
Total	Courts	-	6 (12)	6 (12)
Source: HSP				
İ				

## **Demand & Financial** Projections



### **Tournament Projections**

The Project is projected to be completed over two phases. The first phase will focus on the outdoor components, including the multipurpose turf fields and the renovations to the grass fields. The second phase is projected to open in Year 3 and will focus on the indoor facility. Events highlighted in green are outdoor functions, while events highlighted in blue are indoor functions.

The sports complex is expected to host 16 events in Year 1 and 19 events in Year 2. Once the indoor facility is opened, the Project is projected to host 42 events in Year 3 and stabilize at 62 events in Year 7.

The sports complex is expected to be utilized between 35 and 127 days per year for tournament and event activity. The majority of the event days are expected to be a result of multi-day events.

		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 20	Yr
vents by Type													
Soccer Tournaments		6	7	8	9	10	10	10	10	10	10	10	
Softball Tournaments		4	5	5	6	6	6	6	6	6	6	6	
Baseball Tournaments		4	5	5	6	6	6	6	6	6	6	6	
Archery Tournaments		1	1	1	1	1	1	1	1	1	1	1	
Frisbee Tournaments		1	1	1	1	1	1	1	1	1	1	1	
Basketball Tournaments		_	-	6	7	8	9	10	10	10	10	10	
Volleyball Tournaments		-	-	6	7	8	9	10	10	10	10	10	
Wrestling Meets		-	-	1	1	2	2	2	2	2	2	2	
Cheer/Dance		_	-	1	1	2	2	2	2	2	2	2	
Pickle Ball		_	-	2	2	3	3	4	4	4	4	4	
Banquets/Special Events		_	-	6	7	8	9	10	10	10	10	10	
Total		16	19	42	48	55	58	62	62	62	62	62	
ent Days by Type	Days/Event												
Soccer Tournaments	2.5	15	18	20	23	25	25	25	25	25	25	25	
Softball Tournaments	2.0	8	10	10	12	12	12	12	12	12	12	12	
Baseball Tournaments	2.0	8	10	10	12	12	12	12	12	12	12	12	
Archery Tournaments	2.0	2	2	2	2	2	2	2	2	2	2	2	
Frisbee Tournaments	2.0	2	2	2	2	2	2	2	2	2	2	2	
Basketball Tournaments	2.5	-	-	15	18	20	23	25	25	25	25	25	
Volleyball Tournaments	2.5	-	-	15	18	20	23	25	25	25	25	25	
Wrestling Meets	2.0	-	-	2	2	4	4	4	4	4	4	4	
Cheer/Dance	2.0	-	-	2	2	4	4	4	4	4	4	4	
Pickle Ball	1.5	-	-	3	3	5	5	6	6	6	6	6	
Banquets/Special Events	1.0	-	-	6	7	8	9	10	10	10	10	10	
Total	_	35	42	87	100	114	120	127	127	127	127	127	

## **Attendance Projections**

Rental hours during the week will play a key role in generating revenue for the facility. Hunden projected the number of total rentable hours by surface type during weekdays and projected the total hours that each of these surfaces will be used.

At stabilization, Hunden projects the rental utilization rate to be 50 percent for the multipurpose turf, 45 percent for grass fields, 55 percent for the diamonds and 60 percent for the court space.

Daily rentals account for the majority of attendance projections, followed by soccer tournaments. Once the indoor facility is stabilized in Year 7, Hunden projects over 483,000 annual visitors to the Project.

Source: Hunden Strategic Partners

Sports Complex Projection & Proforma												
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 20	Yr 30
Utilization Projections												
Multipurpose Turf Total Rentable Hours	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400
Grass Field Total Rentable Hours	16,800	16,800	16,800	16,800	16,800	16,800	16,800	16,800	16,800	16,800	16,800	16,800
Diamond Sport Total Rentable Hours	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400
Indoor Court Total Rentable Hours	-	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Multipurpose Turf Total Rentable Hours	45.0%	47.5%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%	50.0%
Grass Field Utilization	40.0%	42.5%	45.0%	45.0%	45.0%	45.0%	45.0%	45.0%	45.0%	45.0%	45.0%	45.0%
Diamond Sport Utilization	50.0%	52.5%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%
Indoor Court Utilization	_	_	50.0%	55.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%
							55.5.1				-	
Multipurpose Turf Total Rentable Hours	3,780	3,990	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200
Grass Field Rental Hours	6,720	7,140	7,560	7,560	7,560	7,560	7,560	7,560	7,560	7,560	7,560	7,560
Diamond Sport Rental Hours	4,200	4,410	4,620	4,620	4,620	4,620	4,620	4,620	4,620	4,620	4,620	4,620
Indoor Court Rental Hours	-	-	7,500	8,250	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
Average Attendance by Event Type						•			·			
Average Attendance by Event Type  Soccer Tournaments	5,152	5,152	5,152	5,152	5,152	5,152	5,152	5,152	5,152	5,152	5,152	5,152
	·								2,376			
Softball Tournaments	2,376	2,376	2,376	2,376	2,376	2,376	2,376	2,376		2,376	2,376	2,376
Baseball Tournaments	2,376	2,376	2,376	2,376	2,376	2,376	2,376	2,376	2,376	2,376	2,376	2,376
Lacrosse Tournaments	-	-	-	-	-	-	-	-	-	-	-	-
Archery Tournaments	220	220	220	220	220	220	220	220	220	220	220	220
Frisbee Tournaments	792	792	792	792	792	792	792	792	792	792	792	792
Basketball Tournaments	-	-	1,794	1,794	1,794	1,794	1,794	1,794	1,794	1,794	1,794	1,794
Volleyball Tournaments	-	-	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208	2,208
Wrestling Meets	-	-	1,320	1,320	1,320	1,320	1,320	1,320	1,320	1,320	1,320	1,320
Cheer/Dance	-	-	1,563	1,563	1,563	1,563	1,563	1,563	1,563	1,563	1,563	1,563
Pickle Ball	-	-	150	150	150	150	150	150	150	150	150	150
Banquets/Special Events	-	-	200	200	200	200	200	200	200	200	200	200
Tatal Attaches dans as has Franch Town												
Total Attendance by Event Type	220 500	222 100	225 700	244 700	252.700	252.700	252.700	252.700	252.700	252 700	252 700	252.700
Daily Rentals	220,500	233,100	335,700	344,700	353,700	353,700	353,700	353,700	353,700	353,700	353,700	353,700
Soccer Tournaments	30,912	36,064	41,216	46,368	51,520	51,520	51,520	51,520	51,520	51,520	51,520	51,520
Softball Tournaments	9,504	11,880	11,880	14,256	14,256	14,256	14,256	14,256	14,256	14,256	14,256	14,256
Baseball Tournaments	9,504	11,880	11,880	14,256	14,256	14,256	14,256	14,256	14,256	14,256	14,256	14,256
Lacrosse Tournaments	-	-	-	-	-	-	-	-	-	-	-	-
Archery Tournaments	220	220	220	220	220	220	220	220	220	220	220	220
Frisbee Tournaments	792	792	792	792	792	792	792	792	792	792	792	792
Basketball Tournaments	-	-	10,764	12,558	14,352	16,146	17,940	17,940	17,940	17,940	17,940	17,940
Volleyball Tournaments	-	-	13,248	15,456	17,664	19,872	22,080	22,080	22,080	22,080	22,080	22,080
Wrestling Meets	-	-	1,320	1,320	2,640	2,640	2,640	2,640	2,640	2,640	2,640	2,640
Cheer/Dance	-	-	1,563	1,563	3,125	3,125	3,125	3,125	3,125	3,125	3,125	3,125
Pickle Ball	-	-	300	300	450	450	600	600	600	600	600	600
Banquets/Special Events	-	-	1,200	1,400	1,600	1,800	2,000	2,000	2,000	2,000	2,000	2,000
Total	271,432	293,936	430,083	453,189	474,575	478,777	483,129	483,129	483,129	483,129	483,129	483,129

### **Proforma**

	Yr 1		Yr 2	Yr 3	Yr	4	Yr 5	Yr 6	,	Yr 7	Yr 8	Yr	9	Yr 10	Yr 20	1	Yr 3
Revenue (000s)																	
Rental Revenue	\$ 891	\$	995	\$ 1,610	\$ 1,757	\$	1,923	\$ 2,005	\$	2,095	\$ 2,158	\$ 2,223	3 \$	2,289	\$ 3,077	\$	4,135
Net Concessions/Catering	\$ 87	\$	101	\$ 174	\$ 198	\$	223	\$ 236	\$	250	\$ 256	\$ 262	\$	268	\$ 342	\$	441
Land Lease Revenues	\$ 73	\$	75	\$ 78	\$ 80	\$	82	\$ 85	\$	87	\$ 90	\$ 93	3 \$	95	\$ 128	\$	172
Advertising & Sponsorship (net)	\$ 50	\$	52	\$ 53	\$ 55	\$	56	\$ 58	\$	60	\$ 61	\$ 63	3 \$	65	\$ 88	\$	118
Other	\$ 33	\$	37	\$ 57	\$ 63	\$	69	\$ 71	\$	75	\$ 77	\$ 79	\$	82	\$ 109	\$	146
Total	\$ 1,133	\$ 1	,259	\$ 1,971	\$ 2,152	\$	2,353	\$ 2,455	\$	2,567	\$ 2,642	\$ 2,720	\$	2,800	\$ 3,744	\$	5,012
Expenses (000s)																	
Salaries, Wages & Benefits	\$ 671	\$	691	\$ 1,100	\$ 1,133	\$	1,167	\$ 1,202	\$	1,238	\$ 1,275	\$ 1,313	\$	1,353	\$ 1,818	\$	2,443
General & Admin	\$ 50	\$	52	\$ 73	\$ 75	\$	76	\$ 78	\$	80	\$ 81	\$ 83	\$	85	\$ 108	\$	138
Utilities	\$ 200	\$	206	\$ 462	\$ 469	\$	475	\$ 482	\$	489	\$ 496	\$ 503	3 \$	511	\$ 601	\$	721
Sales & Marketing	\$ 34	\$	38	\$ 59	\$ 65	\$	71	\$ 74	\$	77	\$ 79	\$ 82	\$	84	\$ 112	\$	150
Repairs & Maintenance	\$ 110	\$	113	\$ 232	\$ 235	\$	239	\$ 243	\$	246	\$ 250	\$ 254	\$	259	\$ 308	\$	374
Insurance	\$ 18	\$	20	\$ 26	\$ 29	\$	32	\$ 35	\$	38	\$ 40	\$ 42	\$	45	\$ 81	\$	146
Advertising & Other	\$ 25	\$	26	\$ 42	\$ 42	\$	43	\$ 44	\$	45	\$ 46	\$ 47	7 \$	48	\$ 59	\$	74
Management Fee (% of Revenue)	\$ 91	\$	101	\$ 158	\$ 172	\$	188	\$ 196	\$	205	\$ 211	\$ 218	3 \$	224	\$ 299	\$	401
Reserves	\$ 34	\$	38	\$ 59	\$ 65	\$	71	\$ 74	\$	77	\$ 79	\$ 82	\$	84	\$ 112	\$	150
Total	\$ 1,233	\$ 1	,285	\$ 2,210	\$ 2,284	\$	2,362	\$ 2,427	\$	2,494	\$ 2,558	\$ 2,624	\$	2,692	\$ 3,498	\$	4,598
Net Operating Income	\$ (99)	\$	(26)	\$ (239)	\$ (132	) \$	(9)	\$ 28	\$	72	\$ 84	\$ 96	5 \$	108	\$ 246	\$	414

Hunden projects that the Project will operate at a loss of \$99,000 in Year 1. When the indoor facility opens in Year 3, Hunden projects the Project will operate at a loss of \$239,000. Over time, sports complexes develop a consistent and stable tournament model, leading to increasing operating margins. The most revenue is expected to come from space rentals, followed by net concessions/catering revenues.

The expenses shown in blue reflect the expenses projected at the opening of the outdoor components of the Project. In Year 3, general and administrative expenses are projected to increase by \$20,000, utilities are projected to increase by \$250,000, repairs and maintenance are projected to increase by \$115,000 and advertising and other is expected to increase by \$15,000 (all expenses are adjusted for inflation).

## Year 1 & Year 2 Staffing Summary

The adjacent table outlines the potential staffing summary for the Project and the estimated payroll cost before the indoor facility is opened.

There will likely be additional staffing needs of general staff, program coordinators and support staff.

Facility Staffing Summ	ary	
Position	Salary	Benefits (40%)
General Manager	\$70,000	\$28,000
Director of Operations	\$50,000	\$20,000
Marketing & Business Development	\$42,000	\$16,800
Sales Coordinator - Outdoor	\$40,000	\$16,000
Program Coordinator - Softball	\$35,000	\$14,000
Program Coordinator - Baseball	\$35,000	\$14,000
Program Coordinator - Soccer	\$35,000	\$14,000
Facility Manager	\$35,000	\$14,000
Finance Manager	\$35,000	\$14,000
General Staff (Concessions, Maintenance, etc.)	\$27,500	\$11,000
Admin Support - Outdoor	\$25,000	\$10,000
Janitorial (2 Staff Members)	\$50,000	\$20,000
Total	\$479,500	\$191,800
Combined Total		\$671,300
Source: HSP		

## Year 3 Through Year 30 Staffing Summary

The adjacent table outlines the potential staffing summary for the Project and the estimated payroll cost after the indoor facility is opened.

Hunden projects higher salaries for existing employees and additional staffing needs for indoor programs, concessions, maintenance and janitorial services upon the opening of the indoor facility.

Facility Staffing Summ	ary	
Position	Salary	Benefits (40%)
General Manager	\$82,250	\$32,900
Director of Operations	\$60,000	\$24,000
Marketing & Business Development	\$50,000	\$20,000
Sales Coordinator - Indoor	\$40,000	\$16,000
Sales Coordinator - Outdoor	\$40,000	\$16,000
Program Coordinator - Basketball	\$35,000	\$14,000
Program Coordinator - Volleyball	\$35,000	\$14,000
Program Coordinator - Baseball	\$35,000	\$14,000
Program Coordinator - Softball	\$35,000	\$14,000
Program Coordinator - Soccer	\$35,000	\$14,000
Facility Manager	\$42,500	\$17,000
Finance Manager	\$42,500	\$17,000
General Staff (Concessions, Maintenance, etc.)	\$27,500	\$11,000
General Staff (Concessions, Maintenance, etc.)	\$27,500	\$11,000
General Staff (Concessions, Maintenance, etc.)	\$27,500	\$11,000
Admin Support - Indoor	\$25,000	\$11,000
Admin Support - Outdoor	\$25,000	\$10,000
Janitorial (3 Staff Members)	\$75,000	\$30,000
Total	\$739,750	\$296,900
Combined Total		\$1,036,650
Source: HSP		

## 12

Economic, Fiscal and Employment Impact Analysis



### Introduction to Impacts

Hunden uses the IMPLAN input-output multiplier model, which determines the level of additional activity in the The Dalles economy due to additional inputs. For example, for every dollar of direct new spending in The Dalles, the IMPLAN model provides multipliers for the indirect and induced spending that will result.

The net new and recaptured direct spending discussed earlier in the chapter is considered to be the **Direct Impact**.

From the direct spending figures, further impact analyses will be completed.

**Indirect Impacts** are the supply of goods and services resulting from the initial direct spending. For example, a visitor's direct expenditure on a hotel room causes the hotel to purchase linens and other items from suppliers. The portion of these hotel purchases that are within the local economy is considered an indirect economic impact.

**Induced Impacts** embody the change in spending due to the personal expenditures by employees whose incomes are affected by direct and indirect spending. For example, a waitress at a restaurant may have more personal income as a result of the induced customer's visit. The amount of the increased income that the employee spends in the area is considered an induced impact.

**Fiscal Impacts** represent the incremental tax revenue collected by the City of The Dalles due to the net new economic activity. The fiscal impact represents the government's share of total economic benefit. The most relevant tax streams that flows directly to the City of The Dalles include income tax and hotel accommodations tax.

**Employment Impacts** include the incremental employment provided not only onsite, but due to the spending associated with it. For example, the direct, indirect and induced impacts generate spending, support new and ongoing businesses, and ultimately result in ongoing employment for citizens. Hunden will show the number of ongoing jobs supported by the project and provide the resulting income generated.

### **Room Nights**

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 20	Yr 30
Total Room Nights Generated												
Soccer Tournaments	10,538	12,295	14,051	15,807	17,564	17,564	17,564	17,564	17,564	17,564	17,564	17,564
Softball Tournaments	2,592	3,240	3,240	3,888	3,888	3,888	3,888	3,888	3,888	3,888	3,888	3,888
Baseball Tournaments	2,592	3,240	3,240	3,888	3,888	3,888	3,888	3,888	3,888	3,888	3,888	3,888
Basketball Tournaments	-	-	3,670	4,281	4,893	5,504	6,116	6,116	6,116	6,116	6,116	6,116
Volleyball Tournaments	-	-	3,974	4,637	5,299	5,962	6,624	6,624	6,624	6,624	6,624	6,624
Wrestling Meets	-	-	480	480	960	960	960	960	960	960	960	960
Cheer/Dance	-	-	391	391	781	781	781	781	781	781	781	781
Pickle Ball	-	-	60	60	90	90	120	120	120	120	120	120
Banquets/Special Events	-	-	92	108	123	138	154	154	154	154	154	154
Total	15,722	18,775	29,198	33,540	37,486	38,775	40,095	40,095	40,095	40,095	40,095	40,095
Source: Hunden Strategic Partners												

In Year 1, Hunden projects the Project to generate over 15,700 room nights. Once the indoor facility is opened in Year 3, Hunden projects the Project to generate nearly 29,200 room nights. Upon stabilization of the Project in Year 7, the Project is projected to generate over 40,000 annual room nights. Upon stabilization, the majority of room nights are projected to be generated by soccer tournaments, volleyball tournaments and basketball tournaments.

### Direct, Indirect & Induced Net New Spending

As a result of the Project, the city will experience new visitors for tournaments and practices that would not have visited the market otherwise. These net new visitors will spend money in The Dalles, supporting the local economy. Hunden classifies spending in five categories: food & beverage, lodging, retail, transportation and other. Hunden projects direct net new spending will total \$943 million over 30 years. As this net new direct spending trickles through the The Dalles economy, it generates induced and indirect spending.

Combined total net new spending within The Dalles is expected to surpass \$1.5 billion over 30 years.

	_		_			_		_		_	_		_		_	_		_	_	_		_	
		Year 1	<u></u>	Year 2	Υ	'ear 3	Yea	4	Year 5		Year 6	Υ	'ear 7	Year	8	Year 9		Year 10		Year 20	١	Year 30	Total
Food & Beverage	\$	2,573	\$	3,165	\$ 5	5,162	\$ 6,1	1 \$	7,028	\$	7,502	\$ 8	3,004	\$ 8,24	\$	8,492	\$	8,746	\$	11,754	\$	15,797	\$ 307,095
Lodging	\$	629	\$	774	\$ 1	1,239	\$ 1,4	6 \$	1,688	\$	1,798	\$ 1	1,915	\$ 1,97	\$	2,032	\$	2,093	\$	2,812	\$	3,779	\$ 73,520
Retail	\$	1,130	\$	1,390	\$ 2	2,266	\$ 2,6	3 \$	3,086	\$	3,294	\$ 3	3,514	\$ 3,62	\$	3,728	\$	3,840	\$	5,161	\$	6,936	\$ 134,835
Transportation	\$	2,248	\$	2,765	\$ 4	1,510	\$ 5,3	9 \$	6,139	\$	6,553	\$ 6	5,993	\$ 7,20	\$	7,418	\$	7,641	\$	10,269	\$	13,800	\$ 268,283
Other	\$	1,337	\$	1,645	\$ 2	2,683	\$ 3,1	6 \$	3,652	\$	3,898	\$ 4	1,160	\$ 4,28	\$	4,413	\$	4,545	\$	6,109	\$	8,209	\$ 159,592
Total	\$	7,918	\$	9,739	\$ 15	5,860	\$ 18,7	6 \$	21,592	\$	23,046	\$ 24	1,586	\$ 25,32	3 \$	26,083	\$	26,865	\$	36,105	\$	48,522	\$ 943,325
· o tai	ľ	.,,10	1 *	.,,	, , ,	,,,,,,		-   '	,					•		·		·				•	
Source: Hunden Stra				.,		•			ed Sper	•			•		Sport	•							
				Year 2	Direc	•		ndu		ding		со Со	•		`	•	lex	Year 10		Year 20		Year 30	Total
		artners			Direc	ct, Ind	irect &   Yea	ndud	ced Sper Year 5	ıding	j to Was	co Co Y	ounty (	000s) - : Year	8	s Compl	lex				,	Year 30 48,522	\$ Total 943,325
Source: Hunden Stra	tegic Pa	artners Year 1	\$	Year 2	Direct Y \$ 15	ct, Ind 'ear 3	irect & Yea \$ 18,7	ndud	ced Sper Year 5 21,592	iding \$	to Was Year 6	Co Co Y \$ 24	ounty ( 'ear 7	000s) - 9 Year \$ 25,32	8 \$	s Compl Year 9	lex \$	Year 10	\$	Year 20	\$		\$
Source: Hunden Stra	tegic Pa	Year 1	\$	Year 2 9,739	Direct	ct, Ind 'ear 3	irect &   Yea \$ 18,7' \$ 7,2	ndud 4 6 \$	ced Sper Year 5 21,592 8,326	ding \$ \$	y to Was Year 6 23,046	Co Co Y \$ 24 \$ 9	ounty ( 'ear 7 1,586	000s) - 5	8 \$ \$ \$ \$ \$	s Compl Year 9 26,083	lex \$ \$	Year 10 26,865	\$	Year 20 36,105	\$ \$	48,522 18,710	\$ 943,325

### Net New Earnings & Full-Time Equivalent Jobs

Jobs will be created onsite as well as offsite from the direct, indirect and induced spending. Over 30 years net new earnings within The Dalles is expected to total nearly \$655 million, supporting an average of 383 new jobs over 30 years.

		Net Ne	w E	arnings	& F	TE Jobs	s fr	om Dire	ct, I	Indirect &	≩ ln	duced S	pe	nding (0	009	s) - Spor	ts (	Complex	<b>(</b>				
	Year 1	Year 2		Year 3		Year 4		Year 5		Year 6		Year 7		Year 8		Year 9		Year 10		Year 20	Year 30		Total
Net New Earnings																							
From Direct	\$ 3,733	\$ 4,591	\$	7,479	\$	8,854	\$	10,182	\$	10,868	\$	11,594	\$	11,942	\$	12,300	\$	12,669	\$	17,027	\$ 22,882	\$	444,857
From Indirect	\$ 1,052	\$ 1,293	\$	2,104	\$	2,490	\$	2,864	\$	3,056	\$	3,260	\$	3,358	\$	3,459	\$	3,562	\$	4,788	\$ 6,434	\$	125,094
From Induced	\$ 717	\$ 881	\$	1,435	\$	1,699	\$	1,954	\$	2,086	\$	2,225	\$	2,292	\$	2,360	\$	2,431	\$	3,267	\$ 4,391	\$	85,367
Total	\$ 5,501	\$ 6,766	\$	11,018	\$	13,043	\$	15,000	\$	16,010	\$	17,079	\$	17,592	\$	18,119	\$	18,663	\$	25,082	\$ 33,707	\$	655,318
Net New FTE Jobs																						A	Average
From Direct	96	115		181		208		233		241		250		250		250		250		250	250		236
From Indirect	39	46		73		84		94		97		101		101		101		101		101	101		95
From Induced	21	26		41		47		52		54		56		56		56		56		56	56		53
Total	156	187		295		339		379		392		407		407		407		407		407	407		383

Source: Hunden Strategic Partners

### **Summary of Impacts**

Over 30 years the Project is expected to generate more than \$1.5 billion in net new spending, \$655 million in net new earnings and 407 net new full-time equivalent jobs.

Over 30 years, the City of The Dalles will experience an additional \$5.9 million in income tax and hotel accommodations tax.

30-Yr. Summary of Impacts -	Sports Complex
Net New Spending	(millions)
Direct	\$943
Indirect	\$364
Induced	\$205
Total	\$1,513
Net New Earnings	(millions)
From Direct	\$445
From Indirect	\$125
From Induced	\$85
Total	\$655
Net New FTE Jobs	Actual
From Direct	250
From Indirect	101
From Induced	56
Total	407
Capturable City Taxes	(millions)
Transient Room Tax - City (8.0%)	\$5.9
Total	\$5.9
Capturable Local Total	\$5.9
Source: Hunden Strategic Partners	

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Hunden Strategic Partners is a full-service real estate development advisory practice specializing in destination assets.

With professionals in Chicago, San Diego, Indianapolis and Minneapolis, Hunden provides a variety of services for all stages of destination development in:

- Real Estate Market & Financial Feasibility
- Economic, Fiscal & Employment Impact Analysis (Cost/Benefit)
- Organizational Development
- Public Incentive Analysis
- Economic and Tourism Policy/Legislation Consulting
- Research & Statistical Analysis
- Developer Solicitation & Selection

The firm and its principal have performed more than 1,000 studies over the past 20 years, with more than \$20 billion in built, successful projects.



### **Summary Matrix**

Execution

How we get there.

1

Vision Alignment

Leadership & community alignment on the vision for the City of The Dalles and Wasco County

2

Demand, Financial & Economic Impact

Perform demand, financial and economic impact analysis to show the performance of the assets and impact to the community 3

Detailed Drawings & Budgets

Develop a detailed strategy on the design of the development.

4

**Execution** 

Follow through on the strategic action plan





- The only college or university in The Dalles is the Columbia Gorge Community College with an enrollment of 644 students in 2023.
- Education levels in The Dalles and Wasco County are lower than state and national averages with 31.6 percent of residents obtaining a college degree in The Dalles and 32 percent in Wasco County (compared to 45.4 percent in Oregon).

	Educational A	Attainment - 2021		
Population Age 25+	United States	Oregon	Wasco County	The Dalles
Did Not Complete High School	11.5%	8.1%	13.0%	13.1%
Completed High School	26.7%	21.9%	27.0%	27.1%
Some College	20.3%	24.6%	28.0%	28.2%
Completed Associate Degree	8.6%	9.0%	11.0%	9.9%
Completed Bachelor Degree	20.2%	22.5%	12.7%	12.6%
Completed Graduate Degree	12.7%	13.9%	8.3%	9.1%
Source: U.S. Census Bureau	•	•	•	

The Dalles Colleges & Universities (Within 75 miles)								
		Distance from The	Highest					
Institution	Location	Dalles	Degree Offered	Enrollment				
Columbia Gorge Community College	The Dalles	0.0 miles	Associate	644				
Mt Hood Community College	Greshman	60.3 miles	Associate	5,893				
Northwest College-Clackamas	Happy Valley	65.7 miles	Certificate	35				
Phagans School of Hair Design	Happy Valley	65.7 miles	Certificate	210				
Multnomah University	Portland	66.2 miles	Doctorate	595				
Sumner College	Portland	66.2 miles	Bachelor	401				
University of Western States	Portland	68.2 miles	Doctorate	1,141				
Warner Pacific University	Portland	68.3 miles	Masters	410				
Warner Pacific University	Portland	68.3 miles	Masters	382				
Western Seminary	Portland	68.3 miles	Doctorate	835				
Clackamas Community College	Oregon City	68.6 miles	Associate	5,206				
Beau Monde Academy	Portland	70.0 miles	Certificate	122				
Carrington College-Portland	Portland	70.0 miles	Certificate	350				
Concorde Career College-Portland	Portland	70.0 miles	Associate	464				
Reed College	Portland	70.4 miles	Masters	1,566				
Aveda Institute-Portland	Portland	72.2 miles	Certificate	255				
Oregon College of Oriental Medicine	Portland	72.2 miles	Doctorate	181				
Pacific Northwest College of Art	Portland	72.2 miles	Masters	481				
Portland Actors Conservatory	Portland	72.2 miles	Certificate	12				
American College of Healthcare Sciences	Portland	72.9 miles	Masters	1,123				
East West College of the Healing Arts	Portland	72.9 miles	Certificate	198				
National University of Natural Medicine	Portland	72.9 miles	Doctorate	466				
Oregon Health & Science University	Portland	72.9 miles	Doctorate	2,984				
Portland State University	Portland	72.9 miles	Doctorate	22,858				
Lewis & Clark College	Portland	73.7 miles	Doctorate	3,499				
Portland Community College	Portland	73.7 miles	Associate	21,029				
University of Portland	Portland	74.8 miles	Doctorate	4,033				
Total				75,373				
				-				

Source: National Center for Education Statistics

## Sammamish River Regional Park

Location: Redmond, WA

Opened: N/A

Cost: N/A

Owner/Operator: King County and Lake Washington Youth Soccer

Association

### **Sports Features:**

25 multipurpose grass fields

### Notes:

Sammamish River Regional Park, also known as 60 Acres Park, is the home facility for the Crossfire Premier soccer club. Crossfire Premier competes in the Elite Clubs National League soccer system, a national organization that hosts tournaments and showcases throughout the United States. The program has boys' and girls' youth teams ranging from U13-U19. The size of the park allows the club to host tournaments in Redmond that attract regional and national visitation.





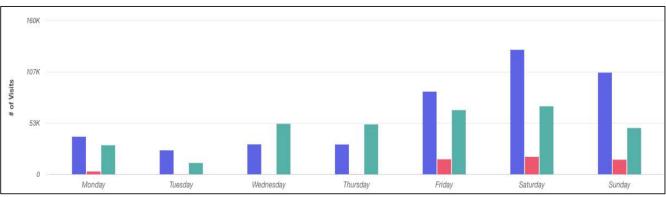


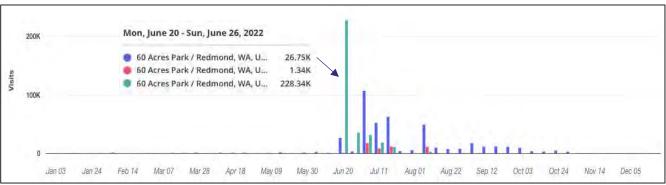
## Sammamish River Regional Park Visitation

Sammamish River Park annually hosts the Crossfire Classic, a tournament produced by Crossfire FC. In 2022, the tournament hosted over 600 teams from across the country and attracted over 250,000 visitors between June 20<sup>th</sup> and June 26<sup>th</sup>. Regional and long-distance visitation shows that the park hosted roughly five other tournaments in 2022.



Sammamish River Regional Park - Redmond, WA January 2022 - December 2022								
	Total Visits		Total Unique Customers		1			
'	Est. Number	Percent of		Percent of Total	Avg. Visits per			
Visitor Origins by Distance from Site	of Visits	Total Visits	Customers	Customers	Customer			
Locals - Within 50 miles	449,800	54%	115,500	53%	3.89			
Regional Distance - Between 50 and 150 miles	54,300	6%	15,200	7%	3.57			
Long Distance only - Over 150 miles	334,400	40%	88,700	40%	3.77			
Total Visits	838,500	100%	219,400	100%	3.82			





### Interview: Gorge Peak Baseball

Hunden interviewed operator of Gorge Peak Baseball camps to understand local demand for a new youth sports facility in The Dalles. The interview indicated the following:

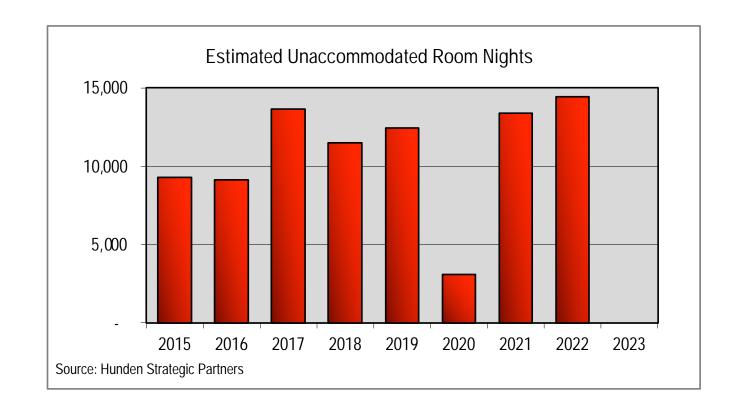
- Gorge Peak Baseball runs youth baseball camps in the Columbia Gorge area. In 2022, they ran eight camps throughout the Gorge and averaged 20 kids per camp.
- Compared to other fields in the Gorge, The Dalles fields are lacking in quality and safety was an issue for them last year with the homeless population at Kramer Fields.
- In order to support The Dalles' Little League program and the city's Babe Ruth teams, at least eight diamonds will be needed to ensure the various groups have ample times and to allow for the ability to host regional tournaments.

### **Unaccommodated Room Nights**

Unaccommodated room nights are described as excess demand for hotel room nights produced by lodgers who are displaced because they are unable to book a room in the hotel of their choice due to it being sold out.

The adjacent tables detail the annual estimated unaccommodated room nights.

2017 and 2022 had the greatest amount of excess demand that could not be accommodated at nearly 14,000 and 15,000 room nights, respectively.



### Governance

- Governance is defined as the system by which entities are directed and controlled. It is concerned with the structure
  and processes for decision making, accountability, control, and behavior at the top of an entity. Governance influences
  how an organization's objectives are set and achieved, how risk is monitored and addressed, and how performance is
  optimized.
- Governance is a system and process, and successful implementation of a good governance strategy requires strategic planning, risk management, and performance management. Organizations that lack good governance are rarely able to perform optimally. Governance is important in preserving and strengthening stakeholder confidence. Good governance allows the organization to create a culture and foundation of high-performance and optimal operations. Good governance is also key in ensuring that an organization is able to rapidly respond and adapt to a changing external environment.
- While good governance does not guarantee success, organizations with poor governance are almost always destined to perform poorly or fail over the long term.