

Dedicated to supporting the creation, retention, expansion, and recruitment of businesses and jobs that will enhance the economy of the Port District.

AGENDA

PORT COMMISSION REGULAR SESSION MEETING WEDNESDAY, DECEMBER 14, 2022, 6:00 P.M. AT PORT OF THE DALLES

- A. CALL TO ORDER
- B. ROLL CALL Executive Assistant Toepke
- C. PLEDGE OF ALLEGIANCE
- D. AGENDA CORRECTIONS OR ADDITIONS Executive Director Klaas
- E. PUBLIC COMMENT OR QUESTION
- F. ACTION ITEMS
 - 1. November 9, 2022, Regular Session Meeting Minutes
 - 2. November 2022 Financial Report <u>Treasurer Coburn</u>
 - 3. Strategic Business Plan Update Bid: Points Consulting \$66,460.00
- G. REPORTS
 - 1. Director's Report Executive Director Klaas
- H. COMMISSION CALL
- I. UPCOMING MEETINGS/EVENTS
 - December 16, 2022: Executive Director Klaas on KODL Radio
 - December 26-27, 2022: Office Closed, Merry Christmas!
 - January 2, 2023: Office Closed, Happy New Year!
 - January 9, 2023: Executive Director Klaas on KIHR Radio
 - January 11, 2023: Port Commission Regular Session Meeting
 - <u>February 9-12, 2023: SDAO 2023 Annual Conference</u>
 - February 15, 2023: Port Commission Regular Session Meeting (date changed from February 8, 2023)
- J. ADJOURN

MEETING DATE	December 14, 2022
ACTION ITEM F-1.)	November 9, 2022, Regular Session Meeting Minutes
STAFF RECOMMENDATION	Approve November 9, 2022, Regular Session Meeting Minutes as presented

PORT OF THE DALLES COMMISSION Regular Session Meeting Minutes Wednesday, November 9, 2022, 7:00 p.m. Port Administrative Office The Dalles, Oregon

The Regular Session Meeting of the Port Commissioners was called to order by President Greg Weast at 7:00 p.m.

ROLL CALL Executive Assistant Toepke

- > COMMISSION Greg Weast, Robert Wallace, Staci Coburn, David Griffith, John Willer
- > STAFF Andrea Klaas, Executive Director; Jennifer Toepke, Executive Assistant; Bill Dick, Attorney
- GUESTS Angie Macnab, Owner/Operator, The Dalles Marina, LLC; Matthew Klebes, City Manager, City of The Dalles
- > MEDIA Alana Lackner, Columbia Gorge News

PLEDGE OF ALLEGIANCE Vice-President Robert Wallace

AGENDA CORRECTIONS/ADDITIONS Remove Item G. Executive Session & Item H. Action Required from Executive Session

COMMUNITY PARTNER UPDATE Matthew Klebes, City Manager, City of The Dalles

- > Background information on how he & family came to live in The Dalles and brief of professional work life experience
- The City definitely wants to be involved with The Dalles Community Outreach Team (COT); including the opportunity to go to Salem.
- Josh Chandler was acting as the Interim Director for the Community Planning Department; he will remain on as the permanent Director, so his previous position in the department will be backfilled. Two other open positions at the City are: Economic Development Officer and Facilities Director.
- Stunted downtown street tree's need attention.
- > Working together with the Port on the Brownfield Project.
- > Took a tour of NORCOR, the adult & youth sides.

PUBLIC COMMENT OR QUESTION None

ACTION ITEMS

- 1. October 12, 2022, Regular Session Meeting Minutes: Amendment Committee Reports, Urban Renewal: Blue building was paid off earlier than expected. ODOT Project: perhaps City staff and consultant have reviewed the ODOT project on 1st street, and the City can complete it sooner & cheaper than ODOT. *Stand as presented and amended*
- 2. October 2022 Financial Reports <u>Treasurer Coburn</u> Stand as presented
 - a. Wasco County Assessment & Tax, 2022-2023 Year Property Taxes, Table 4A, 2022 Summary of Assessments and Levies (SAL) Report

REPORTS

- 1. The Dalles Marina, LLC Q1/FY 2022-2023 Concessionaire Report <u>Owner-Operator Macnab</u> Stands as included in packet, plus discussion about financial burden incurred from some boathouse owners not paying their share/full share of the cleanup of the August 1, 2022 fire
- 2. Director's Report Executive Director Klaas Stands as included in packet, plus brief discussion reference 2023 SDAO Conference
- 3. Committee Reports
 - Community Outreach Team <u>Executive Director Klaas</u> Meetings changed to the 4th Tuesday of the Month. Possible outreach trip to Salem discussed, beneficial to meet with department heads and agencies.
 - > Urban Renewal <u>Commissioner Coburn</u> No meeting
 - Chamber of Commerce <u>Commissioner Griffith</u> Veteran's Day Parade on November 11th, including a flyover at 11:50 a.m. Starlight Parade on November 25th at 6:00 p.m. Distinguished citizen banquet is on November 19th. The 3-year Strategic Plan will be released next month.
 - Dufur <u>Commissioner Wallace</u> Visioning plan for City of Dufur -- in cooperation with City of Dufur, MCEDD, EDC. EDC Community Enhancement Project Meeting for Dufur: Drinking Water, Wastewater, School based Health Center, trades program, energy programs, electric vehicles latter two both with Wy'East. Evaluation with parents about school-based health center and what underage children can do on their own. Google is funding Celilo Internet and additional funding to go into the schools.
 - Wasco County EDC <u>Executive Assistant Toepke</u> No meeting; Community Enhancement Project Meeting for Dufur, as per what that Commissioner Wallace reported.

REGULAR SESSION ADJOURNED AT 7:45 P.M. & EXECUTIVE SESSION COMMENCED AT 7:45 P.M.

EXECUTIVE SESSION as allowed by ORS 192.660(2)(e) Real Property Transactions and ORS 192.660(2)(h) Conferring with Legal Counsel regarding litigation *<u>Media representatives are instructed not to report or disclose matters discussed in Executive Session</u>

EXECUTIVE SESSION ADJOURNED AT 7:54 P.M. & REGULAR SESSION RESUMED AT 7:54 P.M.

ACTION REQUIRED FROM EXECUTIVE SESSION Subordination request presented by Mid-Columbia Producers accepted. *M/R. Wallace, S/J. Willer Motion, Approved 5-0*

UPCOMING MEETINGS/EVENTS

COMMISSION CALL Commissioner Griffith doing an auction for a company in Hood River, auctioning Silcox Hut! Commissioner Wallace appreciating EA Toepke working on Dufur projects and ED Klaas for good conversation and counseling sometimes! Commissioner Griffith says EA Toepke is doing a good job getting us paperwork we need or not. Commissioner Willer was pleased to meet City Manager Klebes again and learn that they have a Philippines connection!

THERE BEING NO FURTHER BUSINESS TO COME BEFORE THE PORT COMMISSION, the meeting adjourned at 8:00 p.m.

PORT OF THE DALLES:

ATTEST:

Greg Weast, President Board of Commissioners David A. Griffith, Secretary Board of Commissioners

DATE APPROVED: December 14, 2022 <u>Prepared by</u>: Jennifer Toepke, Executive Assistant

December 14, 2022

ACTION ITEM F-2.) November 2022 Financial Reports <u>Treasurer Coburn</u>

STAFF RECOMMENDATION Approve November 2022 Financial Reports as presented

Local Government Investment Pool

• Oregon Short Term Fund Rate is 2.85%

General Fund

•

- Income
 - o Rod Huante-2003 Chevrolet Silverado Pickup Truck: \$4,000.00
- <u>Expenses</u>
 - o Cardmember Service-Primarily Travel: Olympia, WA; Newport, OR, Sunriver, OR: \$1,820.57
 - o Special Districts Association of Oregon-SDAO & OPPA Annual Dues: \$1,394.66
 - o ASET-Installation of 4 security cameras (SDIS Safety & Security Grant funds may cover): \$3,324.00
 - o Class5-Office telephone system maintenance/programming: \$200.00
 - o Columbia Gorge News LLC-Surplus sale of 2003 Chevrolet Silverado Pickup Truck Advertisement: \$49.50
 - o Columbia River Affordable Portables-Portable Toilet at Marina Launch Ramp (replacing closed restrooms): \$338.00
 - o Government Ethics Committee, State of Oregon-Annual Dues: \$439.06
 - o Jordan Chelsa-Fall landscaping cleanup: \$2,695.00
 - 0 NW County Park & Recreation-April thru October Marina Launch Ramp Restroom Maintenance: \$3,500.00
 - o Special Districts Insurance Services-Workers Compensation Insurance: \$634.57
 - Wasco County Tax Collector-Property Tax Lot's 8 & 9: \$5,219.45
 - o Columbia River Affordable Portables-Vandalism & Theft of Lock: \$15.00
 - o Oregon Department of Environmental Quality-Annual Permits: \$1,484.08
 - o State of Oregon-Notary Public Certification, Lindsey Hegemann: \$40.00

Port Development Fund

- <u>Income</u>
 - o Columbia Gorge Community College-Reimbursement COT Washington, D.C. Travel, Dan Spatz: \$211.33
- Expenses
 - o Cardmember Service-Primarily COT Washington, D.C. Travel: \$5,138.46 (applicable reimbursements received)
 - o Davis Wright Tremaine LLP-Gorge 2020 Future Planning: \$292.50
 - o Cardmember Service-2022 Oregon Business Plan Leadership Summit: \$450.00
 - o Dufur School District-Dufur Visioning Community Meeting, Dinner 40 people: \$400.00

<u>Marina Fund</u>

- Income
 - o Nothing unusual
- <u>Expenses</u>
 - o Nothing unusual

*Note: October 31, 2022's bill payments were issued on November 1, 2022, hence totaling 3 bill payment cycles paid in November 2022

PORT OF THE DALLES Account QuickReport

As of November 30, 2022

Cash Basis

Type Num Name		Name	Paid Amount
B Checking			
General Checking Check	EFT	Ameritas Life Insurance	-47.60
Bill Pmt -Check	24917	Cardmember Service	
Bill Pmt -Check	24918	Dick, Dick & Corey, LLP	-1,820.57
			-990.00
Bill Pmt -Check	24919	Gorge Networks	-163.44
Bill Pmt -Check	24920	Rod Huante	-650.00
Bill Pmt -Check	24921	Simply Clean LLC	-183.75
Bill Pmt -Check	24922	Special Districts Assocat	-1,394.66
Deposit			4,020.00
Liability Check	E-pay	United States Treasury	-1,874.62
Liability Check	EFT	Oregon Dept Revenue	-492.00
Liability Check	EFT	PERS	-814.46
Bill Pmt -Check	24923	ASET	-3,324.00
Bill Pmt -Check	24924	Bohn's Printing, Inc.	-19.81
Bill Pmt -Check	24925	City of The Dalles	-548.22
Bill Pmt -Check	24926	Class5	-200.00
Bill Pmt -Check			
	24927	Columbia Gorge News L	-49.50
Bill Pmt -Check	24928	Columbia River Affordabl	-338.00
Bill Pmt -Check	24929	Elias Lawn Maintenance	-300.00
Bill Pmt -Check	24930	Government Ethics Com	-439.06
Bill Pmt -Check	24931	Jordan Chelsa	-2,695.00
Bill Pmt -Check	24932	Northern Wasco County	-187.95
Bill Pmt -Check	24933	NW County Park & Recr	-3,500.00
Bill Pmt -Check	24934	Special Districts Insuran	-5,200.73
Bill Pmt -Check	24935	Streamline	-75.00
Bill Pmt -Check	24936	The Dalles Disposal	-191.79
Bill Pmt -Check	24937	Wasco County Tax Colle	-5,219.45
Paycheck	24944	Andrea L Klaas	-3,578.45
Paycheck	24945	Jennifer C Toepke	-1,881.59
Paycheck	24946	Lindsey N Hegemann	-205.23
Liability Check	ACH	Oregon Dept Revenue	0.00
	_	United States Treasury	
Liability Check	E-pay		-1,755.58
Liability Check	EFT	Oregon Dept Revenue	-461.00
Check	EFT	Verizon Wireless	-102.75
Transfer			50,000.00
Liability Check	EFT	PERS	-816.98
Bill Pmt -Check	24947	Andrea L. Klaas	-13.75
Bill Pmt -Check	24948	Cardmember Service	-1,441.41
Bill Pmt -Check	24949	Columbia River Affordabl	-15.00
Bill Pmt -Check	24950	Gorge Networks	-164.32
Bill Pmt -Check	24951	Jennifer C. Toepke	-78.13
Bill Pmt -Check	24952	Lindsey Hegemann	-40.00
Bill Pmt -Check	24953	Oregon Dept of Environ	-1,484.08
Bill Pmt -Check	24954	Simply Clean LLC	-358.75
Bill Pmt -Check	24955	State of Oregon	-40.00
Paycheck	24956	Andrea L Klaas	-3,578.53
Paycheck	24957	Jennifer C Toepke	-1,937.62
Paycheck	24958	Lindsey N Hegemann	-519.71
Deposit	24000	Emasey N negemann	120.00
		-	
Total General Checking Marina Checking			4,947.51
Total Marina Checking			
Port Development Check Bill Pmt -Check	king 23323	Cardmember Service	-5,138.46
Bill Pmt -Check	23324	Dick, Dick & Corey, LLP	-232.50
Deposit			211.33
Deposit			760.00
	00005	Dovio Wright Tromaina	
Bill Pmt -Check	23325	Davis Wright Tremaine L	-292.50
Bill Pmt -Check	23326	Cardmember Service	-484.00
Bill Pmt -Check	23327	Dufur School District No	-400.00
Deposit		-	760.00

PORT OF THE DALLES
Account QuickReport

As of November 30, 2022

Туре	Num	Name	Paid Amount
Total CSB Checking			131.38
TOTAL			131.38

Cash Basis

PORT OF THE DALLES Profit & Loss Budget vs. Actual-GENERAL FUND

Cash Basis

July through November 2022

	Jul - Nov 22	Budget	% of Budget
Ordinary Income/Expense			
Income	0.00	004 004 00	0.00/
Beginning Fund Balance	0.00	924,904.00	0.0%
Interest from Earnings Other Resources	8,361.35	5,549.00	150.7%
Grants	0.00	4,000,000.00	0.0%
Launch Ramp & Transient Moorage	1,306.00	3,000.00	43.5%
Leased Land & Facilities	11.700.00	95.000.00	12.3%
Loan Repayments	0.00	12,000.00	0.0%
Other Income	15,934.07	2,000.00	796.7%
Total Other Resources	28,940.07	4,112,000.00	0.7%
Previously Levied Taxes	4,349.05	5,000.00	87.0%
Property Taxes	403,598.87	357,666.00	112.8%
Transfer from Other Funds	0.00	200,000.00	0.0%
Total Income	445,249.34	5,605,119.00	7.9%
Gross Profit	445,249.34	5,605,119.00	7.9%
Expense	0.00	4,050,000.00	0.0%
Capital Outlay	0.00	4,050,000.00	0.0%
Material & Services	52,940.11	216,000.00	24.5%
Personal Services	111,648.10	330,000.00	33.8%
Transfers & Contingency	0.00	600,000.00	0.0%
Total Expense	164,588.21	5,196,000.00	3.2%
Net Ordinary Income	280,661.13	409,119.00	68.6%
et Income	280,661.13	409,119.00	68.6%

PORT OF THE DALLES Profit & Loss Budget vs. Actual-PORT DEVELOPMENT FUND

Cash Basis

July through November 2022

	hall Mary 22	Budeet	% of Duday :	
	Jul - Nov 22	Budget	% of Budget	
Ordinary Income/Expense Income				
Beginning Fund Balance Interest from Earnings	0.00 15,414.71	1,433,744.00 8,602.00		0.0° 179.2°
Other Resources Grants Land Sales & Contract Interest	0.00	4,000,000.00	0.0%	
V&G Interest	1,633.31			
Principal	2,165.76			
Total V&G	3,799.07			
Land Sales & Contract Interest - Other	0.00	1,505,000.00	0.0%	
Total Land Sales & Contract Interest	3,799.07	1,505,000.00	0.3%	
Loan Repayments CGCC Interest Principal CGCC - Other	3,684.80 105,280.10 0.00	539,310.00	0.0%	
Total CGCC	108,964.90	539,310.00	20.2%	
City of Dufur	0.00	39,310.00	0.0%	
Total Loan Repayments	108,964.90	578,620.00	18.8%	
Other Income	745.79	5,000,000.00	0.0%	
Total Other Resources	113,509.76	11,083,620.00		1.09
Transfer from Other Funds	0.00	500,000.00		0.0
Total Income	128,924.47	13,025,966.00		1.09
Gross Profit	128,924.47	13,025,966.00		1.0%
Expense Capital Outlay	0.00	8,500,000.00		0.0%
Material & Services	18,685.89	390,500.00		4.8%
Special Payments	0.00	3,000,000.00		0.0
Transfers & Contingency	0.00	400,000.00		0.0
Total Expense	18,685.89	12,290,500.00		0.2
Net Ordinary Income	110,238.58	735,466.00		15.09
Income	110,238.58	735,466.00		15.0%

PORT OF THE DALLES Profit & Loss Budget vs. Actual-MARINA FUND

Cash Basis

July through November 2022

	Jul - Nov 22	Budget	% of Budget
Ordinary Income/Expense Income			
Beginning Fund Balance Interest from Earnings	0.00 2,034.29	127,956.00 768.00	0.0% 264.9%
Other Resources	0.00	1,500,000.00	0.0%
Fire Emergency	0.00	1,500,000.00	0.0%
Total Other Resources	0.00	1,500,000.00	0.0%
Total Income	2,034.29	1,628,724.00	0.1%
Gross Profit	2,034.29	1,628,724.00	0.1%
Expense Capital Outlay	0.00	300,000.00	0.0%
Debt Service	0.00	800,000.00	0.0%
Transfers & Contingency	0.00	473,986.00	0.0%
Total Expense	0.00	1,573,986.00	0.0%
Net Ordinary Income	2,034.29	54,738.00	3.7%
et Income	2,034.29	54,738.00	3.7%

MEETING DATE	December 14, 2022
ACTION ITEM F-3.)	Strategic Business Plan Update Bid: Points Consulting \$66,460.00
STAFF RECOMMENDATION	Award <u>Strategic Business Plan Update bid to Points Consulting in the amount of \$66,460.00</u> as presented

The Port received three bids for the strategic business plan update and after staff review it is recommended that the Commission award the bid to Points Consulting in the amount of \$66,460.00.



Points Consulting PO Box 8487 409 S. Jackson St., Suite 201 Moscow, Idaho 83843 208-596-5809 points-consulting.com

2022 Strategic Business Plan Update

For: Port of the Dalles From: Points Consulting Date: November 30, 2022





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Cover Letter

Please accept this proposal from Points Consulting (PC) demonstrating our interest in Port of The Dalles' 2022 Strategic Business Plan (SBP) Update RFP. Our team is prepared to help Port of The Dalles reevaluate their Strategic Business Plan to better reflect the current economic requirements and opportunities of the The Dalles, the Port and greater Wasco County community.

Our team is composed of professionals in the fields of strategic planning, real estate economics, economic analysis and forecasting. We understand Oregon, both personally and empirically. Our teams reside just several hours to the west of the Dalles and have spent substantial time in and around the community. We also have concurrent projects ongoing in Pendelton/Umatilla and South Morrow County (i.e.: Heppner), as well a previously completed projects with Columbia Gorge Community College and the Eastern Oregon Workforce Development Board (Baker City). Our team is familiar with the opportunities and challenges of rural communities, having conducted hundreds of analyses for county and regional organizations in non-metropolitan areas over the past decade, including clients in neighboring areas of Oregon, Washington and Idaho. Via these projects we have worked directly with numerous ports including the Port of Morrow (OR), the Port of Whitman (WA) and the Port of Lewiston (ID).

This proposal may be released in total as public information in accordance with the requirements of the laws covering the same. This proposal and cost schedule shall be valid and binding for SIXTY (60) days following the proposal due date. Lastly, PC is registered as a resident bidder (as a foreign LLC) in Oregon, but the registration needs to be updated. Upon award of this contract, all requirments would be updated with the Oregon Secretary of State's office.

Thank you for your consideration on this RFP. My contact information is below. Please reach out with any questions or updates throughout the evaluation process.

Sincerely, Brian Points

President Points Consulting LLC EIN #: 84-2636566 Oregon Registration #: 1663756-92 PO Box 8487, Moscow, Idaho 83843 <u>brian@points-consulting.com</u> (208)-596-5809



Statement of Understanding

National and regional economic change, past and present, have caused the Port of The Dalles to adapt and innovate its regional and local economies. To forge ahead, the Port region needs to follow-through on existing plans and initiatives, as well as capitalize on new opportunities. Much has changed along the Columbia Gorge since the completion of the last SBP in 2013, including the proliferation of data center developments, significant growth in food/beverage manufacturing, and a tightened labor and housing market. These



The Dalles, OR (via Flickr.com)

factors, and others, create conditions for a renewed look at the Port's activities in order to refine its goals and objectives.

Points Consulting would complete all tasks associated with this scope of work, as outlined in the RFP. In doing so, we would also follow the prescribed template of the prior SBP, which is reiterated on page 2 of the RFP. The following list provides a brief outline of contents that are elaborated upon in the body of this proposal.

- Task 1: Management & Coordination: General Project Management- project management and communication protocols
- Task 2: Outreach- interaction and engagement with The Dalles business community via surveys, and a Townhall, as well as a SWOT workshop with the Port
- Task 3: Data Collection & Inventory- collection and assessment of socioeconomic data for the Dalles and Wasco County, including a site assessment and review of past research
- Task 4: Draft Strategic Business Plan- to include assessment of community engagement, port resources, revenue/expense forecasting, administrative and policy recommendations, market conditions, SWOT analysis, risk analysis, goals and objectives, and facilities and business plan, among other elements
- Task 5: Final Strategic Business Plan- final presentation of SBP after receipt of Port feedback, along with printed/bound copies

Following the inspiration of the Port's 2013 SBP, PC envisions an updated plan that carries on a spirit of optimism, opportunity, and community engagement. A plan created through collaboration and the building of essential partnerships will create a roadmap with a clear set of directions to a well-defined finish line – resulting in a robust regional economy with healthy communities, growing and meeting the needs of residents and businesses alike.



1. Organization

Prime Contractor: Points Consulting

Points Consulting was founded in 2019 after company founder, Brian Points, had acquired 15+ years experience working in community and economic development across the United States. At PC our work is focused not only on how people impact communities and organizations, but how to align their potential to create more successful outcomes.

We partner with a variety of industries including state and local government agencies, higher education, not-for-profits, real estate developers, and private companies. Built on our experience advising hundreds of high performing organizations, Points Consulting strives to answer complex economic questions and recommend workable solutions. In summary, at Points Consulting we believe in "Improving Economies. Optimizing Workforce." The following are a short list of projects that PC has completed (or is currently working on) within the geographic area over the past two years, some of which are also noted as our References in section 3 of this proposal.

- City of Lewiston (ID) Community Strategic Plan (2021)
- Beautiful Downtown Lewiston (ID), Business Incubator Feasibility Study (2021)
- Nimiipuu Fund (ID), Native Business Incubator Feasibility Study (2022)
- Chelan County & City of Wenatchee Housing Authority (WA), Housing Needs Assessment (2022)
- Clearwater Economic Development Association (ID), Housing Needs & Affordability Study (2022)
- The Claremont Institute (CA), Economic Impact of Eastern Oregon Joining Idaho (pending publishing in 2023)
- Morrow County (OR), South Morrow County Goal 9 Economic Opportunities Analysis (2022, ongoing)
- Nixyáawii Community Development Fund (OR), Business Incubator Feasibility Study (2022, ongoing)

Subcontractor: Nexus Planning Services

Nexus Planning Services is an inland northwest-based professional services firm specializing in comprehensive planning, community design, urban analytics, development administration, economic development, strategic planning, and policy guidance. We serve the needs of local communities in their urban and regional planning efforts. Our experience includes planning within local, state, international and American tribal contexts. Focusing on client goals and needs, we support communities through the process of planning, design, feasibility analysis, and helping solve funding and regulatory challenges. We take a hands-on approach and strive for due diligence. In doing this, we've earned the trust of clients, helping them realize their community development goals.



2. Personnel

Brian Points - Project Lead | Economist



Brian Points is the president of Points Consulting and will serve as the project lead. Over the past 15 years Mr. Points has worked for a series of management consulting firms serving clients across the domains of public and private organizations. His quantitative skills include feasibility studies, revenue/cost forecasting, real estate pro formas, opportunity zone technical assistance, economic/fiscal impact analysis, industry/market studies, econometrics, and target industry analysis. His also excels at qualitative research such as focus group facilitation, survey design and analysis, and in-depth interviews. In his career Mr. Points has completed 100+ projects across 30+

states, assisting noteworthy organizations such as the JPMorgan Chase Foundation, Purdue University, the Kentucky Cabinet for Economic Development, the Texas Office of the Governor, the Florida Board of Governors, the Aspen Institute, the Alliance for Excellent Education, and the Institute for Corporate Productivity, to name a few.

Selected Related Projects

Morrow County Economic Development and Employment Lands Assessment Morrow County & Willow Creek Valley Cities of Ione, Lexington, and Heppner (OR)

Feasibility Study for Workforce Needs in Food and Beverages Manufacturing Industries Columbia Gorge Community College (The Dalles, OR)

Southern Alleghenies Planning & Development Commission Regional Resiliency Plan SAPDC (PA)

Comprehensive Economic Development Strategy Superior California Economic Development (CA)

Housing Needs Assessment for North Central Idaho Clearwater Economic Development District (Lewiston, Idaho)

Housing Needs Assessment for Chelan & Douglas Counties Housing Authority of Chelan County & the City of Wenatchee (Wenatchee, WA)

Work Experience

President | Points Consulting, Moscow, Idaho (2019- present)

Director of Research | Thomas P. Miller & Associates, Indianapolis, Indiana (2016-2019)

Director of Consulting | Emsi, Moscow, Idaho (2013-2016)

Staff Economist | Chmura Economics & Analytics, Richmond, Virginia (2012-2013)

Education

Masters of Arts in Economics | University of California Santa Barbara (2011)

Bachelor of Science in History | University of Idaho (2005)

Professional Affiliations

Urban Land Institute, Associate Member

Northern Idaho Partnership Council (Innovia Foundation)



Ryan Hughes, AICP - Senior Planner



Hailing from in the inland north-west, Ryan's experience includes more than 17 years professional engagements and consultancies in urban planning, community, and economic development. He earned his degree in Urban & Regional Planning from Eastern Washington University, holding a Master's in Economic Development as well. His background includes planning and development work throughout the northwest USA, Africa and the Middle East. A professionally certified urban and regional planner with the American Institute of Certified Planners (AICP), Ryan has led project work in comprehensive planning, economic development and industry analysis, growth management, public participation, land-use, and local development administration.

Selected Related Projects

Eagle Idaho Economic Development Chapter - Eagle Comprehensive Plan, *City of Eagle (ID)*

Yanbu Economic Plan - Implementation Plan Yanbu Industrial City, Kingdom of Saudi Arabia (KSA)

Statewide Guidance for Accessory Dwelling Units (ADUs) Washington State Department of Commerce (WA)

City of Port Angeles Housing Chapter Comprehensive Plan City of Port Angeles (WA)

Spokane Tribe of Indians Sustainable Community Master Plan - Housing Element Spokane Tribe of Indians, Wellpinit (WA)

City of Aleppo Economic Profile - City Profile Urban Analysis Network for Syria / European Union (SY)

Professional Affiliations

American Planning Association, WA-IES, Board Member

American Institute of Certified Planners

Work Experience

Owner/Principal Planner| Nexus Planning Services, Spokane, WA (2020- present)

Urban Analyst | iMMAP / Urban Analysis Network for Syria | Amman, Jordan (2018-2022)

Senior Planner | Studio Cascade Inc., Spokane, WA (2016 - 2018)

Economic Planning Specialist |Parson Corporation, Yanbu, Kingdom of Saudi Arabia (2013-2016)

Education

Master of Science in Economic Development Economics| Eastern University, St. David's, PA (2006)

Bachelor of Urban Regional Planning| Eastern Washington University (2003)



Madeline Bowen — Project Assistant | Analyst

Madeline graduated with a B.S. in Business Economics from the University of Idaho in 2020. She brings qualitative and quantitative research skills, and organizational skills for managing public engagement processes. Madeline joined Points Consulting in October of 2021.



Work Experience

Project Assistant/Analyst | Points Consulting, Moscow, Idaho (October 2021present)

Selected Related Projects

Morrow County Economic Development and Employment Lands Assessment | Morrow County & Cities of Ione, Lexington, and Heppner (OR) Lewiston Community Strategic Plan | City of Lewiston (ID) Okanogan Community Needs Assessment | Okanogan County Community Action Council (WA) Nimiipuu Community Development Fund Feasibility Study | Nimiipuu Fund (ID) North Central Idaho Housing Needs Assessment | Clearwater Economic Development Association (ID)

Education

B.S. Business Economics | University of Idaho (2020)

Pedro Jimenez — Staff Economist

Pedro earned his M.S. in Applied Economics from Washington State University in 2021. He is trained in economic and statistical analysis. His graduate education in economics has equipped him with a range of quantitative and qualitative skills to carry out research. Pedro joined Points Consulting in January 2022.

Work Experience

Economist | Points Consulting, Moscow, Idaho (January 2022- present)

Selected Related Projects

Morrow County Economic Development and Employment Lands Assessment | Morrow County & Cities of Ione, Lexington, and Heppner (OR) Economic Impact of Moving the Idaho/Oregon State Border (ongoing) | Claremont Institute (CA) North Central Idaho Housing Needs Assessment | Clearwater Economic Development Association (ID) On-Campus Student Housing Needs Assessment | Wenatchee Valley College (Wenatchee, WA) Nimiipuu Community Development Fund Feasibility Study | Nimiipuu Fund (ID)

Education

M.S. Applied Economics | Washington State University (2021) B.A. Economics | University of Puerto Rico at Mayagüez (2018)



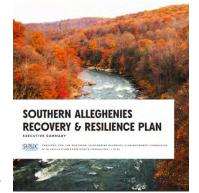


3. References & Projects

Dustin Bishop, SAPDC Address: 3 Sheraton Drive, Altoona, PA 16601-9343 Phone Number: 814-949-6500 Email: <u>dbishop@sapdc.org</u> Project: Regional Resiliency Plan, Southern Alleghenies Planning

& Development Commission, Pennsylvania (2021-2022)

Project Description: PC assisted with a master plan and economic development services for a six-county region in southwestern Pennsylvania. With this plan, PC focused on remote worker attraction and reducing housing blight. PC assessed the



region's ability and opportunity for communities to retain long-term remote workers from nearby metro areas (e.g.: Philadelphia, Washington DC, etc.) These strategies will directly interface with a strategic plan for reducing urban blight, improving quality of place, and reinvigorating historic downtown cores. PC's work resulted in a regional plan presented in February 2022.

The executive summary and full project report can be found on the SAPDC website: <u>https://sapdc.org/wp-content/uploads/simple-file-list/Recovery-and-Resilience-</u><u>Plan/SAPDC_ExecSummary_final.pdf</u>

Kevin McCabe, Double Strand Consulting¹ Address: 1001 3rd Avenue #794, Mosier, OR 97040 Phone Number: Not available Email: kevin@doublestrandconsulting.com

Project: Feasibility Study for Workforce Needs in Food and Beverages Manufacturing Industries, Columbia Gorge Community College, The Dalles, OR (2019)

Project Description: Mr. Brian Points partnered with an advisory team at CGCC to determine how best the college could serve students and local industry partners in the developing food and beverage industry. The Dalles and Hood River, Oregon, are host to a growing cluster of fermented beverage processers, along with associated restaurants, lodging and recreational amenities. Yet, prior to the study, the college had little engagement with these industries. Research included a combination of industry trends, in-depth interviews, surveys of industry leaders and students, and examination of higher education enrollment trends. The project team also carefully considered the opportunity to better leverage the college's commercial kitchen and other real estate assets. Mr. Points team advised CGCC to develop a 2-year

¹ Please note, Dr. McCabe served on the board at CGCC at the time of publishing this report. Also, this report was completed with Mr. Points as the project manager while he was employed at Thomas P. Miller & Associates.



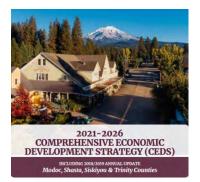
Fermented Beverage program which could be transferred to various other in-state 4-year programs or applied directly to the workforce.

The study is available at the CGCC website: <u>https://www.cgcc.edu/sites/default/files/institutional-assessment/CGCC-Food-%26-Beverage-Feasibility-Study-2019.pdf</u>

Loree Byzick, Superior California Economic Development Address: 350 Hartnell Avenue, Suite A, Redding, CA 96002 Phone Number: (530) 225-2760, ext. 203 Email: <u>byzick@scedd.org</u>

Project: Comprehensive Economic Development Strategy, Superior California Economic Development (2021)

Project Description: PC lead SCED and a 10-member steering committee in developing a Comprehensive Economic Development Strategy (CEDS) Plan. The process included considerable community engagement including four virtual



Townhalls and a community survey that attained 690 responses from regional residents. The plan, which will guide the four-county region in its economic development priorities over the period of 2021-2026, is designed to be digestible and accessible for an average resident.

The final report is available on the SCED website at: <u>https://static1.squarespace.com/static/5f29e99ee1678935238b675e/t/60da1407da8e76539</u> <u>8a5f423/1624904716707/CEDS+Final5_LowSingles.pdf</u>.

Tamra Mabbott, Morrow County Address: 100 S. Court Street, Heppner, OR 97836 Phone Number: (541) 561-5011 Email: <u>tmabbott@co.morrow.or.us</u>

Project: Goal 9: Economic Development and Employment Lands Assessment, Morrow County & Willow Creek Valley Cities of Ione, Lexington, and Heppner (2022 - Ongoing)

Project Description: Coordinating with county and city representatives, PC is in the midst of conducting an Economic Opportunities Assessment for Morrow County and the cities of lone, Lexington, and Heppner, estimated to be completed April 2023. This is in accordance with statewide Goal 9: Economic Development Planning to provide adequate opportunities throughout the state for a variety of economic activities vital to the health, welfare, and prosperity of its citizens. PC is currently performing several services to meet this goal, including but not limited to:

- Current and projected employment and earnings assessments
- Demographic analysis to assess existing and emerging trends related to the region's population
- Industrial and employment lands inventory assessments
- Interviews of key community leaders to facilitate community involvement



4. Progress Reports

As requested, progress reports will be delivered within the last week of each month so reports can be made to the Commissioners at the subsequent monthly meeting. These progress reports will detail the amount of time the team has spent on the project, further broken down into the subtasks outlined in our approach. Each month, the estimated completion of each task will be supplied as a percentage, and any notes or questions that arise for the Port staff will be provided at this time. Should more pressing issues emerge during the SBP's development, the Port staff will be notified in a timely manner regardless of the time of month and meetings set up to troubleshoot and allow feedback as needed.

5. Proposed Approach

Task 1. Management and Coordination. General Project Management

It is critical that our team engages the Port staff early to ensure a common understanding of the project objectives, roles, and timelines. During this session, the project team will be introduced to local contacts, review project goals and objectives, plan for future meetings/engagements, and address various administrative and logistical questions.

Following the project launch meeting, the Port staff and the project team will have a shared vision for the goals, context, overall timeline, and project milestones that will be adhered to throughout the course of the engagement. The project team will also provide monthly progress updates, as previously detailed. In-person meetings will be scheduled as needed throughout the SBP's development. The project team recognizes the need to be on-site on multiple occasions during the course of this study. We have budgeted for up to ten person-visits over the course of the project, which will be utilized at the times most amenable to the project workflow.

Task 2. Outreach

Achieving a public engagement process that is comprehensive and inclusive is one of the greatest challenges of economic and community development. For this project PC would utilize the PublicInput.com platform for a community survey, which weaves together multiple modes of engagement, including in-person, electronic, phone, and virtual. This platform will be key in reaching underrepresented communities and ensuring that a disproportionate number of voices do not have an outsized impact on the results of our analysis. A few key features of this platform include:

- Online/offline open comment tools-incorporates information from online surveys, emails, text/SMS, voicemail, and Facebook posts
- Text-based surveys—allowing for intermittent and on-the-go response to community surveys via text rather than engagement with a specific app or website
- Social media integration-integration of all existing social media platforms into PublicInput (e.g.: Facebook, Twitter, YouTube, etc.)
- Locational analysis-ensures adequate coverage of input from various geographic areas and cultural groups throughout the state



- Translation services—for non-English speaking or English as a Second Language audiences throughout all engagement platforms
- Compliance–ensure that state and federal guidelines on public engagement are adhered to



In-Depth Interviews

Platforms are helpful for ensuring diverse and comprehensive engagement, but there is no substitute for direct interaction with key community leaders, agencies, and stakeholders. Thus, the project team will conduct a Strengths, Weaknesses, Opportunities and Threats (SWOT) workshop after working with the Port staff to agree on a format and list of invitees from across the community. Our team will synthesize the information collected during the outreach interviews with the socioeconomic and community information collected via the PublicInput.com platform. Based on these resources, the project team will develop a SWOT analysis to help assess the Port's competitive advantage. The project team will then be able to formulate the next steps of the SBP based on the findings of the SWOT analysis, seeking to build upon assets, remediate weaknesses, seize opportunities, and neutralize threats.

The SBP will be developed further by discussions with the Port Commission via one or two workshop sessions, during which time we will workshop our team's recommended components of the SWOT analysis. This will allow us to determine how these findings will play into components of the SBP, such as Goals and Objectives related to properties, management, environmental, marketing, and financial planning.



Task 3: Data Collection and Inventory The project team will conduct a detailed review of prior economic development plans. This review will provide a greater understanding of the ongoing economic development efforts of the region. Plans, documents and databases related to economic development in the Port will also be reviewed, including the City of The Dalles affordable housing project study, City of The Dalles buildable lands inventory, Mid-Columbia Economic Development Community Economic Development Strategy, Ports 2010: A New Strategic Business Plan for Oregon Ports, and Dufur Visioning documents, as well as others to be identified by Port staff and the project team. The review will focus on understanding policies, procedures, resources, and constraints for various agencies with respect to the previous SBP and the capacity to increase social capital.

A detailed socioeconomic profile will be developed for the Port of The Dalles, which will incorporate insights gleaned from past studies

Sample of Data Resources:

Data Tactical Group- labor market information for detailed industries and occupations

Esri's Business Analyst- socioeconomic data across 50+ categories at the county, ZIP, and Census Block level

Federal Databases- US Census, the Bureau of Labor Statistics, and the Bureau of Economic Analysis

IBIS World Reports- industry outlines for 1,600 unique categories for the United States, with financial forecasts out to 2025

Oregon Employment Department- the Oregon OED has a long-established reputation as one of the strongest LMI offices in the US

and newly collected data from a blend of public (including federal and state) and proprietary data sources. The profile will also identify any industries, specific businesses, and supply chains that have been critically impacted in recent years, as well as county and regional maps, graphics, tables, and infographics sufficient for telling the story at the local level.

Recognizing that in a vacuum data can be relatively unhelpful, our team will focus on emphasizing the best opportunities for the Port to assist and facilitate economic growth without competing with the private sector. Our review will also incorporate key trends observed for broader markets and forces that will affect the Port in coming years which includes Oregon, the United States, International supply chains, state/local policy context, and environmental impacts.

Task 4. Draft Strategic Business Plan

Armed with results from the SWOT, the project team will structure the SBP according to the specified template. This will include an objectives statement and a renewed analysis of goals, policies, revenue projections, and priorities. Recommendations for current strategies and alternative strategies will be made as appropriate. PC will use the insights gleaned from the community engagement section in informing the market analysis, which is key to pinpointing the Port's prominent markets and optimizing them to be more effective.



The team will also provide analysis on growing industries in The Dalles, the Port District, and the Columbia Gorge Region. PC will highlight the most prominent industries that are currently performing the best in the region, along with those that are projected to grow the most in the upcoming years. As part of this, the project team will assess the competitiveness of the Port of The Dalles by looking in depth at regionally competing areas.

The SBP will address each of the following elements:

- History and context of the Port
- Inventory of Port resources and highest and best use of those resources
- Port policies on issues such as governance, employee training/development, commission oversight
- Fiscal status and economic opportunities of the Port
- Environmental and land-use considerations
- SWOT analysis, including Critical Issues and Risks
- Highest priority land-use and economic needs of the community
- Identification of Goals & Objectives including those related to Property, Management, Financial, Environmental, and Marketing
- Process for periodic review of above listed sub-components of the SBP

Task 5: Final Strategic Business Plan

After Port staff, stakeholders, and commissioners have had the opportunity to provide feedback, PC will revise the draft SBP to remedy any concerns. Once the SBP is adopted, the team will finalize and deliver the completed SBP document with seven hardbound copies, an editable electronic version in Word format, and a digital version suitable for viewing online, as requested for presentation at outreach meetings and press releases.



6. Cost Schedule & Project Timeline

The Cost Schedule will be attached in a separate document and submitted alongside this proposal.

Project Timeline

- Preliminary Meeting: Upon contract award
- On-Site Startup Meeting and Outreach Workshop 1: January 2023
- Outreach Workshop 2: March 2023
- Status Presentation to Port Commission: March 8, 2023
- Work completed no later than: June 30, 2023
- Presentation to Port Commission no later than: July 12, 2023

2022	2023						
December	January	February	March	April	May	June	July
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	2		Task 2: 0	Dutreach			
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			Ta B	ask 5: Final Strategi usiness Plan	c		2
Meetin	g/Zoom Call						
Deliver	able Submission						
Worksh	op or Presentation						
* Progres	s Reports will be de	elivered monthly					

Port of The Dalles Strategic Business Plan





Points Consulting PO Box 8487 409 S. Jackson St., Suite 201 Moscow, Idaho 83843 208-596-5809 points-consulting.com

Cost Schedule for 2022 Strategic Business Plan Update



For: Port of The Dalles From: Points Consulting Date: November 30, 2022



Fixed Price Budget

The following budget outlines the fixed cost for completing the analysis. PC considers this project to be a fixed-price engagement. In other words, cost to Port of The Dalles will not vary based on PC's cost of labor or material resources to complete the analysis. PC would invoice monthly based on percent of task completed, as outlined the budget below unless the Port has other requirements for invoicing.

In creating this budget PC utilized the terms utilized by the Port in the RFP but, in some cases, places the tasks in a different order as is best fitting for our execution of the project plan. More details on this are included in the Gannt chart in the main proposal document.

Task	Cost
1: Management and Coordination	\$6,600
2: Outreach	\$10,990
3: Data Collection & Inventory	\$11,430
4: Draft Strategic Business Plan	\$28,280
5: Final Strategic Business Plan	\$7,060
Travel Expenses	\$2,100
Grand Total	\$66,460



MEETING DATE	December 14, 2022
REPORTS ITEM G-1.)	Director's Report Executive Director Klaas
STAFF RECOMMENDATION	n/a

Tree Cut on Port Property along Riverfront Trail

- A restitution hearing was scheduled for Thursday, December 8, 2022. Scott Baker (Executive Director, Northern Wasco County Parks and Recreation District), Pat Dejean (Owner/Operator, Jordan Chelsa Landscaping) and ED Klaas were subpoenaed to appear. Court was closed Thursday afternoon due to weather; the restitution hearing will be rescheduled.
- <u>Background</u>: On October 31, 2022, Anthony Morelli had a pre-trial meeting with Judge Stauffer and District Attorney Ellis. At that time, he plead guilty to Criminal Mischief 2nd Degree, which is a misdemeanor. Next steps are a restitution hearing which may be scheduled at the end of this month. The Port will need to have an expert opinion on the value of the damage and restoration. Scott Baker, Executive Director, NWC Parks and Recreation has offered to be an expert witness. Port Attorney Bill Dick may have additional comments in Executive Session.

The Dalles Marina

- Fire 08-01-2022 Update
 - Port Staff is working with Northern Wasco PUD on ordering two new power pedestals for the B dock that were destroyed by the fire.
 - Port Staff and The Dalles Marina, LLC will be discussing boathouse rebuilding guidelines and requirements this month and will bring recommendations to the Commission for adoption.
 - The Port received an email from the Oregon Department of Transportation (ODOT) asking for the name of the responsible party/responsible party's insurance company. Port Staff has passed this request on to The Dalles Marina, LLC. For context, during the August 2022 fire, a burning ember landed in the ODOT landscaping and caught the vegetation on fire. ODOT wants to file an insurance claim with the responsible party for the cost of replacement of the landscaping and irrigation.
- Last month it was reported that a portable toilet was put in place for the winter season in the launch ramp parking lot. This has now been removed. We received information that someone was living in the port-a-potty and causing an unsafe situation in the parking lot. After talking with The Dalles Police and Columbia River Affordable Portables, ED Klaas made the decision to remove it.
- Small, local business Get 'er Done continues to maintain the Marina parking lot, launch ramp, jetty's & transient guest moorage, keeping the area free of garbage and clean – obviously requiring less work during the winter; Elias Lawn Maintenance is handling snow removal again this year.

Business Inquiries

- New State Leads
 - Project Sushi: Sushi related seafood production. 1620,000 sq. ft. manufacturing + 7,000 sq. ft. office. 200 employees
- Other Leads
 - o Ongoing: Manufacturing food and beverage business
 - o Ongoing: Metal fabrication

Center for Rural Innovation: The Dalles Technology Center

The planning group will continue to meet through the winter; however, the next public event will be held next year. If anyone has ideas for speakers or topics that would be interesting to start-ups and small businesses, please let ED Klaas know.

Brownfield Coalition Update

- No new information this month.
 - All funds have been allocated for this first grant cycle.
 - The funds have been used for 35 unique projects involving 17 different properties, located mostly in the downtown core.

<u>Other</u>

 2023 <u>SDAO Annual Conference</u> February 9-12, 2023, at <u>Sunriver Resort</u> All Commissioners have a hotel room booked and have been registered for the conference. *<u>Monday, January 16, 2023</u>, is the cutoff date to change/cancel reserved hotel rooms; please advise EA Toepke accordingly should you need to make a change/cancel.

- The Port continues to clean up homeless camps on Port property. As previously mentioned, the costs are being tracked. Port Staff works with The Dalles City Police and Get'er Done on the cleanups.
- EA Toepke joined the Wasco EDC in Dufur as part of the Dufur visioning process. Office Assistant Hegemann helped with this project by transposing community comments taken from the brainstorming session at the Dufur Visioning Community Meeting, into a shareable document.
- The Port's FY 2021/2022 Audit is complete and filed with Secretary of State. The only audit comment was the recurring note that due to the size of the Port; staff does not have the ability to do their own audits.
- Property and liability insurance renewals have begun.
- Last month it was reported that the Port added 4 additional security cameras to the office and shop property, including the parking garage. This month the Port is increasing internet bandwidth to handle the additional load and setting up a dedicated internet line for the cameras.
- POWER Engineers, a contractor for Northern Wasco County PUD, has begun moving onto Port Lots 1 and 2 on River Trail Way. This company will be using the lots as a letdown and prep area for the new power towers that the PUD is installing to service the next Google Data Center on the old NW Aluminum property. The Port is leasing the lots for \$7,500.00 per month.
- The 1923 GMC Truck was in the Starlight Parade!
- Following, the Oregon Department of Agriculture (ODA) Insect Pest Prevention and Management Survey Programs Results.



Protect. Promote. Prosper.



Insect Pest Prevention and Management 635 Capitol St NE, Salem, OR 97301-2532 503.986.4636 Oregon.gov/ODA

November 15, 2022

Taylor Lake

3636 Klindt Dr The Dalles OR 97058

To Whom It May Concern,

Each summer the Oregon Department of Agriculture (ODA) Insect Pest Prevention and Management Program places survey traps across Oregon for invasive insect pests. Insect trapping is our best method for ensuring we detect new introductions of pest species when the population is still small. We appreciated your participation in our wood boring beetle and hornet survey. Thank you for allowing us to place traps on your property this past summer. Together we can help to keep invasive insect pests from establishing in Oregon.

The target species included in this survey were 12 woodboring beetle species and northern giant hornet (also called Asian giant hornet). Thank you for allowing us to place traps for some or all of these species on your property during this past summer. Surveys have concluded for the 2022 season and all traps have been retrieved from the field.

Hornet samples are still being processed, although none of have been detected so far. For the exotic woodborers, 106 species have been identified from over 10,000 specimens. Two target invasive species were detected. Unfortunately, they are both too widespread for eradication. No target species were found at your location during 2022.

The velvet longhorned beetle, *Trichoferus campestris*, has now been detected all around Oregon but is clearly well established in northeast Oregon. This Asian species was first detected damaging orchards in Utah. It likely arrived in rustic furniture from China. It is spreading through the western US and is now in Oregon. It attacks a wide variety of broadleaved trees. The primary means of spread within Oregon is most likely firewood.

Mediterranean oak borer, *Xyleborus monographus*, was first detected established in California in 2018. It has now been found in four Oregon counties (Clackamas, Multnomah, Marion, and Washington). In California, it is vectoring a pathogen that is killing native oaks. Tests have shown that Oregon oak is susceptible. Based on the sites it is being detected at, it has most likely arrived with solid packing material associated with shipments, but this is speculative. Now that it is in the state, it will be readily moved by firewood and other untreated oak products.



Insect Pest Prevention and Management 635 Capitol St NE, Salem, OR 97301-2532 503.986.4636 Oregon.gov/ODA

Protect. Promote. Prosper.

Our other annual invasive pest surveys will start again next spring. If you have any questions, please feel free to contact us or visit our website at <u>https://oda.direct/IPPM</u> or contact us at 503-986-4636 or 1-800-525-0137

Thank you for supporting our survey programs!

Mark C. Aphen

Mark Cody Holthouse, PhD, Manager Oregon Department of Agriculture – Insect Pest Prevention & Management Program 635 Capitol St NE, Salem, OR 97301-2532 CELL: 503.910.6615 WEB: <u>Oregon.gov/ODA</u>