

Board of Commissioners

Frank Spence – Chairman Robert Stevens - Vice-Chair Dirk Rohne – Secretary James Campbell – Treasurer Scott McClaine - Assistant Secretary/Treasurer 422 Gateway Ave, Suite 100 Astoria, OR 97103 Phone: (503) 741-3300 Fax: (503) 741-3345 www.portofastoria.com

Workshop Session

June 21, 2022 @ 4:00 PM 10 Pier 1, Suite 209

The meeting location is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours before the meeting by calling the Port of Astoria at (503) 741-3300.

*This meeting will also be accessible via Zoom. Please see page 2 for login instructions.

Agenda

- 1. CALL TO ORDER 2. ROLL CALL 3. PLEDGE OF ALLEGIANCE
- 4. CHANGES/ADDITIONS TO THE AGENDA
- 5. PUBLIC COMMENT:

This is an opportunity to speak to the Commission for 3 minutes regarding Port concerns not on the agenda. In person, those wishing to speak must fill out a public comment form. Those participating via Zoom may raise

- their hands during the public comment period. 6. ADVISORY:
- 7. ACTION:
- 8. COMMISSION COMMENTS
- 9. EXECUTIVE DIRECTOR COMMENTS
- **10. UPCOMING MEETING DATES:**
 - a. Regular Session July 5, 2022 at 4:00 PM
 - b. Workshop Session July 19, 2022 at 4:00 PM
- 11. ADJOURN



Board of Commissioners

HOW TO JOIN THE ZOOM MEETING:

Online: Direct link: https://us02web.zoom.us/j/86905881635?pwd=amhtTTBFcE9NUElxNy9hYTFPQTIzQT09

Or go to Zoom.us/join and enter Meeting ID: 869 0588 1635, Passcode: 422

Dial In: (669) 900-6833, Meeting ID: 869 0588 1635, Passcode: 422

This meeting is accessible to persons with disabilities or persons who wish to attend but do not have computer access or cell phone access. If you require special accommodations, please contact the Port of Astoria at least 48 hours prior to the meeting by calling (503) 741-3300 or via email at admin@portofastoria.com.

Port of Astoria East Mooring Basin and Boatyard Plan

Draft Findings

JUNE 16, 2022



Agenda

Boatyard

- Existing Boatyard
 - Market trends/demand
 - Concepts
 - Draft Findings
- Larger lift
 - Market trends/demand
 - Concepts
 - Draft Findings

East Mooring Basin

- Market trends/demand
- Concepts
- Draft Findings

Boatyard Existing Lift

Port of Astoria Outreach - Surveys

Interviews >30

Survey

 Understand existing use patterns and expectations at the Boatyard and East Mooring Bin.

Contact data from

- Port of Astoria boatyard and marina customers (10 years)
- Warrenton Marina tenants
- Englund Marina big-boat commercial fishing customers

Responses

- 98 complete responses, representing 127 boats owned by respondents
- 12% response rate

Туре	Surveys	Number of Boats
Commercial fishing	31	56
Fishing guide or charter	12	17
Recreational-Power	20	20
Recreational-Sail	14	16
Other/NA	21	18
Total	98	127

Demand Summary - Fleet

Recreational Fleet

- Growth in recreational fleet in Oregon and Washington has been modest.
- Astoria primary market is defined as
 - Coast, from Newport to Westport
 - Columbia River, from Astoria to Portland Metro Area.

Commercial Fishing Fleet

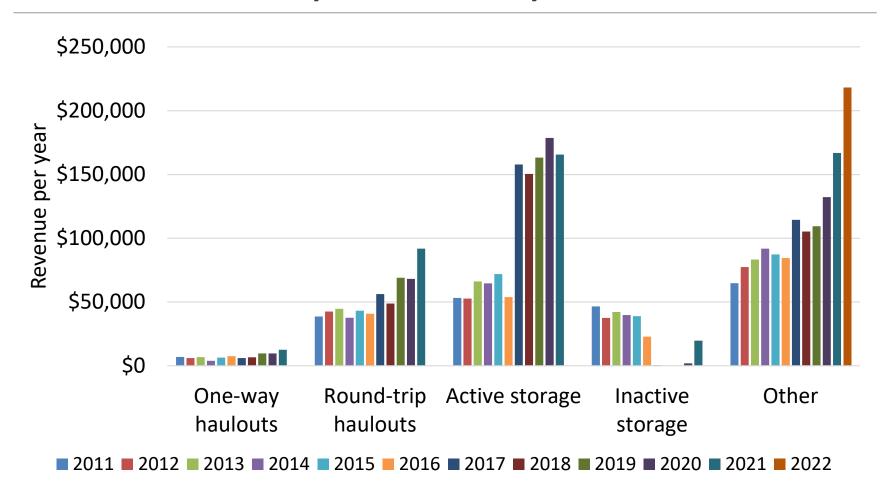
- Commercial fishing fleet in Oregon, Washington and Alaska has declined for several decades.
 - The number of small boats has declined
 - The number of larger boats is stable.
- Astoria market is defined as Oregon boats that are licensed to fish in Oregon, Washington, and Alaska and as well as a small number of other Washington and Alaska boats.

Growth Strategy

 Under these conditions, growth in moorage and boatyard utilization depends on increasing market share, which will be challenging.

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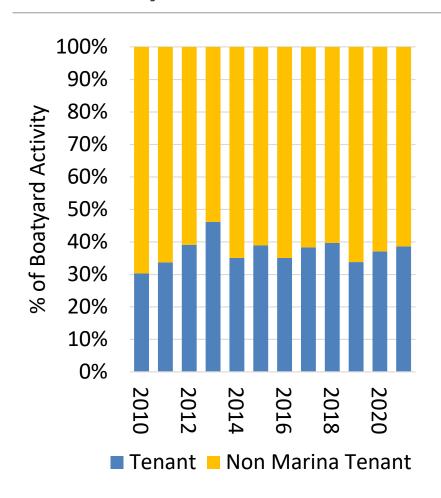
Revenue by Activity



Source: Port of Astoria; other includes trailer storage, equipment rental/labor, electrical and env fee.

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Boatyard Users



Marina tenants account for ~37% of Boatyard activity; non-tenants account for ~63%.

Average boat length is ~43'.

Revenue by type of boat (2021):

- Power boats: ~39% of revenue,
- Fishing boats: ~32% of revenue,
- Sailboats: ~19% of revenue,
- Other: ~10% (charters, commercial, unknown).

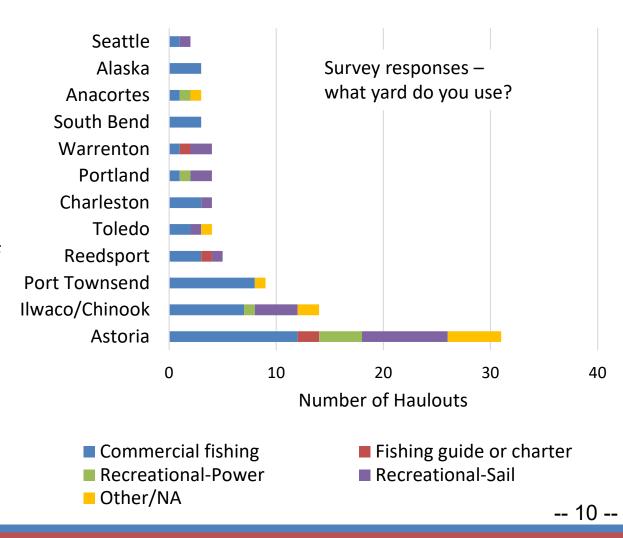
Preferences

- DIY
- Use of Vendors

Source: Port of Astoria

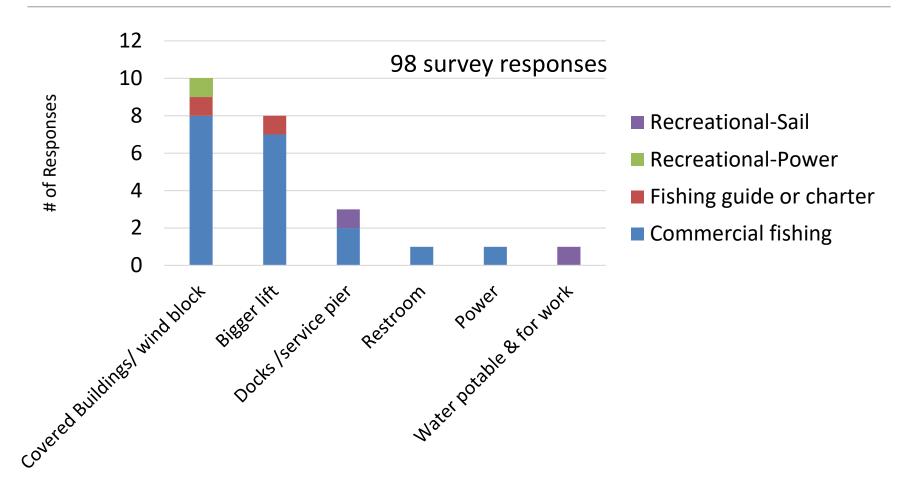
BY Selection Considerations

- Quality and size of facilities
- Yard availability
- Open shipyard
- Reputation of the boatyard
- Long-term reputation of labor force
- Location of the yard
- Project budget versus actual costs

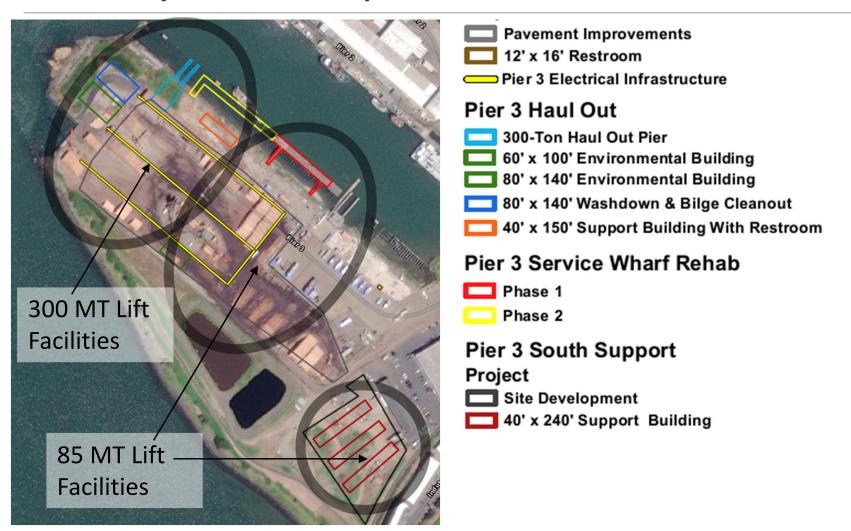


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Survey Responses Boatyard Needs by Sector



Boatyard Improvements



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Boatyard Improvements Cost 85 Metric Ton Mobile Hoist

Ref # Item	Qty	Unit Cost	Original Estimate	Alternate Estimate	Notes
MOBILE HOIST					
Ascom Lift 85 MT (existing pier)	1	\$432,000	\$432,000	\$432,000	
Repair existing pier	1		\$100,000		Needs cathodic protection
SERVICE PIER REHAB					
Phase 1 (linear feet)	285	\$17,502	\$4,988,022	\$3,500,366	200 feet
YARD IMPROVEMENTS					
Electrical	16	\$33,729	\$539,659	\$539,659	
Paving	1	\$472,466	\$472,466	\$472,466	
Restroom	1	\$249,150	\$249,150	\$249,150	
SUPPORT BUILDINGS					
40' x 240' Buildings with site prep, utilities, paving	3	\$2,683,190	\$8,049,571		
Environmental Building; 60' x 100'	1	\$2,701,827	\$2,701,827		
Big Top PVC building 40' x 80'	1	\$158,400		\$356,460	
Used 8 x 40 containers	10	\$5,000		\$50,000	
DREDGING					
Dredging for Services Pier Ph 1 - 10,000 CY	10000	\$48.77	\$487,667	\$487,667	
TOTAL CONSTRUCTION COST			\$18,020,362	<u>\$6,187,768</u>	

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Fabric Structures



Louisiana – Metal Shark Boats (c/o Big Top Manufacturing)



Texas - Module fabrication company serving the oil and gas industries (c/o Big Top Manufacturing)



Alaska – Marine Service Center (c/o City of Wrangell)



Washington – Nichols Brothers Boatbuilding (c/o Big Top Manufacturing)

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Financial/Economic Findings Existing Boatyard Alt 1

Financial – NPV of Port Revenue

- 3% = \$12.0 million
- 5% = \$9.3 million

Cost ~ Orig. =\$18.0 million Alt 1 =\$6.2 million

Economic Impact

- Total Impacts Year 2044
 - Income \$1.7 million
 - Jobs FTEs 30.7
- NPV 10 years of operation
 - Direct Income \$7.5 million (at 5%)

Financial analysis – 20 year projections, discounted at 3% and 5% to NPV Economic impact – based on surveys and results from competitive facilities.

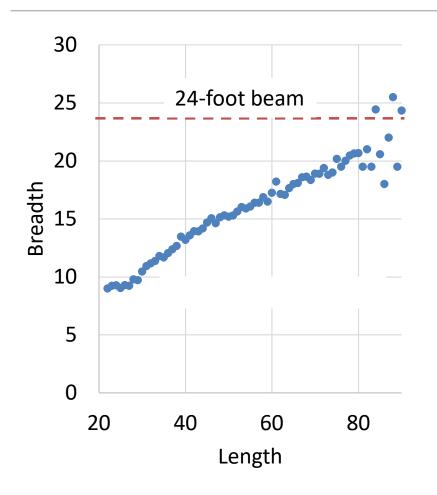
Yard is doing well and has potential for growth.

Net revenues are projected to cover cost; good project for grants.

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Boatyard Large Lift

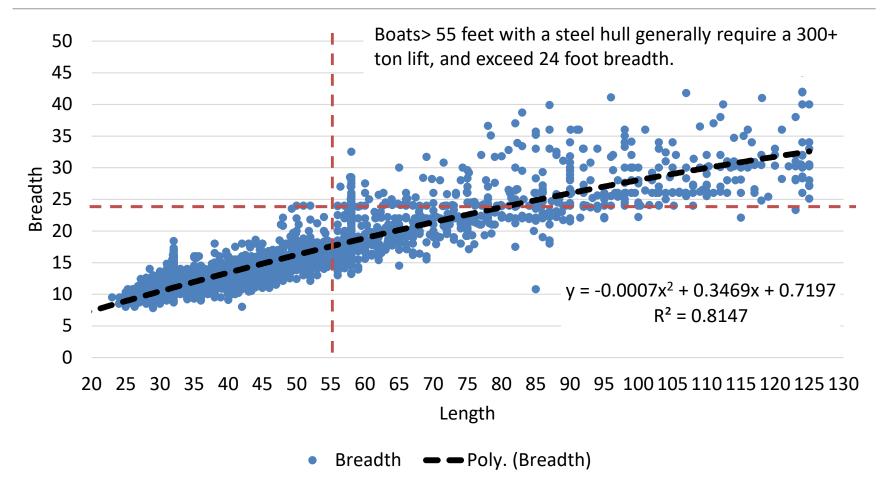
Recreational Boats



- Primary market includes:
 - Coast (from Newport to Westport) ~27% of recreational boats; and the
 - Columbia River (from Astoria to Portland Metro Area) ~73% of recreational boats.
- Very few boats over 80 feet long and over 24 foot beam.
- Existing 88-ton Travelift can handle nearly all recreational boats.

Source: BST Associates, U.S. Coast Guard, OSMB, WA DOL

Commercial Fishing Vessels Oregon, Washington, Alaska



Source: BST Associates, Alaska CEFC, ODFW, WDFW

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Astoria Market Steel Commercial Fishing Boats (50+ feet)

Length Range	AK & OR	AK & OR & WA	AK & WA	AK Only	OR & WA	OR Only	WA Only	Total
50 to 59	0	6	6	3	6	3	8	32
60 to 69	2	3	0	1	6	4	2	18
70 to 79	0	3	0	2	7	1	2	15
80 to 89	0	1	1	0	6	3	3	14
90 to 99	0	2	1	3	0	0	0	6
100+	0	0	0	0	0	0	0	0
Astoria market	<u>2</u>	<u>15</u>	<u>8</u>	<u>9</u>	<u>25</u>	<u>11</u>	<u>15</u>	<u>85</u>
% of Market	6%	38%	7%	1%	25%	9%	10%	5%
Total	34	40	107	1,197	101	128	157	1,764

Astoria market (Astoria, Warrenton, Ilwaco/Chinook and Westport) accounts for ~85 vessels with steel
hulls over 50 feet in length, and accounts for ~5% of the total market (OR/WA/AK com fish boats).

Source: BST Associates, commercial permits from Alaska CEFC, ODFW,

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WDFW

Estimated Annual Haulouts by Lift Size

Lift Size (tons)	88	100	125	150	300	500
Total haulouts	186	186	187	190	201	204
Additional Pot	ential Fleet					
88		-	1	5	17	21
100			1	5	17	21
125				4	16	20
150					12	16
300						4

- Assumes: 1 haulout every two years, and Astoria acquires 50% share of the haulouts from primary market (optimistic assumption).
- Few boats are gained by shifting to a 100-ton, 125-ton or lift to 150-ton lift.
- At the top-end of the market, the 300-ton lift could handle ~17 additional haulouts/year and the 500-ton lift could handle ~21 additional haulouts/year.

Source: BST Associates, Alaska CEFC, ODFW, WDFW (may not add due to rounding)

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Other Boatyard Assets Lift Equipment over 100 tons

North Tongue Point Trailer, new capabilities.

Toledo 660-ton Ascom mobile hoist.

<u>Columbia River yards</u> (Diversified, JT Marine dry docks)

<u>Reedsport</u> - Fred Wahl (685-ton Ascom) mobile hoist

Charleston – Giddings Boat Works (200-ton ways.

<u>Crescent City</u> - Fashion Blacksmith, 230-ton Syncrolift.

<u>Humboldt Bay</u> - Fields Landing, 150-ton Travelift.

<u>Port Angeles</u> - Platypus Marine, 300-ton & 500-ton TraveLifts. Port of Port Angeles is developing a 19-acre marine trades park adjacent to Platypus. Port Townsend Shipyard (330-ton Marine Travelift)

Seattle

- Lake Union Drydock (1,200/6,000-ton DD)
- Northlake Shipyard (1000/1,900-ton DD)
- Stabbert Yacht & Ship LLC (1,100-ton DD).

Everett Hansen Boat Company (860-ton DD)

<u>Anacortes</u> Dakota Creek (9,000 Drydock and 5,000 ton Synchrolift)

Blaine On Board Services (250-ton marine rail)

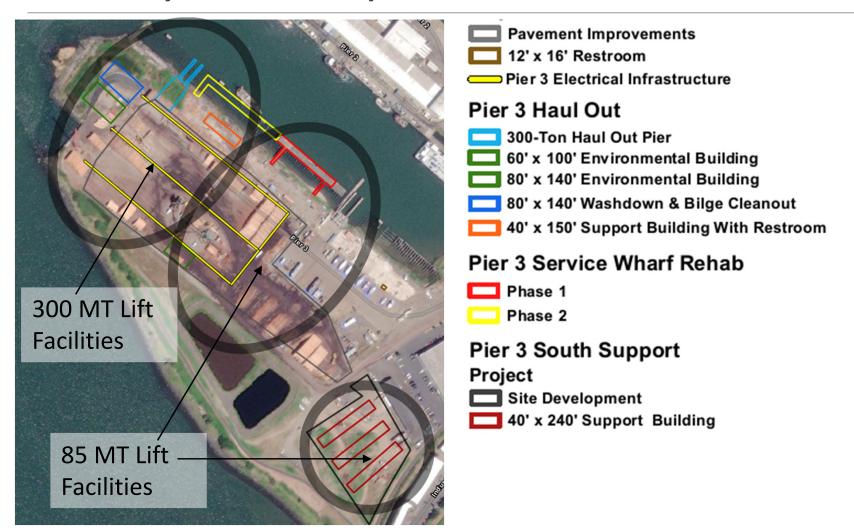
Bellingham Seaview North (165-ton Travelift)

Kodiak (660-ton Travelift)

<u>Seward</u> 330-ton Marine TraveLift & 5,000-ton Syncrolift

Wrangell 150-ton & 300-ton Ascom lifts.

Boatyard Improvements



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Boatyard Improvements Cost 300 Metric Ton Mobile Hoist

Ref # Item		Qty	Unit Cost	Original Estimate	Alternate Estimate	Notes
MOBILE HOIST						
New 300-ton ho	st pier	1	\$3,960,110	\$3,960,110	\$3,960,110	
Ascom Lift 300 N	/IT mobile hoist	1	\$1,242,000	\$1,242,000	\$1,242,000	
SERVICE PIER REHAB						
Phase 2 (linear fo	eet)	315	\$17,502	\$5,513,076		Included in existing lift analysis
IMPROVEMENTS NORT	Н					_
Environmental B	uilding; 80' x 140'	1	\$5,290,826	\$5,290,826	\$586,000	
Washdown; 80'	< 140'	1	\$833,148	\$833,148	\$833,148	
SUPPORT BUILDINGS						
Building; 40' x 15 utilities, paving	50' Building with site prep,	1	\$1,667,795	\$1,667,795		
Big Top PVC build	ding 40' x 120'	1	\$297,000		\$348,400	
DREDGING						
Dredging for hoi	st pier - 10,000 CY	10000	\$48.77	\$487,667	\$487,667	
Dredging for serving 10,000 CY	vice pier rehab ph. 2 -	10000	\$48.77	<u>\$487,667</u>	\$0	
TOTAL CONSTRUCTION	COST			\$19,482,289	\$7,591,098	

Financial/Economic Findings BY 300-ton Lift Alt 1

Financial - NPV

- 3% = \$2.8 million
- 5% = \$2.1 million

Cost ~Orig. =\$19.5 million Alt 1 =\$7.6 million

Economic Impact

- Total Impacts Year 2044
 - Income \$1.0 million
 - Jobs FTEs 16.5
- NPV 10 years of operation
 - Direct Income \$3.9 million

The 300-ton lift would meet the needs of most of the larger boats (17 out of 21).

High initial cost.

Net revenues do not cover cost.

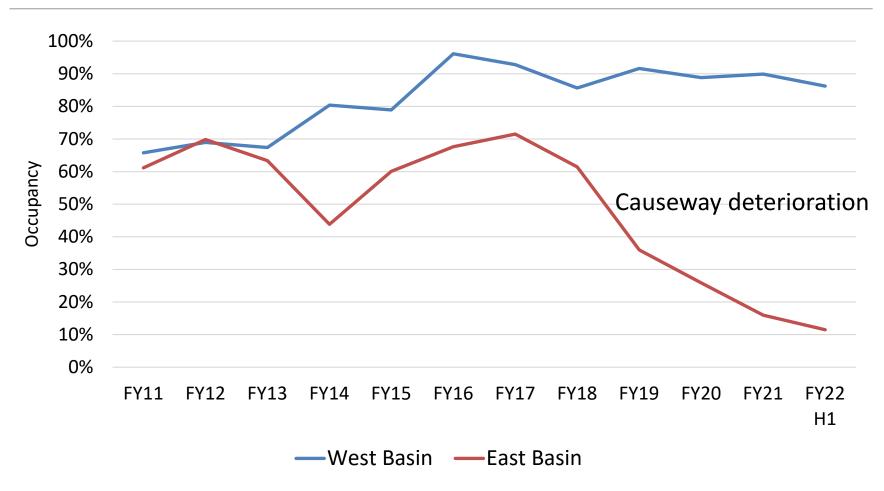
Financial analysis – 20 year projections, discounted at 3% and 5%. Economic impact – based on surveys and results from competitive facilities.

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East Mooring Basin

Port of Astoria Occupancy Trends

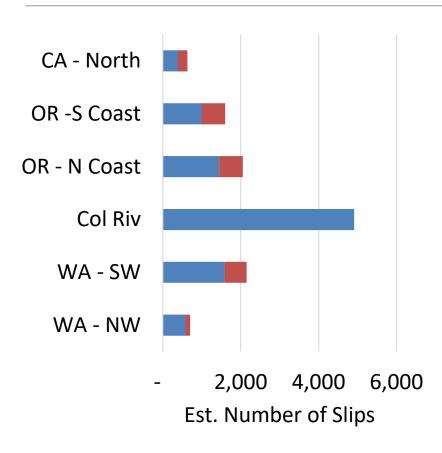


Source: Port of Astoria, based on financial records (actual revenue divided by 100% occupancy at annual rate).

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Moorage Supply



■ Recreational ■ Commercial Fishing

From NW Washington (Clallam County) to N California (Humboldt County)

- Approximately 12,000 moorage slips
- ~10,000 recreational boat slips
- ~2,000 commercial fishing boat slips

Most coastal ports have:

- Public ownership (except in Columbia River),
- Seasonal use,
- Too many slips,
- Relatively low moorage rates,
- Slips in deteriorated condition,
- Mismatch between the size of the slip and the length of the boat.

Some improvements are planned or under way (Newport, Westport et al.)

Source: BST Associates, ports/harbors.

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East Mooring Basin Financial Trends

Length Range	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22 July- Dec	CAGR 2011-21
Net Revenu	ıe												
Revenues	1,906	102,634	109,152	88,549	122,209	96,151	113,452	104,279	61,980	50,164	38,495	17,214	35.1%
Expenses	(234,968)	(178,330)	(92,213)	(83,639)	(78,108)	(93,936)	(99,992)	(115,722)	(106,236)	(127,283)	(205,316)	(271,622)	-1.3%
Net	(233,062)	(75,696)	16,938	4,911	44,101	2,215	13,460	(11,443)	(44,256)	(77,119)	(166,822)	(254,408)	-3.3%

Source: BST Associates, Port of Astoria.

East Mooring Basin Survey Responses

PREFERENCES

Interest in moorage:

- Yes = 48% of respondents
- No = 49% of respondents

Linear moorage:

- Yes = 40%,
- No = 36%

Vehicular access:

- Yes = 31%,
- No = 46%

PROS/CONS

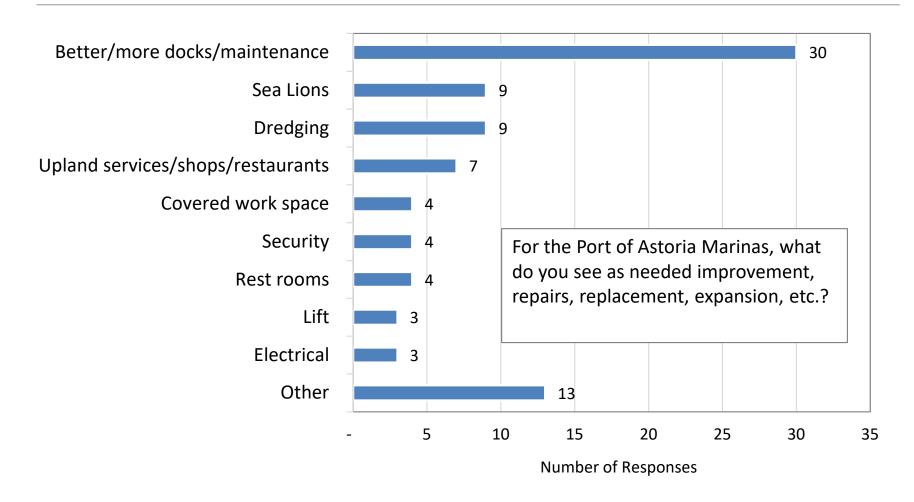
Pros

- Proximity to fishing, home, town
- Better weather, shelter
- Location
- More moorage, space
- Deep water

Cons

- Sea Lions
- Disrepair of docks
- Security
- Distance from house/downtown/boatyard
- Parking
- Current/tides

Survey Responses Port of Astoria Overall Marina Needs



Source: BST Associates survey; Other (Parking, Water, Fish cleaning area, Ramp, Dry Storage)

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East Mooring Basin

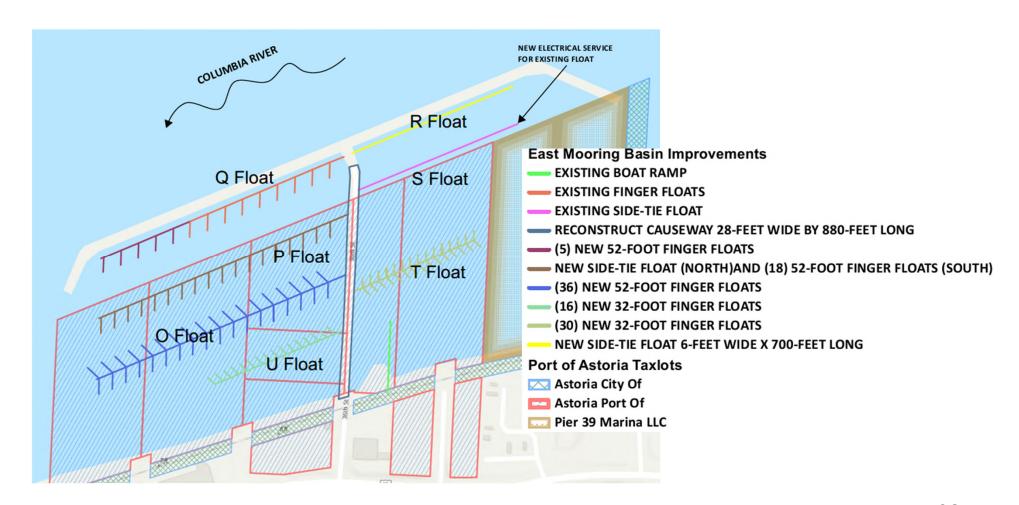


Length	2011	Current	Proposed	Waitlist
20	10	-	10	5
24	10	10	10	10
30	23	23	69	50
36	-	-	-	30
40	16	6	10	23
50	18	18	71	25
100	12	12	19	17
Total	89	69	189	143

Source: Port of Astoria (In 2012 docks O and S were unavailable); BST Associates/Bud Shoemake/PBSUSA _- 31 --

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East Mooring Basin Improvements

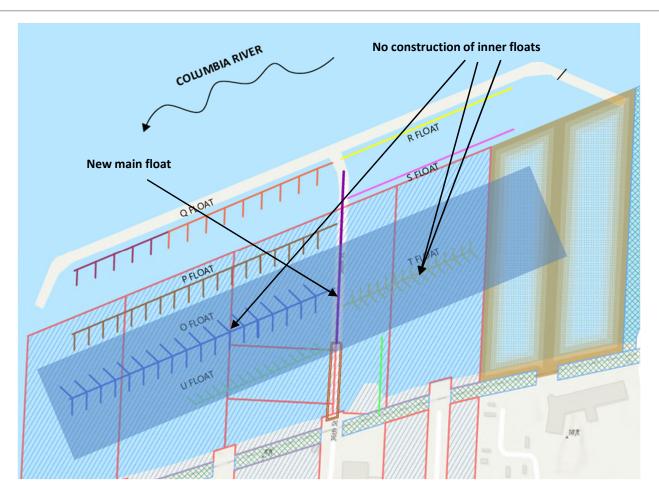


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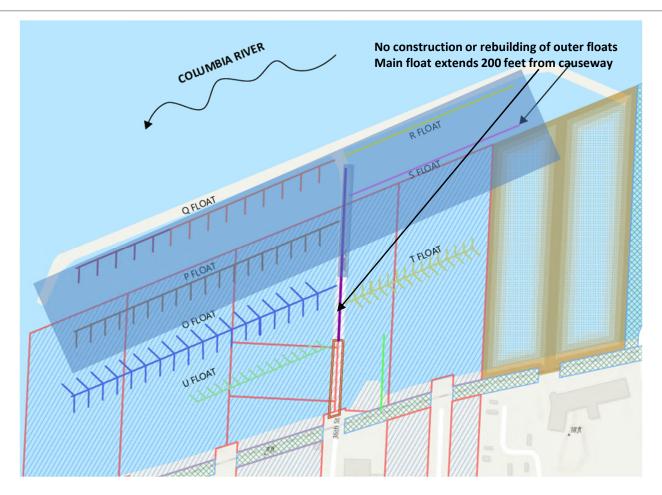
East Mooring Basin Improvements – Alternate 1



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East Mooring Basin Improvements – Alternate 2



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Comparison of Basins Astoria and Newport

ASTORIA EAST MOORAGE BASIN 1,000 FT CAUSEWAY NEWPORT DOCK 5 253 FT MAIN DOCK



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East Mooring Basin Cost Total Cost

Detail	Original Estimate	Alternative Estimate 1	Alternative Estimate 2
Causeway Reconstruction	\$11,680,615	\$6,575,903	\$5,463,018
Dredging	\$2,250,000	\$1,511,250	\$1,511,250
Marina Expansion	\$19,997,477	\$7,998,895	<u>\$12,189,896</u>
Total	<u>\$33,928,092</u>	<u>\$16,086,048</u>	<u>\$19,164,164</u>

Alternative 1: rebuild 300 feet of causeway, add 650 feet of main float, rebuild outer docks (P, Q, R, S)

Alternative 2: rebuild 300 feet of causeway, build inner docks (O, T, U)

East Mooring Basin Cost Causeway Construction

Item Detail	Qty	Unit Cost	Original Estimate	Alternative Estimate 1	Alternative Estimate 2
PREPARATION					
Mobilization			\$804,450	\$409,350	\$325,970
DEMOLITION					
Causeway removal	33500	\$15.00	\$502,500	\$502,500	\$502,500
Pile Removal	1	\$150,000	\$150,000	\$150,000	\$150,000
CAUSEWAY CONSTRUCTION					
New fixed causeway 28 x 950	24640	\$300.00	\$7,392,000		
New fixed causeway 28 x 300	8400	\$300.00		\$2,520,000	\$2,520,000.00
New main float 8 x 650	5200	\$230.00		\$921,000	
New main float 8 x 200	5200	\$230.00			\$283,385
SOFT COSTS					
Sub-Total			\$2,831,665	\$2,073,053	\$1,681,164
CAUSEWAY TOTAL			<u>\$11,680,615</u>	<u>\$6,575,903</u>	<u>\$5,463,018</u>

Alternative 1: rebuild 300 feet of causeway, add 650 feet of main float, rebuild outer docks (P, Q, R, S)

Alternative 2: rebuild 300 feet of causeway, build inner docks (O, T, U)

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East Mooring Basin Cost Dredging

Item Deta	ail	Qty	Unit Cost	Original Estimate	Alternative Estimate 1	Alternative Estimate 2
PREPARAT	TION					
Mob	pilization			\$250,000	\$225,000	\$225,00
DREDGING	i					
Clam	nshell excavation	50,000	\$25.00	\$1,250,000	\$750,000	\$750,000
SOFT COST	rs					
Sub-	-Total			<u>\$750,000</u>	\$536,250	<u>\$536,250</u>
DREDGING	TOTAL			\$2,250,000	<u>\$1,511,250</u>	<u>\$1,511,250</u>

Alternative 1: rebuild 300 feet of causeway, add 650 feet of main float, rebuild outer docks (P, Q, R, S)

Alternative 2: rebuild 300 feet of causeway, build inner docks (O, T, U)

East Mooring Basin Cost Marina Expansion

Item Detail	Qty	Unit Cost	Original Estimate	Alternative Estimate 1	Alternative Estimate 2
PREPARATION					
MOBILIZATION (10% of items below)	15360		\$1,203,942	\$481,571	\$733,889
NEW FLOATING DOCKS					
New 6' Main Floats + 5' Fingers (50', 52', 32')	15360	\$226.89	\$10,800,000	\$4,215,630	\$6,584,370
ELECTRICAL					
Electrical	15360	\$26.00	\$1,239,420	\$600,080	\$754,520
SOFT COSTS					
Total			<u>\$6,754,115</u>	\$2,701,613	\$4,117,117
MARINA EXPANSION TOTAL			<u>\$19,997,477</u>	<u>\$7,998,895</u>	<u>\$12,189,896</u>

Alternative 1: rebuild 300 feet of causeway, add 650 feet of main float, rebuild outer docks (P, Q, R, S)

Alternative 2: rebuild 300 feet of causeway, build inner docks (O, T, U)

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Financial/Economic Findings East Mooring Basin

Financial/Economic Impact	EMB Rebuild Original	EMB Rebuild Alt 1	EMB Rebuild Alt 2					
Financial - NPV of net revenues (\$mil) at interest Rate								
3.0%	\$3.6	\$1.5	\$1.4					
5.0%	\$2.7	\$1.2	\$1.0					
Cost of improvements (\$mils)	\$33.3	\$16.0	\$19.2					
Economic Impact								
Total Impacts - \$mils (y	year 2044)							
Income	\$1.2	\$0.6	\$0.6					
Jobs FTEs	23.4	11.6	11.6					
NPV of Direct Income (10 yrs. of ops, 5%)	\$2.9	\$1.7	\$1.7					

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BST ASSOCIATES Source: BST Associates. 38

Draft Findings East Mooring Basin

There is interest in using the East Basin (from survey).

- Most survey respondents indicated they do not need vehicular access.
- Approximately half said that linear moorage was acceptable (as opposed to individual slips)

However, revenues don't cover costs.

Sea-lion control and dock refurbishment are needed.

Consider public-private or public-public partnership(s).

Summary

Comparison of Options

	Boatyard - 85 MT Lift		Boatyard - 300 MT Lift		East Mooring Basin		
	Original Estimate	Alternative Estimate	Original Estimate	Alternative Estimate	Original Estimate	Alternative Estimate 1	Alternative Estimate 2
Revenue NPV (\$mils): 3.0%	\$12.0	\$12.0	\$2.8	\$2.8	\$3.6	\$1.5	\$1.4
Revenue NPV (\$mils): 5.0%	\$9.3	\$9.3	\$2.1	\$2.1	\$2.7	\$1.2	\$1.0
Cost of improvements (\$mils)	\$18.0	\$6.2	\$19.5	\$7.6	\$33.9	\$16.1	\$19.2
Economic Impa	ct (in year 204	4)					
Income (\$mils)	\$1.7	\$1.7	\$1.0	\$1.0	\$1.2	\$0.6	\$0.6
Jobs (FTE)	30.7	30.7	16.5	16.5	23.4	11.6	11.6
NPV of Income (\$mils 10 yrs. / 5%)	\$7.5	\$7.5	\$3.9	\$3.9	\$2.9	\$1.7	\$1.7

Summary Results

	Boatyard - 85 MT Lift		Boatyard - 300 MT Lift		East Mooring Basin		
	Original Estimate	Alternative Estimate	Original Estimate	Alternative Estimate	Original Estimate	Alternative Estimate 1	Alternative Estimate 2
Market Strength	•	•	•	•	0	0	0
Cost of Improvements	•	•	•	•	0	•	•
Financial Performance	•	•	•	•	•	0	0
Economic Impact	•	•	•	•	•	•	•
Summary (rank)	2	1	4	3	5	6	6

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BST ASSOCIATES Source: BST Associates. 42



June 15, 2022

To the Port of Astoria Board of Commissioners:

By resolution of the Finance Committee on June 15, 2022, the Finance Committee does hereby make a recommendation to the Port of Astoria Board of Commissioners to entertain putting a 'For Sale or Lease' sign up on the approximately 12 acres of Port-owned land on the east side of the intersection of Hwy 101 and SE Neptune Dr in Warrenton.



www.portofastoria.com

June 21, 2022

Mr. Douglas Boren
Pacific Regional Director
US Department of the Interior
Pacific OCS Region
760 Paseo Camarillo
Camarillo, CA 93010

Dear Director Boren:

The Port of Astoria Commission is concerned about the Bureau of Ocean Energy Management's (BOEM) plan to establish an offshore wind energy program off the coast of Oregon and its potential negative impacts on the fishing/seafood industry.

The Port of Astoria believes certain steps should be taken to ensure that existing ocean users and stakeholders are protected in the process of offshore wind energy development. Harvesters, processors, and marine suppliers all benefit from Oregon's sustainable fisheries. Annual fishery landings total more than 170 million pounds in Astoria alone, and the seafood industry supports thousands of jobs in coastal communities in Astoria and throughout Oregon. The value of Oregon's fishery landings is well over \$150,000,000 annually. Moreover, a fishing dollar turns over many times in the community, and an authentic working waterfront is a tremendous draw for the tourism industry.

The Port of Astoria recommends a greater emphasis on outreach to the various stakeholders potentially impacted by this plan, including fishermen, buyers, processors, retailers, restaurants and consumers. We urge caution in developing large scale wind turbine farms until all the risks to marine mammals, sea birds, fisheries and the marine environment are clearly understood. Additionally, we urge BOEM to conduct a comprehensive peer reviewed economic analysis (as part of an EIS) focused on the potential economic impacts to coastal communities and the state of Oregon, and relevant tradeoffs.

The Pacific Northwest is unique in the frequency, strength and duration of storms. Given this dynamic, it would be prudent to consider a small demonstration site (similar to PacWave) to test offshore wind technology. It is unclear whether the technology for floating offshore wind can withstand the harsh elements of the Pacific Ocean and prove viable in the long term.

The Port of Astoria Commission recognizes that offshore wind energy may be an important component to our state's transition to cleaner energy, however, we urge stronger community outreach at the local level, particularly with those groups most significantly impacted.

Thank you for your consideration in this matter.

Sincerely,
Frank Spence
Commission President, Port of Astoria