

APPENDIX A: EXHIBITS: EARLY OUTREACH REPORTS

EXHIBIT A: DMST_DR2.2_Workshop #1



DANA
MISSION
SUPPORT
TEAM



Umatilla Chemical Depot Redevelopment Plan and Implementation Strategy Support Services Contract

Deliverable Report Contract Task 2.2:
Workshop #1: Plan and conduct a 1-day
workshop that will allow the LRA to refine the
community's future vision of the UMCD and
define a process for identifying priorities for
reuse planning

Attn: Rod Skeen, CTUIR
Contract Manager

Umatilla Project Site Office
PO Box 1059
Umatilla, OR 97882
541-922-9339

"SOLUTIONS PLANNING
FOR THE CHANGING
ENVIRONMENT OF THE
UMATILLA CHEMICAL
DEPOT"

Prepared by: Dennis Walters
Facilitator, Dana Mission Support Team
August 21, 2009
Final Submittal September 17, 2009

August 2009



September 17, 2009

Attn: LRA Board Members and Interested Parties
From: Dana Mission Support Team

RE: Contract for Professional Services, July 21, 2009
Confederated Tribes of the Umatilla Indian Reservation and Dana Engineering, Inc.

Deliverable Submittal: Contract Task 2.2: Workshop #1: *Plan and conduct a 1-day workshop that will allow the LRA to refine the community's future vision of the UMCD and define a process for identifying priorities for reuse planning.*

The purpose of this letter is to formally transmit a contract deliverable to the UMADRA - LRA.

This document provides a complete report of the Values Mapping Workshop and includes:

1. Suggestions for Using the Values Mapping Results
2. Characteristics of an Outstanding LRA Board
3. Characteristics of Outstanding Land Use for the Umatilla Chemical Depot

Brian Cole

Executive Director
Dana Mission Support Team

CC:

Hansell	Neal	Fairley	Orr
Chilton	Mittelsdorf	Tallman	Headley
Minthorn	Taylor	Quaempts	Ferguson
Caldwell	Turner	Anderson	Dana
Scheeler	Puzey	Caplinger	Moravek
McLane	Skeen	Cathey	Swentik

Suggestions for Using the Values Mapping Results

I. Using the Results from the morning session: "Characteristics of an Outstanding LRA Board"

The LRA identified three themes that describe what makes an outstanding LRA Board:

1. We work intelligently to carry out our responsibilities
2. We are nice to each other and the people we represent
3. We have successful results

The detailed results of the Values Mapping session are attached. The results presented in the Values Mapping are based on the notes taken during the meeting and reflect our understanding of what was said in the meeting. They are not assertions made by the Dana Mission Support Team.

The following four suggestions are intended to help you get the most benefit out of the work you did in the morning session.

1. Use the Values Map for staying on track for your Values and Principles

The Values Mapping activity in the morning provided the LRA an opportunity to explore and recommit to the values and principles that will contribute to successful outcomes.

Your participation and insights created a clear and understandable "standard of performance" with respect to how the Board will strive to carry out its functions. The Value Hierarchy you created can be used periodically to help the organization get back on track when the Board finds itself straying from the success principles.

2. How to use the Values Hierarchy

- Keep a copy of the Values Hierarchy for quick reference when things are not going the way the need to go.
- Periodically, the group can do a quick "table top" evaluation of how well the expectations are being met.
- Review expectations immediately prior to any meeting where conflict is expected because of the nature of the meeting. In this way the group can remind itself about how to be successful.

3. Share the Values Hierarchy with those working with you

The results of your values mapping sessions can be provided to the support staff to help them understand what your expectations and values are. This will help them accommodate your needs. It enables an application of the "Platinum Rule."

4. This Value Hierarchy may need to be periodically updated

Work in creating your value hierarchies will serve you well for some time. However, as the project matures you may find that the themes and characteristics need to be updated to better reflect the needs of the group. For example, the LRA may want to determine if these are the necessary and sufficient criteria given the needs of the LRA.

II. Using the results from the afternoon session: “Characteristics of Outstanding Land Use for the UMCD”

The LRA identified three themes that describe outstanding land use:

1. Consider expanding existing National Guard uses
2. Promote Economic Development
3. Protect, restore, and enhance the natural and cultural environment

The detailed results of the Values Mapping session are attached.

The following four suggestions are intended to help you use and understand the land use Values Map.

1. The Values Hierarchy can be used to help select land use alternatives

There are many factors that need to be considered when making the ultimate land use decisions. The Values Hierarchy created in the afternoon session is one of the tools that will be applied to determining optimum land use. It provides a values component to the evaluation criteria. Good land use alternatives will align with the values identified in the values map.

2. The Values Map is unlikely to change over the next few months

It is unlikely that changes to the themes will be necessary during the development of the plan. These criteria will enable Board Members to better understand the source of conflict over land use.

3. The Values Map will help you manage the conflicts of decision making.

Many conflicts occur because values are perceived to be threatened. Being able to pinpoint the violation will help clarify the conflict. When considering the decision to accept or reject a land use alternative it will be beneficial to use the values mapping hierarchy to identify the areas of conflict. Technical information that will be developed during planning assessments will provide the detail needed to help evaluate the value aspects.



4. Values mapping provides documentation of due diligence

When the land use decisions are made, there will be some people external to the LRA who will not agree with the decisions. The Values mapping provides clarity of how the Board prepares to make the difficult decisions.

Characteristics of an outstanding LRA Board

Theme 1

We work intelligently to carry out our responsibilities

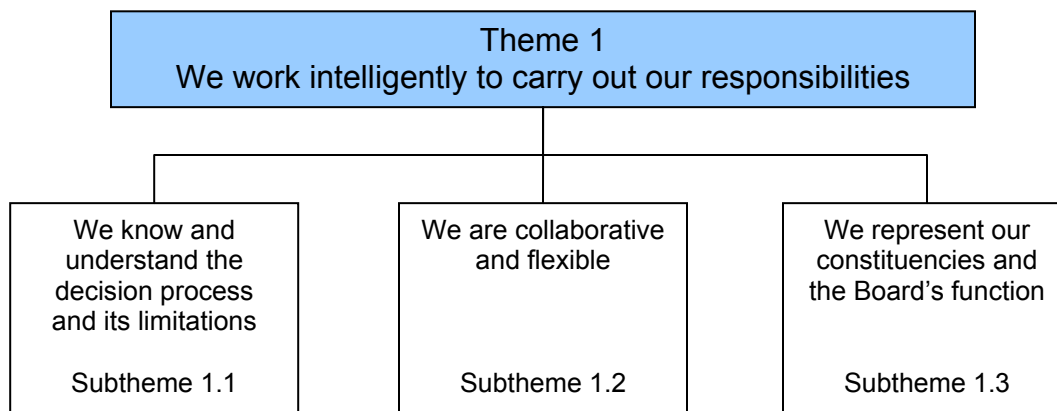
Importance = 30 out of the total of 100

- Working intelligently helps to ensure that we achieve our desired outcomes. We have much to do and little time to do it. We have to work smartly or we will not meet the schedule.
- This is all important. People interaction & understanding each other's interest is most important. It is the single most important thing to do to reach positive outcome. We need to be a learning organization
- The Board must be collaborative and flexible. The rest will happen if we work together and be open-minded.
- Flexibility yes, but being collaborative is not as important. We can be working on separate land use projects.

Summary of current level of performance: Consensus 7 out of possible 10

- The LRA works intelligently. The LRA Organization has stayed alive through great diversity. Its members have learned to work together and survive.
- The cooperation between the team has been accomplished quite well as demonstrated in this meeting. However, many are new to the LRA Board.
- There is much that we need to learn about the Federal BRAC process.
- There is definite room for process improvement and for better communication.

Theme Hierarchy



1. We work intelligently to carry out our responsibilities

1.1. We know and understand the decision process and its limitations

- We understand that without consensus the Army will sell the site on its own
- To achieve consensus we respect others' positions
- Respect is demonstrated by behaving and treating others as you want to be treated
- The consensus decision will be the Best Alternative to No Decision (BATNA)
 - No one will get everything they want
 - Everyone will get something they want
- We follow the process so we can move forward

1.2. We are collaborative and flexible

- We are a learning organization
- We accept each other at face value
- Share and discuss ideas in order to take positions
- We do not take positions until discussions are completed
- We are willing to change our position after discussion is complete
- The process has the ability to adjust as we go
- The process is open at any juncture

1.3. We represent our constituencies and the Board's function "All & All Y'All"

1.3.1. We strive to find the Best Alternative to no Agreement (BATNA)

- The BATNA concept helps us to find a compromise when we are in disagreement
- We able to identify shared interests
- The decisions we make have something everyone can buy into and support
- We get buy in and support because there is a Win in it for everyone (at some level)

1.3.2. We represent the collective of all of our interests

- We know and understand who we represent & why we are here
- As members of our respective organizations (Ports, Counties, Tribes) we represent our interests but as members of the LRA we also represent the collective of interested parties
- We understand what our constituency wants
 - Board gets feedback from constituents
 - We share the feedback we get from our constituencies

1.3.3. There are limits to what we can decide



- Board members are empowered to make decisions
- We are cognizant of limits of our approval authority
 - Know limitations. Each has 10-ft. Leash; 12-ft Decision
- In some cases we will have to go back to our constituencies to get agreement before proceeding
- Board decisions may not be supported by higher ups
- We help other members to carry decisions to their constituents
- Following the BATNA concept, we reach consensus with each other and our leadership

Characteristics of an outstanding LRA Board

Theme 2

We are nice to each other and the people we represent

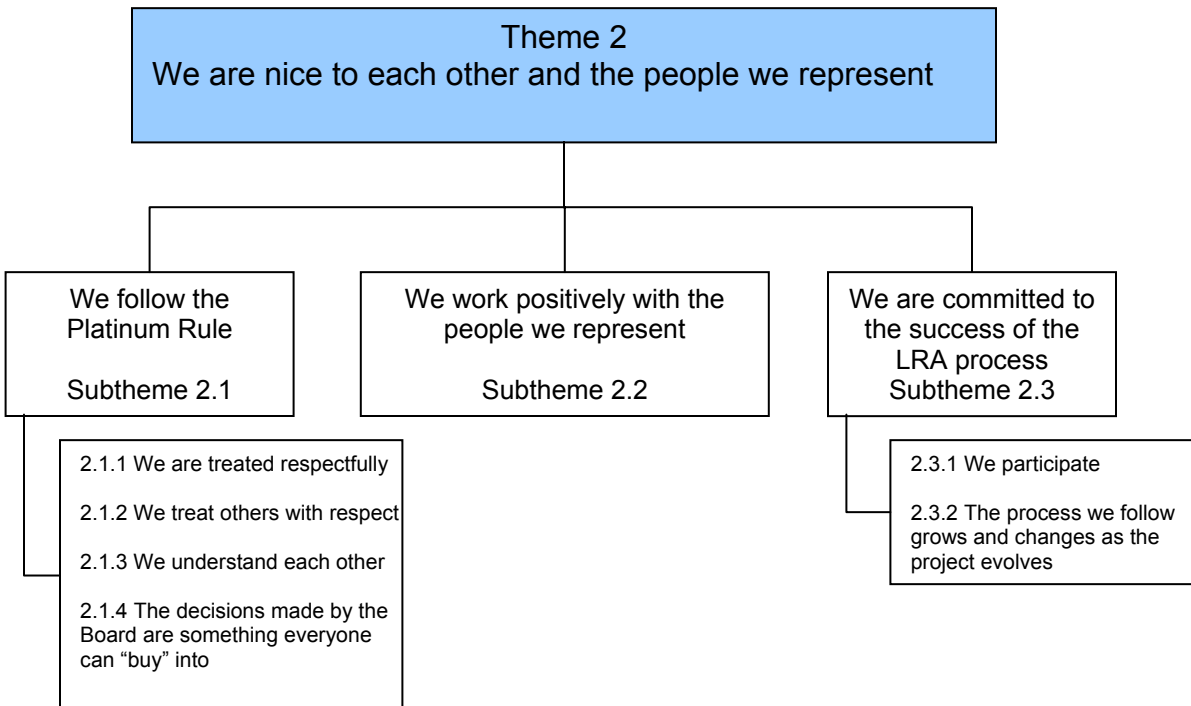
Importance = 20 out of the total of 100

- We treat each other with respect so this is not as important as working smartly.
- We know we have to work well together in order to achieve the end results.

Summary of current level of performance: Consensus 8.5 out of possible 10

- Everyone knows each other and likes these folks.
- We do respect each other, and have demonstrated our respect in past.
- The Board relationships may not have been fully tested.

Theme Hierarchy



2. We are nice to each other and the people we represent

2.1. We follow the Platinum Rule (*"Do unto others as they would like to be done unto."*)

2.1.1. We are treated respectfully

- We all enter the meetings as equal members of the LRA
- Each of us is treated the way we want to be treated
- Our humanity is intact at the end of our sessions
- We can be in conflict without it being personal
- In our discussions and negotiations we separate the issue from the person
- We have open communications - where all feel comfortable - where all can speak

2.1.2. We treat others with respect

- We trust each other
- We respect others' positions and opinions
- We show our respect by listening to each other

2.1.3. We understand each other

- We understand the other Board members' values
- We understand the other Board members' positions
- We strive for clarity in our communications
- We are cognizant of the limitations of the board members
 - We are accountable to our respective decision making leadership
 - Other board members understand and respect members when their constituents approval differs from the LRAs

[Team suggestion: If there is conflict between what is agreed to in the Board meeting and the expectations of the Board Member's leadership, the Board member should notify the Board immediately.]

2.1.4. The decisions made by the Board are something everyone can "buy" into

- There is some level of WIN for everyone
- We help each other sell our recommendations to our respective leaders so that we get a favorable decision and buy-in from our leadership.
- We reach consensus with each other and our organizations' leadership

2.2. We work positively with the people we are representing

- The public knows the Board exists
- The Board informs constituencies and the public at large
- The Board gets feedback from its constituents



- At the end of the process, we have a product that can be bought into by all stakeholders

2.3. We are committed to the success of the LRA process

2.3.1. We participate

- We attend at least 80% of the meetings
- We are open and honest in our communications
- We provide for timely discussion points to occur so that everyone is heard before moving forward

2.3.2. The process we follow grows and changes as the project evolves

Characteristics of an outstanding LRA Board

Theme 3

We have successful end results

Importance = 50 out of the total of 100

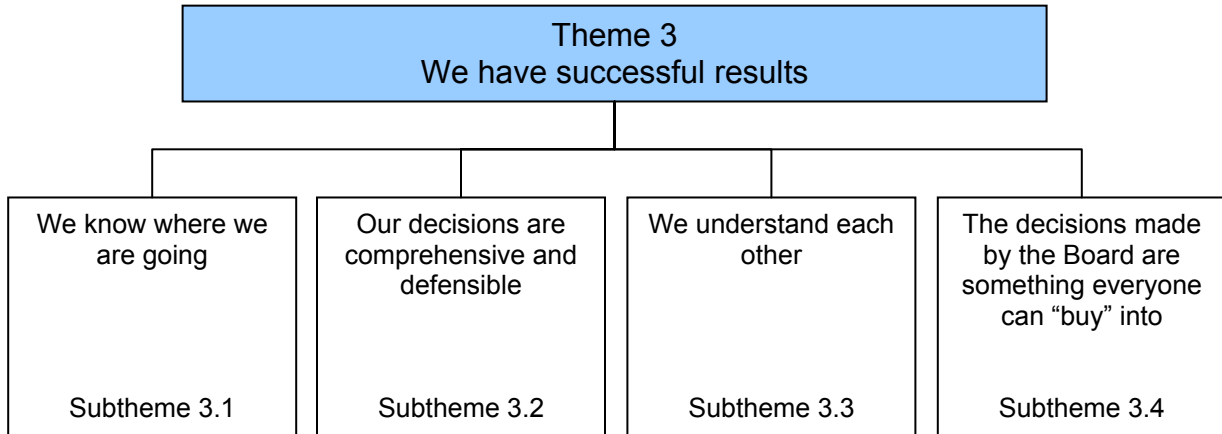
What is important is that we produce the right product for the entire community. The product is the most important thing. Everything else is process.

- Although the outcomes are important, the process has to be in place to get there.
- We need the process to get to the end of the project successfully.
- We won't get to the end if we don't have a good process.
- A good process gets you there.

Summary of current level of performance: Consensus 7 out of possible 10

- The hard part is in front of us. There are a lot of things to be done yet.
- We have the pieces. We can face the challenges ahead.
- We have the right team to get the job done. We have the people who know how.
- We have a reasonable confidence level that we are moving in a successful direction. The performance might be higher but there are so many unknowns, we cannot be as confident as we would like to be.
- Dealing with the Federal requirements has been difficult. Although there are many obstacles in the way, we appear to be heading in the right direction.
- We are on the right track but there is a long ways to go

Theme Hierarchy



3. We have successful end results

3.1. We know where we are going and how to get there

- We have found our common interests
- We have made decisions that everyone can buy into and support
- Know when mission is achieved
- Comply with Oregon Land Use Planning and federal requirements
- We actively work with federal and state regulators for compliance
- We seek community involvement in the process

3.2. Our decisions are comprehensive and defensible

- We are visionary using our hindsight, insight, and foresight Our process captures what this looked like before, what it looks like now, what it should look like in the future
- We consider all factors when reaching our decisions
- At end of process a product that can be bought in by stakeholders
- There is a well defined process for trading-off environmental and economic development conflicts
- There is a governance process that optimize benefits to all LRA participants

3.3. Our decisions represent our region

- Our regional interests encompass North Eastern Oregon
- Our decisions are based on common interests, something everyone can buy into and support
- We do not negatively affect other land use in the area



- We are in harmony with regional culture & and values
- We have the trust of the people we represent

3.4. Our decisions are acceptable to our constituencies

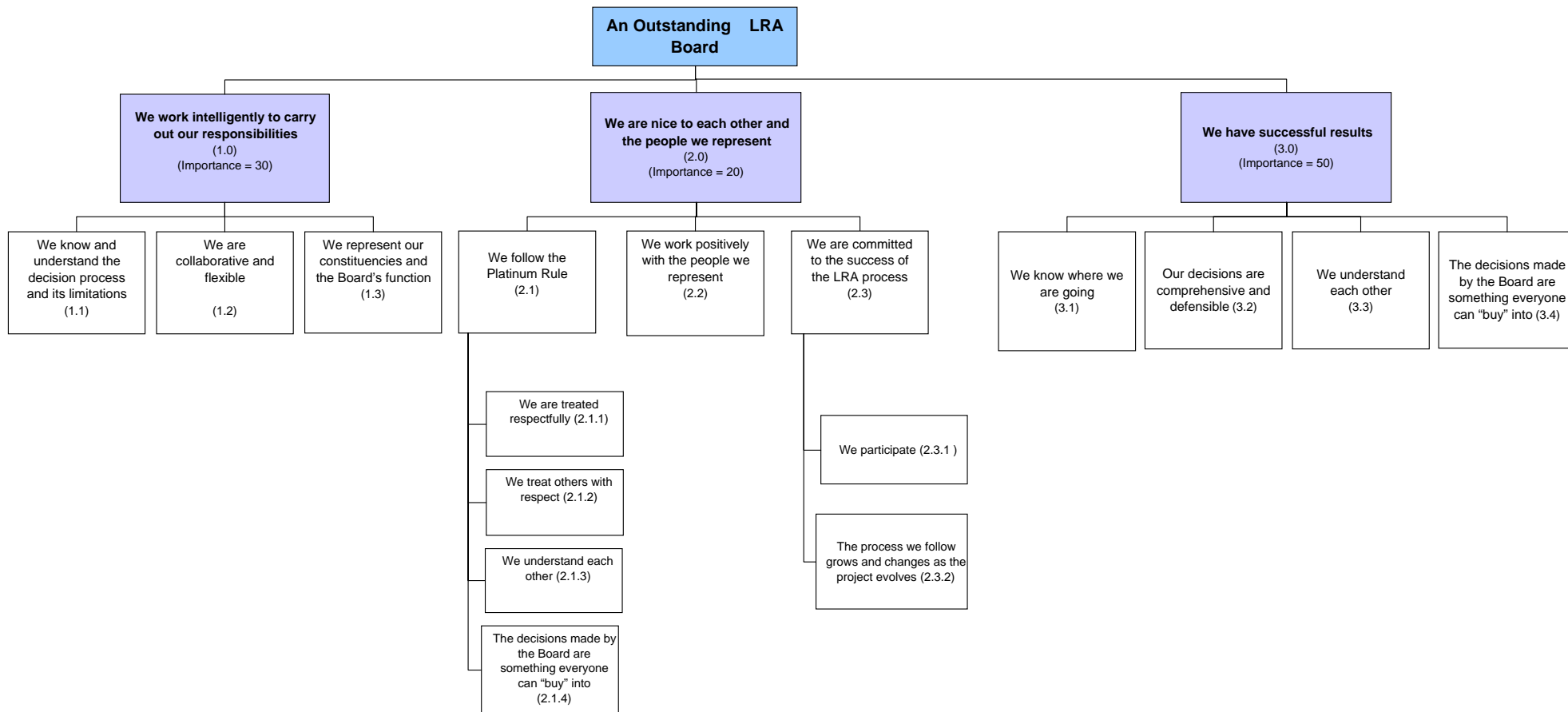
- The land use plan will be something that can be adopted and implemented locally
- Land use has support in community
- We build advocacy for the plan and do not initiate or galvanize adversaries or opposition

Recommendations for improving the Board's Performance

1. The LRA members need to become more familiar with the BRAC Process and the Dana Proposal
2. Give the process time to mature
3. Dana needs to probe the federal and state process requirements to see what hoops need to be jumped through for land use



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Characteristics of outstanding land use for the UMCD

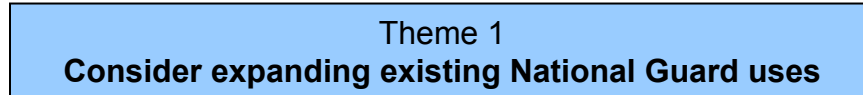
Theme 1

Consider expanding existing National Guard uses

Importance = 20 out of the total of 100

- Considers expanding existing Oregon National Guard military mission
- Training is critical to the readiness of the Oregon Army National Guard
- Unique existing use, there are no reasonable alternatives for the Army
- The value of the Oregon Army National Guard's contribution is not fully known by the LRA members so evaluation of value is not possible (Similar thoughts were expressed by several members)
- The Army has been a good steward
- They can have a high degree of compatibility with others
- Would like to see the Army become a "good neighbor" to the Morrow community
- Morrow has about 55k acres currently being used by the military

Theme Hierarchy



1. Consider expanding existing National Guard uses

- 1.1. Consider expanding existing National Guard uses
- 1.2. The land is used to promote national defense and homeland security
- 1.3. Some of the property and facilities are used to train soldiers
- 1.4. The Army's interests are fully considered in making decisions
- 1.5. The public receives some benefit from uses

Characteristics of outstanding land use for the UMCD

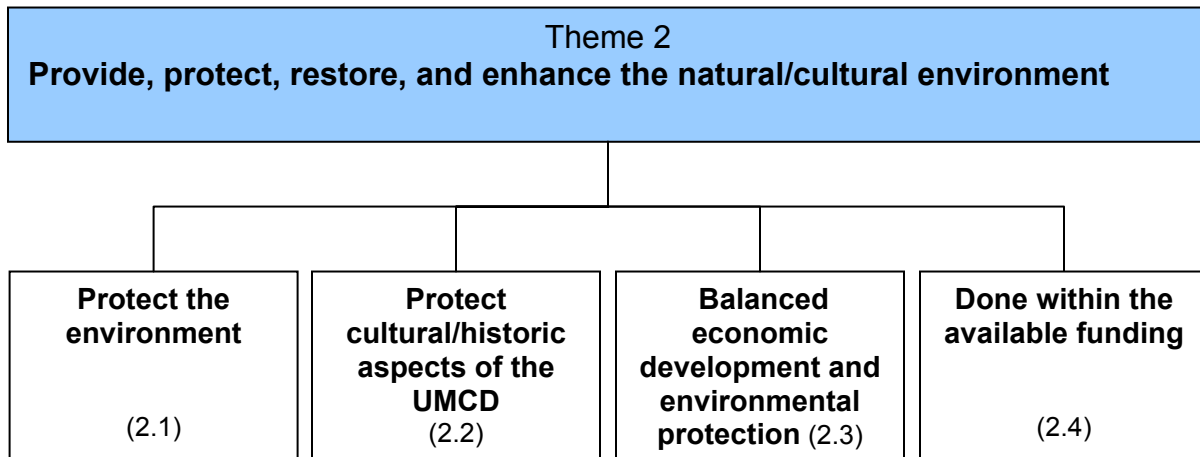
Theme 2

Provide, protect, restore, and enhance the natural and cultural environment

Importance = 40 out of the total of 100

- Choices made without environmental concerns may cripple economic development
- Economic development is the driver but it should be done in an ecologically sound manner
- Environmental should not stop all development
- One participant concluded that he is not as confident about the uniqueness of the Shrub Steppe as the rest of the team
- There needs to be balance. It can't be all economic development
- The treaty has not been used to the extent it could. We need a balance approach.
- We need to listen and be an ally with the tribe
- The army is closely tied to the environmental protection process that is budgeted

Theme Hierarchy



2. Provide, protect, restore, and enhance the natural and cultural environment

2.1. Protect the environment

- The use protects the environment
- The land is environmentally clean
- Preserve unique characteristics of depot land
- Clean site to pristine condition, long term clean-up, then reuse land
- Complete restoration to pre - 1940 condition
- There is an absence of residual environmental liability

2.2. Protect cultural aspects of the UMCD

- Protect cultural resources
- Culturally important to protect food and medicinal plants
- Preserves for the exercise of Treaty Reserved Rights (gathering, hunting, grazing, fishing)

2.3. Balanced economic development and environmental protection

- The land use is compatible with mitigation land use banking principles
- The trade-offs are managed at a regional level not just within the UMCD
- The use fits in with development opportunities to offset habitats on and off UMCD
- Use of property optimizes both economic development and environmental/cultural benefit

2.4. Done within the available funding

- We are within remediation budget
- Balance remediation dollars and land use
- Reuse and remediation cost must be balanced (cost versus benefit value)

Characteristics of outstanding land use for the UMCD

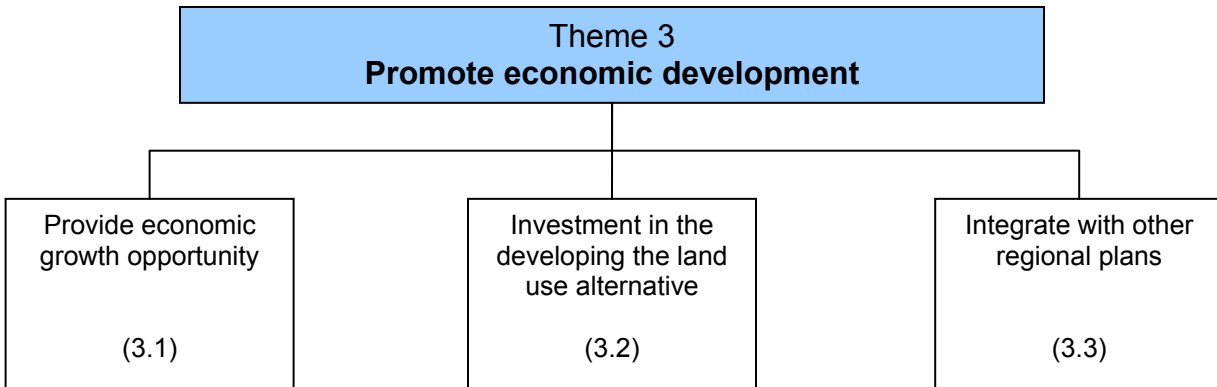
Theme 3

Promote economic development

Importance = 40 out of the total of 100

- The economic development must take into consideration what the Army wants and expects from the site
- This is of equal importance because environment and economic development go hand in hand
- My constituents will get the most out of increased tax base
- We need to balance this with cultural and environmental
- It is important to increase livability for current citizens and create job opportunities

Theme Hierarchy



3. Promote economic development

3.1. Provide economic growth opportunity

- Contributes to regional economic development
- Takes advantage of new uses of existing resources
- Land uses increase the tax base
- Long term sources of well paying jobs gives more opportunities
- Reduce negative impacts of the closure
- Replace jobs lost from base closure

3.2. Investment in the development of the land use alternative

- The land use proposal includes restoration and enhancement of infrastructure
- It brings in new investment
- Brings the facility up to code

3.3. Integrate with regional plans

- Easy Freeway access
- Community transportation access
- Enhanced transportation network throughout the base
- Transportation plan to connect resource to community: road & rail
- Development of utility hub: gas, rail, electrical - upgrade, optimized for utilities
- Encourage development of energy resources
- Develop agricultural opportunities (don't shut door - options open on land use)
- We're not negatively impacting business development
- Positively impact business: new jobs; diversification of business
- Restoration to its original condition for jobs and future flexibility
- Fire/Protective services utilities are clearly defined



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Outstanding Land Use for UMCD

Consider expanding existing National Guard uses
(1.0)
(Importance = 20)

Provide protect, restore, and enhance the natural and cultural environment
(2.0)
(Importance = 40)

Promote economic development
(3.0)
(Importance = 40)

Protect the environment
(2.1)

Protect cultural/historic aspects of the UMCD
(2.2)

Balanced economic development and environmental protection
(2.3)

Done within the available funding
(2.4)

Provide economic growth opportunity
(3.1)

Investment in the developing the land use alternative
(3.2)

Integrate with other regional plans
(3.3)

EXHIBIT B: DMST_DR2.3_Workshop #2



DANA
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Umatilla Chemical Depot Redevelopment Plan and Implementation Strategy Support Services Contract

Deliverable Report Contract

Task 2.3(b):

Workshop #2: Early Community Outreach #2,
Public and Private Interests Values Mapping
Session

Attn: Rod Skeen, CTUIR
Contract Manager

Umatilla Project Site Office
PO Box 1059
Umatilla, OR 97882
541-922-9339

“SOLUTIONS PLANNING
FOR THE CHANGING
ENVIRONMENT OF THE
UMATILLA CHEMICAL
DEPOT”

Prepared by: Dennis Walters
Facilitator, Dana Mission Support Team
October 20, 2009, 2009
Final Submittal November 05, 2009

October 2009



November 5, 2009

Attn: LRA Board Members and Interested Parties
From: Dana Mission Support Team

RE: Early Public Outreach Workshop #2: Conducted during the Public and Private Interests Workshop on October 20, 2009

Deliverable Submittal: Contract Task 2.3 (b): Workshop #2: *Conduct an Outreach Meeting to area stakeholders and other participants. Present various possibilities of land use and obtain comment.*

The purpose of this letter is to formally transmit a contract deliverable to the UMADRA - LRA.

This document provides a complete summary of the minutes taken during the workshop and a report of the Values Mapping Workshop that followed. This report includes:

1. Letter to Participants
2. Results of the Values Mapping activity including Hierarchy chart of Public desires
3. Summary of minutes
4. Attendees Sign-In Sheet

Brian Cole

Executive Director
Dana Mission Support Team

CC:

Hansell	Neal	Fairley	Orr
Chilton	Mittelsdorf	Tallman	Headley
Minthorn	Taylor	Quaempts	Ferguson
Caldwell	Turner	Anderson	Dana
Scheeler	Puzey	Caplinger	Moravek
McLane	Skeen	Cathey	Swentik



October 22, 2009

Attn: Public and Private Interests Workshop Attendees
From: Dana Mission Support Team

Thank you for your participation in the DMST Public and Private Interest Workshop and Values Mapping Session at the Umatilla Chemical Depot in support of the UMADRA Land Reuse Authority (LRA).

The purpose of this letter is to solicit your comments on a draft copy of the results of the Values Mapping™ session that was held on 20 October, 2009. Your input will be used and incorporated to prepare a final report that will be formally submitted to the LRA.

It would be helpful to our commitments if you can complete your review and provide comments by 30 October, 2009.

If you would like to discuss the draft further, please feel free to contact me or any member of the Dana Missions Support Team.

Brian Cole

Executive Director
Dana Mission Support Team

CC:



**Characteristics of outstanding land use for the UMCD
Public Outreach, October 20, 2009**

Section I

Results of the *Values Mapping*[™] Session

The following themes and characteristics of outstanding land use for the UMCD reflect the results of a public outreach session.

This information has been edited slightly to facilitate the understanding of the content of the discussions that took place during the *Values Mapping*[™] Session.

The results have been reviewed by the participants.

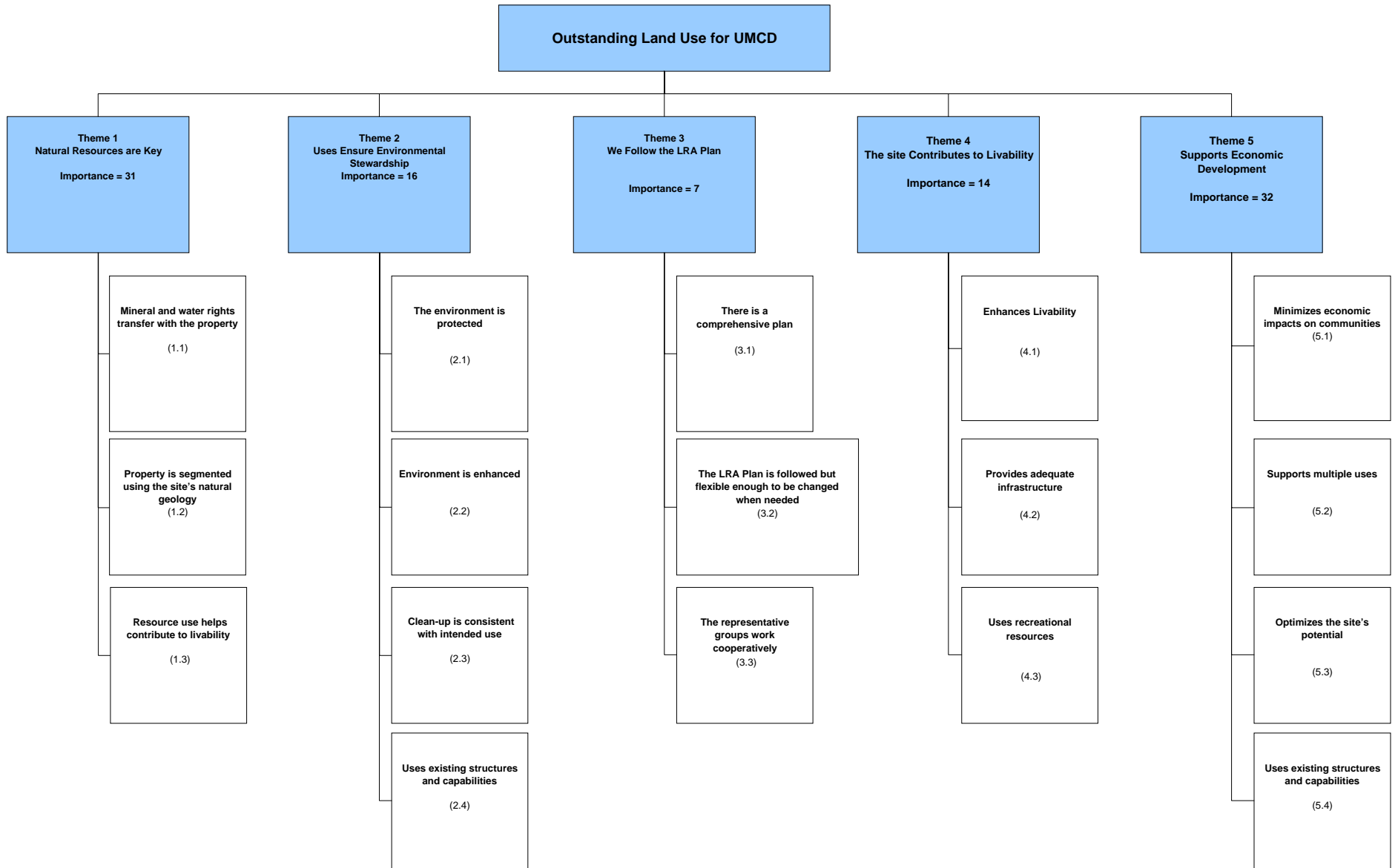
The purpose of the *Values Mapping*[™] session was to gather public input that will be considered by the Land Reuse Authority (LRA) in preparing the comprehensive land use plan for the Umatilla Military Chemical Depot (UMCD) site once its mission is completed.

The *Values Mapping*[™] provides themes and their weighted importance to achieving outstanding land use for the UMCD. The weighted importance reflects a simple average that is rounded off. The total weighted importance equals 100.

This input will provide public input to the LRA when considering alternative uses for the UMCD site.

Figure 1 provides a summary level value hierarchy of the characteristics of outstanding land use for UMDC

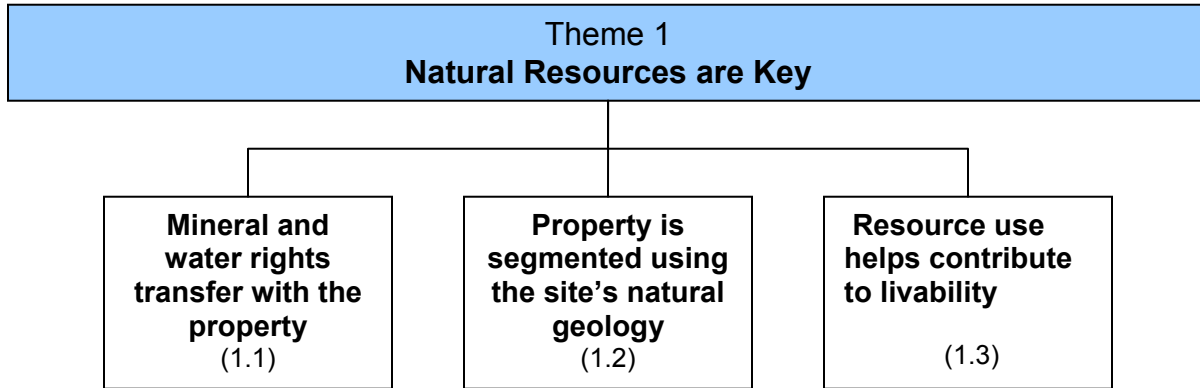
Public and Private Workshop
Values Mapping Session
Values Hierarchy Mapping



Theme 1

**Natural Resources are Key
Importance = 31 out of the total of 100**

Having the right natural resources is a main element. The natural resources dictate all the rest. When changes are made to the site, they need to be compatible with the interests of the communities, counties and port districts.



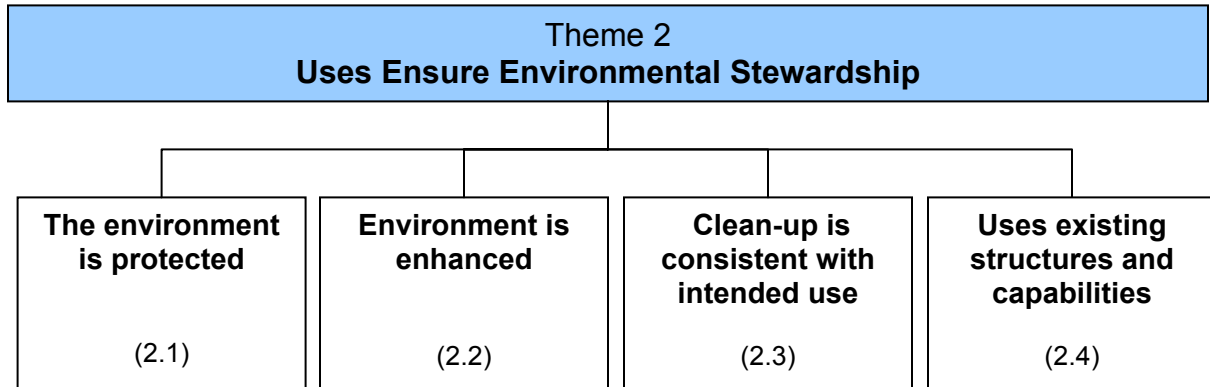
1 Natural Resources are Key

- 1.1 Mineral and water rights transfer with the property
 - Mineral Rights transfer to new owners
 - Water Rights for land are available for end use
 - There are other water rights available to users if needed
 - Natural resources are appropriate for the land
 - Water use controls dust creation
- 1.2 Property is segmented using the site's natural geology
 - Segments include housing, commercial, industrial, historical, and wildlife protected areas
 - Example - The Coyote Coulee is a natural divider on the property
- 1.3 Resource use helps contribute to livability
 - After development, there are areas with standing water, paths around lakes or ponds

Theme 2

**Uses Ensure Environmental Stewardship
Importance = 16 out of the total of 100**

Natural resources are your platform. Your platform is going to crumble if you don't take care of it.



2 Uses Ensure Environmental Stewardship

2.1 The environment is protected

- Wildlife and Endangered species are protected
- Ground water is protected
- Dust is controlled
- Historical sites are protected

2.2 Environment is enhanced

- There are provisions for creating areas of standing water for small lakes or ponds on the site

2.3 Clean-up is consistent with intended use

- The military cleanup of the property is based on assumptions about clean-up that may not be compatible with the desired end use therefore, new owners may need to clean beyond the military standards

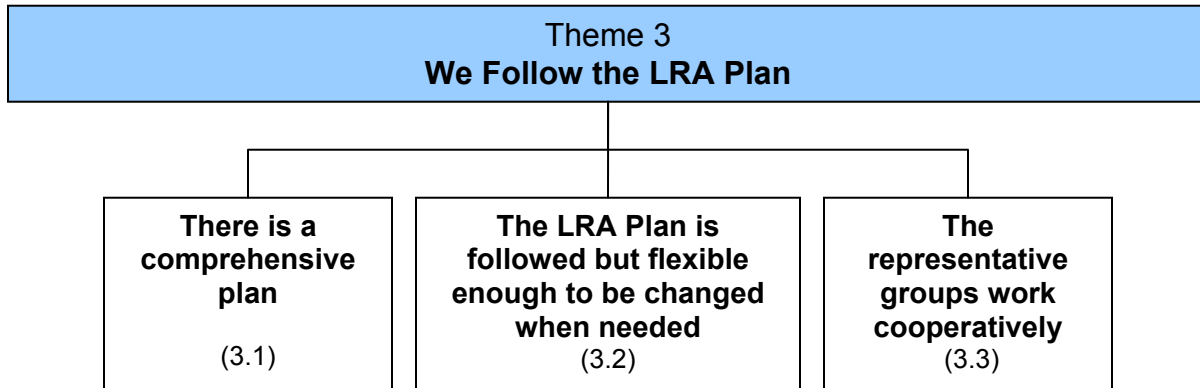
2.4 Uses existing structures and capabilities

- Uses existing infrastructure
- Uses existing storage facilities, igloos

Theme 3

We Follow the LRA Plan
Importance = 7 out of the total of 100

Until we see the plan we don't know how to value it. We need to know more information throughout planning and decision making process. The plan must be flexible.



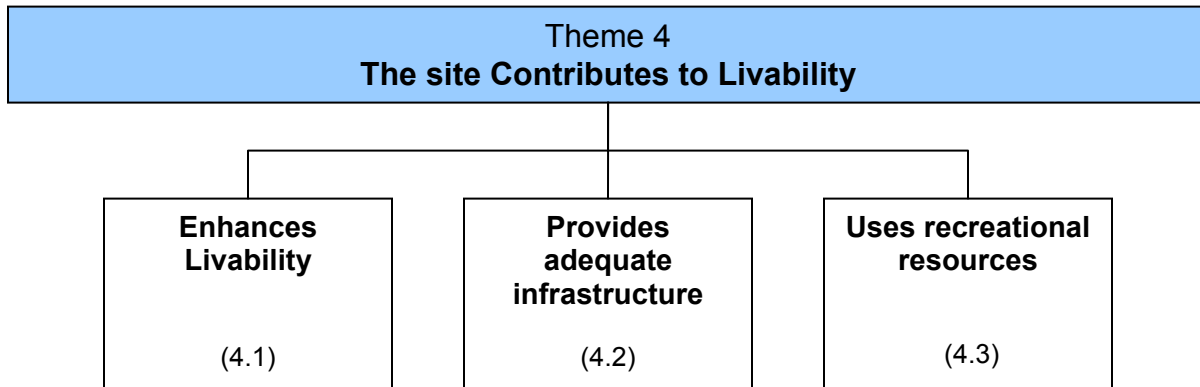
3 We Follow the LRA Plan

- 3.1 There is comprehensive plan
 - The site will make use of good land-use planning
- 3.2 The LRA plan is followed but flexible enough to be changed when needed
- 3.3 The representative groups work cooperatively
 - Benefits of land use (tax revenues) are shared by the communities, counties, and ports
 - Both counties cooperate in developing the infrastructure
 - This included sharing responsibility for funding development

Theme 4

**The Site Contributes to Livability
Importance = 14 out of the total of 100**

This is the main item that will help us to recruit businesses. If we maintain a livable environment people will want to come live in our communities.



4 The site contributes to livability

4.1 Livable communities

- The use of the property preserves public safety
- The development creates a livable area
 - safe for families
 - plenty of open space
- Uses create recreational opportunities such as walking and biking trails

4.2 Provides adequate infrastructure

- There is sufficient infrastructure; water, sewer, fire, police

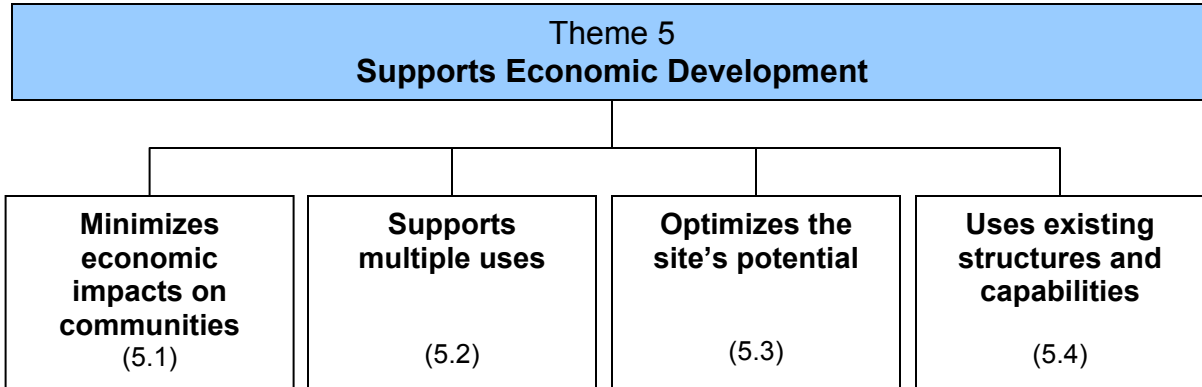
4.3 Uses recreational resources

- Existing recreational facilities are continued

Theme 5

**Supports Economic Development
Importance = 32 out of the total of 100**

We need to maintain and retain jobs. The reuse can create additional revenue and opportunities for our communities. Economic development is needed to increase tax base. By creating living-wage jobs we improve the quality of life in our communities



5 Supports Economic Development

5.1 Minimizes economic impacts on communities

- The use create jobs that create jobs (clustering)
- As a minimum, the new uses replace the jobs lost in the closure
- Long term viability of the land-use (long-term is greater than 5 yrs)
- Provides living wage jobs (Living wage equals the median wage of the area)

5.2 Supports multiple uses

- There is room on the site for multiple uses
 - Commercial
 - Industrial,
 - Agricultural,
 - Army National Guard
- Protection of natural resources

5.3 Optimizes the site's potential

- Takes advantage of proximity to crossing of interstates (I-84 and I-82)
- The site provides ease of transportation
 - Transportation hub for river, rail and road assets
 - Uses rail lines with light industry zoning
- Land uses attract Businesses
- Uses are safe for community, peaceful,

5.4 The development is planned

- The infrastructure is integrated with the intended use
- Land is used as intended. End users assumes responsibility for improvements needed to meet the use

Section II

Specific Ideas Concerning the UMCD

The individuals that participated in the Values Mapping™ session were also asked to provide any ideas they might have for how the site could be used. The following notes are from this brainstorming session.

Potential uses:

- Interpretive Center to highlight and preserve the historical culture aspects of the site
- Igloos can be use for document/historical document storage
- Eastern Oregon State Fairgrounds
- Aquifer recharge systems or system that would benefit agriculture
- Wind Farms
- Other alternative energy such as biomass and CoGen plant.
- Interstates I-82 and I-84 create an ideal area for commercial development
- Distribution centers for regional businesses
- Agricultural uses
- Agriculture uses for igloos: mushrooms
- Igloos used as storage areas
- Homeless shelters
- Staging area for wind turbine farm equipment
- Aviation recreational use

In addition, Calvin Garton, provided the following input to the LRA:

- Need to include the mineral rights with the sale to add value. The site needs a clean fill pit to dispose of the old buildings.
- The site needs improved water rights from the state of Oregon. A lot of agricultural tax base can be added cost effectively. Not much value without water. The Port, Westland Dr, Hermiston irrigation districts etc.
- Can this site become an urban growth boundary? Especially the administrative area. The rail areas need to be zoned industrial & light industrial. Mostly irrigated farm lands and very little residential. 3000 people sewer capacity.
- Give the igloos and sage brush areas to the Confederated Tribes. High concentration of sage in igloo areas.
- Partition the entire project into affordable sizes. Add another Freeway off-ramp toward Morrow county line.
- Donate most of the property to the ports.
- The project can not afford to pay its real estate tax bill as is. The tax burden needs to be phased in.
- I am a person of interest for the residential and administrative areas. Or areas with H2O rights.



**Umatilla Army Depot Re-Use Authority
Public & Private Interests Workshop: UMCD
Workshop Summary: October 20, 2009**

LRA Members

LRA Chairman, Bill Hansell: Umatilla County
Commissioner
Connie Caplinger: Umatilla County

Dana Mission Support Team

Brian Cole: Exec Director
Dennis Walters: VM Facilitator
Dick Stone: Communications
Kim Swentik: Exec Admin
John Hanson: VM Assist

8:00 am Meeting Called to Order: Dick Stone

8:30 am Tour Begins

11:07 am: Tour Returns/Lunch

11: 15 am: Workshop Begins

Brian Cole: Team intro brief. Our task and how we are going to support the LRA. LRA Chairman, Bill Hansell on board since 1988. The group is now moving into full planning stage. The LRA is made up of representatives of Umatilla/Morrow Counties, Umatilla/Morrow Ports, and CTUIR. DMST is on schedule for the planning.

Kim Swentik: Executive Administrator who works full time in the Umatilla Project Site office; Dick Stone – Communications Specialist, Dennis Walters and John Hanson – Values Mapping session.

LRA came to a broad view for plan using the VM session in August. Their top 3 items: Economic Development, Environmental Preservation, National Guard.

ATTENDEES ROUND TABLE INTRODUCTION:

Bud Barnett: Umatilla, Local Church interested in land and facilities [missed HSP/PBC Workshop]

Erick Brubaker: Paster of local church. Check out local facilities. [missed HSP/PBC Workshop]

Ray McKee: Old Dominion Freight Lines

Larry Grames: Contractor Developer

Ray Lam: Silk Road Environmental, remanufacturer

Dean Brickey: East Oregonian, reporter

Nate Rivera: UEC

John Whitman: Whitman Enterprises, interested in alternative energy/biofuels alternatives (algae)



Gordon Breedmeier: Garton & Associates, Realtors
Kalvin Garton: Garton & Associates, Realtors
Lamonde Collier: Garton & Associates, Realtors/ Local Rancher
Connie Capplinger: Umatilla County
Dennis Doherty: Umatilla County Commissioner
Suzie Frederickson: Frederickson Farming
Diane Wolfe: Boardman Chamber
Bill Hansell: Umatilla County Commissioner
Virginia Miller: Miller Realty
Bruce Henrickson: PR for UMCDF
Leslie Hasse: ODOT
Jim Godfrey: ODOT

Phil Ferguson: Base transition coordinator/Planning for City of Hermiston: One of the challenges the Army faces is that there is no zoning on the property.

Brian Cole: procedure and how we put plan together and how input helps us. Base closure process: We are aiming for this spring. There will be public opportunity for input prior to the LRA sending the plan to HUD/DoD. The plan will encompass all interests.

Process: Announcement by Army that base is closing. Notice to other federal agencies the property will be available.

The LRA is formed and accepted by the DoD: January 12, 2009 official LRA advertises property, conducts outreach, accepts NOIs (Notice of Interest) NOIs provide a level of interest to the government on what the public desires for the property.

NOIs due Nov. 23.

LRA evaluates NOIs, develops reuse plan, negotiates Legally Binding Agreements

LRA submits reuse plan to HUD and Army

HUD & Army evaluates/approves redevelopment plan; Army has 12 months to do an environmental impact analysis

LRA has legal obligations to homeless people and conducting outreach to those agencies that support them.

The LRA has legal obligations to the community. LRA must make draft Redevelopment Plans available to the public for review and comment

LRA must hold at least one public hearing on the Plan prior to submitting to HUD DoD Disposal of Property: DoD proceeds after HUD approval. Removes property to assist the homeless

Remediates environmental contamination

Phil Ferguson: The Army will meet all [environmental] requirements in their current permits. Including: CERCLA, RCRA, water/soils and any other requirement currently in the permit. The Army is currently working on an



Environmental Condition of Property. The LRA will use the ECP to assist in some of the planning processes. All areas have different requirements.

LRA Chairman, Bill Hansell: It is my understanding the ODEQ and others have higher standards than the Army.

Phil Ferguson: Correct we will need to work with them to come to agreements on cleanup.

Brian Cole: back to presentation

Legal Timeline: NOIs deadline: Nov 23, 2009 5:00 pm

270 day period in which the LRA will submit the Plan (9 months)

HUD evaluates plan in 60 days. LRA has 90 days to revise if required

Resources and Support

www.missionumatilla.com

www.oea.gov

www.hqda.army.mil/acsimweb/brac/braco.htm

Brian Cole: Packet summary: available property (high level), NOI information, High-Level Property 30,000 level: summary, Land/ Buildings/ Infrastructure/ Property

Steppe-Sage areas; certain areas encumbered with munitions; no zoning. From a land-use planning this is somewhat exciting for a planner. This area is the largest unzoned area in Oregon. LRA and DMST are working with excellent planners from both counties.

Admin Area: mini city, self-functioning

UMCDF: The massive value of the facility is more than the county that encompasses Baker City. We could gain permit modifications to save some of the facilities.

Igloos: limited infrastructure support

Warehouses/Industrial buildings: many are deteriorated

Possible teaming with Port of Umatilla for water assets

20k acres is very unique for industrial development. Well place on Interstates 82 & 84

Road network

Rail network

10-15,000 foot level: Hand out

Dean Brickey: Was the planner you spoke about Jill ??

Brian Cole: Yes it was. There is a lot of capacity for re-build.

Buildings: info related to mechanical, structural, plumbing, electrical, civil, etc.

(See handout)

The DMST will produce a report of significant detail on the assessments currently underway.



QUESTIONS:

Bud Barnett: Our church is interested in an extensive undertaking. The undertaking would include buildings for homeless, homeless children, abuse victims and to take care of the needy in all areas. We would like to have enough area to farm and be self-sufficient. This area would be ideal for our ultimate goals.

Brian Cole: 2 thoughts; 1 - compared to a private sector you have a step forward as a Homeless Service Provider. It is important that you review the NOI for HSPs on the website and prepare your request accordingly. you need to take. 2 – I would like to table specific ideas for now.

Ray Lamb: How involved and teamed is the CTUIR in the environmental arena. If a public/private interest needs to compete with them we should know up front.

LRA Chairman, Bill Hansell: The CTUIR is very engaged and is part of the LRA. They will be working with the group to devise a plan that is agreeable to all concerns.

Commissioner, Dennis Doherty: I want to be clear on the NOI deadline. Is the deadline only for the PBC concerns?

Brian Cole: Yes, however, we highly encourage all interested parties to submit. The LRA cannot plan effectively if they are not aware of significant interest.

Ray McKee: What is the realistic outlook for time schedule of available property, 4 – 5 years?

Brian Cole: I believe if there is a significant interest you need to let the LRA know. It could increase interest. Not only that, but the LRA needs to define enough area in each category to accommodate the master plan.

Connie Caplinger: At the last LRA meeting it was my understanding that the OEAs goal for NOIs was so we can plan accordingly.

LRA Chairman, Bill Hansell: Ray, if we know that you are interested in 50 acres of industrial property we can plan appropriately.

Brian Cole: The counties are interested in all public/private business.

LRA Chairman, Bill Hansell: Especially if there are buildings you are interested in.

Eric Brubaker: Are there any plans to envelop the area within city limits?

Brian Cole: City of Irrigon is interested in supplying some of the area.



LRA Chairman, Bill Hansell: This is a challenge the LRA is facing. With no current zoning and the depot's infrastructure woven between the two counties, individual responsibilities of sectors are next to impossible at this point.

[missed speaker name]: Doesn't this area need its own UCB?

LRA Chairman, Bill Hansell: As Brian stated we haven't had a land mass this size turn-over from the feds. We've been told by LCDC that we should not have a problem with zoning.

Brian Cole: This is a new land use plan and everything is open to discussions. One area the LRA will face is the governance of this land. Will it be one entity? Will it be a group effort?

Ray Lam: What do you think the tax structure will look like? With the multiple areas, would the first comers be responsible for paying all the taxes on the property?

LRA Chairman, Bill Hansell: They would only have to pay taxes on what they own.

Ray Lam: So would the counties pull on reserves?

LRA Chairman, Bill Hansell: One of the challenges, we have no reserves and we need to face how we will work on this.

Eric Brubaker: What percentage of the property is taken by igloos.

Dean Brickey: UP has an interest in the property, does the LRA or DMST know what their interests are?

Brian Cole: we are in outreach with them

LRA Chairman, Bill Hansell: At one time we had interim lease prior to 9/11. I believe this will be returned and we are looking to see how we can work with them.

Phil Ferguson: The Army's position on leasing is nil while the chemicals destruction is underway. Once the chemicals are destroyed we may revisit it.

PERSONAL PROPERTY: PHIL FERGUSON

Real property=buildings, grounds, fence lines, etc. or deed and title properties. Personal property = all the furniture, equipment, vehicles the Army owns. We have a list of PP we need to give to the LRA. We gave them a coded list prior to availability. The Army is currently working on an updated listing with exception to military unique items. The Army gets first shot at any items on the list. It is currently in review to see if any other army bases that have need or desire for items. The LRA will receive a revised listing and do a personal property assessment. The difficulty is many years ago the Army determined inventories below a certain value were not listed. The LRA will identify all the items less than



the Army's value limit and determine if the LRA has need/want for it. Just because the Army desires the personal property, does not mean they automatically receive it. If the LRA can identify unique uses for the property and determine the property is best used in its mission the LRA can submit a request for it. The Army will then run the request up the flagpole until a decision is agreeable to both parties. Some times it may be agreed that, say a fire truck, currently on the property is needed by the Army in another location, but the LRA wants to keep it. The LRA can request it and if the Army still believes it has the best use it could bring in another or offer the LRA like trade. Or vise-versa.

Personal property will be sold at fair market value unless you qualify as a conveyance.

Conveyances cannot get property for resale. In other words a homeless service provider can not gain a building and all its personal property and turn around and sell it for profit.

The Army is really not interested in moving a bunch of property across country. Generally, LRAs request it all and sell it to raise money for development. It would be up to the LRA to dispose of items not used.

There is a large distinction between Real property and Personal property. We should make these decisions next month. If you want to submit in your NOI for property make sure you include all items you are interested in: Building and all supporting property for example.

Nate Rivera: Does the Nov 23 deadline pertain to Personal Property? How will the public know what is available if the ECP isn't even released until the November LRA meeting?

Phil Ferguson: The Nov 23 deadline pertains to PBCs and HSPs who are interested. The old listing is on line and inquiries can be reviewed. I suggest going on line and researching this document. We will get the new one out as soon as we can.

NOI: DICK STONE

Submitting a NOI will give an advantage to the submitter and the LRA for the desire of what the public needs/wants.

HSPs have preferences. A conveyance will not have to pay full value. Private for profit companies will need to pay fair market value.

Private Interest NOIs

Prepare plan:

Describe what you want

How you will use it

Describe the need



Rough estimate of funding/schedules
Info about your organization
Please supply a cover letter: provided in packet

We truly want to see NOIs from all individuals for planning

QUESTIONS BEFORE MOVING ON?

[missed speaker name] How do we know what our due diligence is for submittal?

Brian Cole: Part of our job is to try to forecast impacts of the closure and how it will affect the LRA decision making process.

Kalvin Garton: I would think the Army would be ahead of the game prior to closure.

Dean Brickey: Once Nov 24 arrives and the NOIs have been turned in will it become public information?

LRA Chairman, Bill Hansell: Yes with exception of financial information.

Eric Brubaker: Proposals need to be submitted by Nov 23.

VALUES MAPPING: DENNIS WALTERS/JOHN HANSON

VM session's purpose is to allow the public to give the LRA some input to what is important in developing outstanding land use. What makes what you want to do valuable to the LRA purposes. Dennis explained the process and how the group would proceed. (See 102009_Public/PrivateWorkshop#2_VM session report: Draft in process – Final to be submitted to the LRA by Nov. 03, 2009)

Note: Calvin Garton needed to leave shortly after VM session began. He left a list of 8 items he suggests. Listing is included in VM session notes under *specific ideas* from the group.

3:15 pm: Workshop Adjourned

Submitted to the UMADRA and other interested parties,

A handwritten signature in blue ink, appearing to read 'Kim Swentik'.

Kim Swentik
Executive Administrator
Dana Mission Support Team



Public and Private Interests Registration
 October 20, 2009
 Umatilla Chemical Depot

Public and Private Interests Registration

Organization	Name	Email address	Phone	Signature
	Eric Brubaker	ericbru@a.com	541-567-0602	
	Bud Barnett		541-922-0544	
	Larry Grames	tmc@eotnet.net	541-667-7294	
	Dan Brammer			
Boardman Chamber of Commerce	Diane Wolfe, IOM	ceboardmanchamber@centurytel.net	541-481-3014	
CH2M Hill	John Miller	John.Miller@ch2m.com	617-523-2002x230	
East Oregonian	Dean Brickley	lbrickey@astoragejan.com	541-564-4536 W 541-571-5277 cell	
East Oregonian	Skip Nichols (Cranz Nichols)	Snichols@eastoregonian.com	541-276-2211	
Fredrickson Farming	Suzi Fredrickson	Suzifredrickson@hotmail.com	541-314-0185	
Garton & Assc. Realtors	LaMonde S. Collier		541-481-2049	
Garton & Assc. Realtors	Gordon Breedmeier		541-922-7337	
Garton & Assc. Realtors	Kalvin Garton		541-443-2113	
Miller Realty	Virginia Miller	millerv@eotnet.net	541-667-2000	



Public and Private Interests Registration
October 20, 2009
Umatilla Chemical Depot

Organization	Name	Email address	Phone	Signature
Miranda Mgmt.	Dean Maldonado	Smaldo9334@aol.com	509-987-2334	<i>None</i>
Old Dominion Freight Lines	Ray McKee	Ray.mckee@odfl.com	503-240-26980	<i>[Signature]</i>
Right of Way	Leslie Hasse	Leslie.a.hasse@odot.state.or.us	541-963-1576	<i>[Signature]</i>
Right of Way	Jim Godfrey		541-963-1576 <i>1348</i>	<i>[Signature]</i>
Silk Road Environmental	Ray Lam	<i>of</i> Gardener@SilkRoadEnvironmental.com	509-460-3012	<i>[Signature]</i>
Stahl Farms	John Stahl	John.stahlfarms@me.com	509-760-2299	<i>[Signature]</i>
UEC	Nate Rivera	<i>Nate.Rivera@UmatillaCounty.com</i>	541-289-1523	<i>[Signature]</i>
Umatilla County	Connie Caplinger		<i>(C)</i> 541-379-4993 <i>[Signature]</i>	<i>[Signature]</i>
Umatilla County Commissioner	Dennis Doherty		541-561-8613	<i>Dennis D. Doherty</i>
Umatilla County Commissioner	Bill Hansell	Should be on file for LRA	<i>541-278-6201</i>	<i>Bill Hansell</i>
Whitman Enterprises	John Whitman	Will attend workshop only.	541-564-7355	<i>[Signature]</i>

EXHIBIT C: DMST_DR2.6_Interviews



Umatilla Chemical Depot Redevelopment Plan and Implementation Strategy Support Services Contract

Deliverable Report Contract Task 2.6:
Interviews with LRA Board Members,
State, and Local Officials

Attn: Rod Skeen, CTUIR
Contract Manager

Umatilla Project Site Office
PO Box 1059
Umatilla, OR 97882
541-922-9339

Prepared by: Dick Stone, Communications Specialist,
Dana Mission Support Team
Contributors: Brian Cole, Executive Director
November 29, 2009
Final Submittal December 09, 2009

“SOLUTIONS PLANNING
FOR THE CHANGING
ENVIRONMENT OF THE
UMATILLA CHEMICAL
DEPOT”

November 2009



December 09, 2009

Attn: LRA Board Members and Interested Parties
From: Dana Mission Support Team

RE: Contract for Professional Services, July 21, 2009
Confederated Tribes of the Umatilla Indian Reservation and Dana Engineering, Inc.

Deliverable Submittal: Contract Task 2.6: Interviews with LRA Board Members, State, and Local Officials: *Conducting interviews with key community and state leaders as well as with LRA members to ascertain expectations and limitations for the redevelopment of the UMCD. Interviews may be in person or by telephone. A minimum list of contacts will be provided by the LRA.*

The purpose of this letter is to formally transmit a contract deliverable to the UMADRA - LRA.

This document provides a complete report of the interviews completed by Brian Cole, Executive Director and Dick Stone, Communications Specialist.

Brian Cole

Executive Director
Dana Mission Support Team

CC:

Hansell	Neal	Fairley	Orr
Chilton	Mittelsdorf	Tallman	Headley
Minthorn	Taylor	Quaempts	Ferguson
Caldwell	Turner	Anderson	Dana
Scheeler	Puzey	Caplinger	Moravek
McLane	Skeen	Cathey	Swentik

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Interview Task and Participants

The Request for Proposal of the Land Reuse Authority (LRA) specifically required:

6. Conducting interviews with key community and state leaders as well as with LRA members to ascertain expectations and limitations for the redevelopment of the UMCD. Interviews may be in person or by telephone. A minimum list of contacts will be provided by the LRA.

The list provided by the LRA included the following:

LRA Members
Bill Hansell, Umatilla County Commissioner
William Quaempts, CTUIR
Carl Scheeler, CTUIR
Rod Skeen, CTUIR
Armand Minthorn, CTUIR
Mike Caldwell/Rock Chilton, Oregon National Guard
Carla McLane, Morrow County Planning
George Anderson, Attorney
Kim Puzey, Port of Umatilla
Gary Neal, Port of Morrow
John Turner, Blue Mountain Community College
Joe Taylor, Port of Morrow
Scott Fairley, Governor's Office
Terry Tallman, Morrow County Judge
Non-LRA Members
LTC Kris N. Perkins, UMCD Commander
Jerry Breazeale, City of Irrigon
Ray Jones, City of Heppner
City of Umatilla J.R. Cook
City of Stanfield Shelly Bonnett
Oregon State Rep. Robert Jenson
Oregon State Sen. David Nelson
Outreach Office – Steve Meyers
Bruce Henricksen, Public Affairs
Citizens Advisory Commission-Ray Grace
Umatilla County-Tamra Mabbot

The Dana Mission Support Team attempted to contact all 25 on the list. All on the list were interviewed except seven people who declined or were unavailable. General Mike Caldwell was interviewed on behalf of the Oregon National Guard.

Some interviews were conducted in person by Brian Cole in the course of his business as Executive Director. Other interviews were conducted by Dick Stone, using both telephone and email. Email messages were sent requesting an interview time and phone number. The questions were included to give respondents time to think about their answers.

A Word file was also attached to each email to allow participants to respond without a telephone interview if they preferred. Up to three follow-up emails were sent, and phone calls were made and messages left. After interviews were conducted, responses were written up, emailed to and reviewed by the participant. Participants tweaked their answers, and sent them back. Individual questionnaires are shown in the Appendix.

Mr. Cole conducted an informal focus group of Boardman community leaders. Applicable responses from that meeting have been included in this report and may be seen at the

end of the Appendix.

Initially several respondents were told their answers would be anonymous in order to encourage forthright answers. When it was thought that the report would benefit the LRA more by showing who said what, those participants were given the opportunity to modify their answers. Each interview from those participating is included in the Appendix.

Task 2.6 Questionnaire

The following questions were approved by the LRA and were asked of all participants:

1. **Duration of Involvement.** In your position, about how many years has the Umatilla Chemical Depot been an issue for you?
2. **Personal Vision.** What is your vision of site use, that is, what would you personally like to see done with the UMCD after the Army vacates?
3. **Personal Expectations.** What are your expectations in redevelopment of the base?
4. **Limitations for Reuse.** What do you see as limitations for redevelopment of the site?
5. **Planning Concerns.** What are your concerns about the outcome of the overall strategic plan for redevelopment of the site?
6. **Suggestions to LRA.** What suggestions would you like to give the Land Reuse Authority, the group tasked with developing a strategic plan for reuse of the site?
7. **Governance Options.** What type of governance would you prefer for the site when the Federal Government leaves?
8. **Other Comments.** What other comments do you have regarding the UMCD site reuse?

Summary of Findings

This section summarizes the highlights for each question. Bulleted statements often combine several answers. Specific responses to each question are shown in the Appendix.

1. ***Duration of Involvement.*** In your position, about how many years has the Umatilla Chemical Depot been an issue for you?
 - Length of involvement ranges from one to 30 years as of November, 2009
 - Four participants have over 20 years experience
 - Ten participants have 10 to 20 years experience
 - Four have six or fewer years experience
2. ***Personal Vision.*** What is your vision of site use, that is, what would you personally like to see done with the UMCD after the Army vacates?
 - Nearly half envisioned an interpretative center showing geologic, natural and human history, and preserving natural habitat, shrub steppe
 - Several envision use of some of the site by the Oregon National Guard
 - Transportation and distribution centers

- Manufacturing, industrial and business park
- Energy development and production
- Farming / agriculture
- Development of the rail yards
- Regional fairgrounds
- Use as much of the taxpayers' \$700 million disposal facility as possible (K Block)
- Get "early victories" with immediate successful activities
- Environmental site would include an active water recharge project to help alleviate water shortage issues

3. **Personal Expectations.** What are your expectations in redevelopment of the base?

- Multiple uses of site include balancing economic development, environmental restoration and preservation, National Guard training, and use of existing resources and renewable energy activities
- Property would be made environmentally "shovel ready" by the Army including removing all explosives and unusable buildings that contain asbestos, totally cleaning all igloos of chemical and other harmful agents, removing secondary waste from the incinerator, and removing any other manmade environmental contamination
- Currently developed areas would be first priority for further economic development
- Create jobs
- Expect LRA to work cooperatively devoid of interest group agendas, to develop and implement workable plans, to seek additional government funding wherever possible
- Benefit local communities as a whole, and involve adjacent cities where appropriate

4. **Limitations for Reuse.** What do you see as limitations for redevelopment of the site?

- Lack of water availability
- Aging infrastructure
- Environmental issues, cost to local taxpayers for cleanup
- Need to protect habitat
- Lack of funding for development; poor state of economy
- Jurisdictional complexity; competing interests; lack of trust
- Incorrect public perception with regard to the fear of general contamination of site
- Differences in tribal law and federal, state and local laws
- Lack of understanding what the site might do better than the already developed areas within a 50-mile radius
- Remoteness of the area
- Army's timeline and (lack of) budget

5. **Planning Concerns.** What are your concerns about the outcome of the overall strategic plan for redevelopment of the site?

- Concerns that the LRA Board may not be realistic, may not cooperate and resolve issues effectively, may not reach consensus on a plan to move forward, and may fail to implement whatever plan they offer
- Concern that an agenda would be promoted over the best use
- Concerns that some parties want too much of the site or may receive preferential treatment
- Concerns that some voices will not be heard or heeded
- Concerns that State or Federal bureaucracies may overrule local preferences
- Concern that the plan won't create sufficient jobs
- Concern over costs, aging infrastructure, lack of environmental cleanup
- Concern that no governing entity can pay the Army fair market value

6. **Suggestions to LRA.** What suggestions would you like to give the Land Reuse Authority, the group tasked with developing a strategic plan for reuse of the site?

- Remember individual LRA constituencies and identify what each wants, but don't be closed-minded; be realistic, cooperate, and develop what is best for the communities as a whole
- Be transparent, open, communicate well
- Clarify governance
- Ensure that economic development complements, rather than competes with existing businesses
- Let the Ports take the lead in economic development and planning
- Provide opportunities for the public and groups submitting NOIs to comment on early drafts of the plan prior to the official public comment meeting
- LRA Board members hold early public hearings with their own constituencies at county, port, and tribal levels related to the plan
- All parties should sit down at the table and clearly identify what they want

7. **Governance Options.** What type of governance would you prefer for the site when the Federal Government leaves?

- No new governance be formed
- Existing cities, counties and ports should govern
- LRA Board members should discuss options and decide
- Be respectful of existing geopolitical boundaries, including interests of CTUIR
- Governance will be determined by who gets what
- Establish an implementation LRA that will govern
- Keep governance at lowest level possible

8. **Other Comments.** What other comments do you have regarding the UMCD site re-use?

- The LRA deals with three closures – 1) UMCDF, 2) ancillary UMCDF facilities (K Block) and 3) the overall use of the UMCD base
- Irrigon is willing to consider a proposal to provide city water and sewer to the UMCD



- Avoid personal agendas, and consider what is best for the communities
- Investigate what other LRAs have achieved
- Create jobs, put businesses on tax rolls
- Ports are the best option to eventually benefit the area
- If Army wants fair market value from ports, area is not affordable
- Economic opportunities should be guided by overarching conservation of natural habitat
- A multi-county board cannot accomplish beneficial use of site
- Let the National Guard use the requested property with conditions outlined in the Morrow County Notice of Interest



Appendix – Survey Responses for Task 2.6

The following are responses of each interviewee who participated in this survey and were willing to share their answers publicly. These answers are personal and do not necessarily represent the views of each respondent's constituency. Responses appear in alphabetical order by last name.



George Anderson
Previous LRA Chairman
Umatilla County Member
(541) 567-7800

George@andersonhansell.com

Question	Response
1. Duration of Service In your position, about how many years has the Umatilla Chemical Depot been an issue for you?	<ul style="list-style-type: none"> I have been on the LRA or its predecessor for over 22 years
2. Personal Vision What is your vision of site use, that is, what would you personally like to see done with the UMCD after the Army vacates?	<ul style="list-style-type: none"> Ports of Umatilla and Morrow own the majority of it and develop it National Guard may have NW corner If it makes sense, set aside small part for shrub steppe habitat. Doubt if this makes sense
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> Land for the two ports to develop for the general economic good
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> Claims that large portions must be set aside for shrub steppe habitat National Guard wanting too much of depot Army wanting fair market value for the property
5. Concerns What are your concerns about the outcome of the overall strategic plan for redevelopment of the site?	<ul style="list-style-type: none"> Army wanting fair market value National Guard wanting too much of the depot People wanting to set aside too much shrub steppe habitat
6. Suggestions to LRA What suggestions would you like to give the Local Redevelopment Authority, the group tasked with developing a strategic plan for reuse of the site?	<ul style="list-style-type: none"> This is a valuable piece of land at the intersection of two freeways, on the UP railroad, and next to two barge ports. It lends itself for economic development by the two ports and for industrial and commercial development.
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none"> The two port districts should own the majority of the land not going to the National Guard.
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none"> If the Army wants fair market value for the depot, we can never afford it



Jerry Breazeale
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Question	Response
1. Duration of Service In your position, about how many years has the Umatilla Chemical Depot been an issue for you?	<ul style="list-style-type: none"> • Four years as Irrigon City Manager • Seven years as Heppner City Manager
2. Personal Vision What is your vision of site use, that is, what would you personally like to see done with the UMCD after the Army vacates?	<ul style="list-style-type: none"> • Industrial uses capitalizing on: <ul style="list-style-type: none"> ○ Railway ○ Freeway access ○ Land availability • Tribal environmental expectations <ul style="list-style-type: none"> ○ Habitat ○ Sage steppe • Renewable energy opportunities <ul style="list-style-type: none"> ○ Wind ○ Solar ○ Potential Hydrogen
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> • City of Irrigon is an influential player • Direct economic benefit to the people of the City of Irrigon • Direct access from City of Irrigon to UMCD • Industrial uses • The City of Irrigon currently does not have any industrial-zoned land; the vision of the City would be to establish an industrial park (City owned and operated) on UMCD land with direct access to the City • The City would annex portions of UMCD • This has all already been discussed and agreed to in a City visioning session • The City desires to have “faster growth” than the historical rate
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> • Contamination of assets or the perception of such contamination • Competition from competing governmental entities (counties, ports, etc.) • Water availability
5. Concerns What are your concerns about the outcome of the overall strategic plan for redevelopment of the site?	<ul style="list-style-type: none"> • Land should be zoned industrial, residential, conservation, and potentially residential
6. Suggestions to LRA What suggestions would you like to give the Local Redevelopment Authority, the group	<ul style="list-style-type: none"> • All of the players should cooperate well with one another to satisfy as many interests as possible



tasked with developing a strategic plan for reuse of the site?	
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none">• The existing cities, counties, and ports should provide governance• No new governance need be formed
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none">• The City would entertain a proposal to provide municipal water to the UMCD. The City has the infrastructure in place, and would be willing to investigate the purchase of water rights for such a purpose• The City has a 16-inch water main at the existing reservoir near the UMCD• The City would entertain operating both the water and sewer systems as the City has expertise, experience, and proximity



BG Mike Caldwell
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Question	Response
1. Duration of Service In your position, about how many years has the Umatilla Chemical Depot been an issue for you?	<ul style="list-style-type: none"> • 30 years
2. Personal Vision What is your vision of site use, that is, what would you personally like to see done with the UMCD after the Army vacates?	<ul style="list-style-type: none"> • Mix of uses which enhances the region’s economic viability while respecting the natural resources in the area • National Guard training center with economic ties to Irrigon, Umatilla, Hermiston and surrounding area
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> • Equitable voice for interested public/private sector parties • An LRA that manages the process without seeking personal gain from the reuse plan
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> • Lack of infrastructure • Age/condition of existing infrastructure • Competing interests
5. Concerns What are your concerns about the outcome of the overall strategic plan for redevelopment of the site?	<ul style="list-style-type: none"> • Ability of interested parties to follow through financially on intended uses • Ability of LRA to resolve issues effectively • Commitment of Counties (Morrow/Umatilla) to support overall plan
6. Suggestions to LRA What suggestions would you like to give the Local Redevelopment Authority, the group tasked with developing a strategic plan for reuse of the site?	<ul style="list-style-type: none"> • Transparency throughout Reuse planning process • Provide opportunity for the public and groups submitting Nol’s to comment on Draft plan
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none"> • LRA should continue to exist and monitor the transfer for the next 5-15 years. • LRA needs to ensure County differences (Morrow/Umatilla) are subordinated to larger vision for the site
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none"> • None



J.R. Cook
 City Manager
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Question	Response
<p>1. Duration of Service In your position, about how many years has the Umatilla Chemical Depot been an issue for you?</p>	<ul style="list-style-type: none"> 4 months as City Manager of Umatilla, 6 years within the Planning Dept. of Umatilla County
<p>2. Personal Vision What is your vision of site use, that is, what would you personally like to see done with the UMCD after the Army vacates?</p>	<ul style="list-style-type: none"> Never let history die, I would like at least 2-5 of the older buildings and some of the major features to be preserved as a historic site and utilized as a museum for the base. This could be accomplished as part of a rest-stop, etc. I agree that some of the site should be utilized and set aside for open space/environmental purposes. This should be in balance with other beneficial uses of the site and I strongly recommend that the environmental site include an active aquifer recharge project including infiltration basins, artificial wetlands, etc. as part of the plan (Contact the Umatilla Water Coalition). This would benefit the environment and provide necessary storage to a very water starved region A well defined area of the depot that is open for mixed use development and apportioned equally to the cities within Umatilla and Morrow County as developable property allowing the cities to capture a revenue base.
<p>3. Expectations What are your expectations in redevelopment of the base?</p>	<ul style="list-style-type: none"> A diverse, vibrant mixed use re-development that is non-military and non-federal. Umatilla and Morrow Counties and, specifically, the City of Umatilla are heavily impacted by the amount of property currently under Federal ownership and exempt from the property taxes that cities and counties in Oregon rely upon to function Use of some of the site for an aquifer recharge project to help one of the most water starved areas in the region. The aquifer recharge project could be developed as part of an artificial wetlands development in the area designated for open space/environmental uses Full public access to all areas allotted for environmental purposes. If lands are allotted for environmental purposes it should be clear in the trust documents that these lands are to be used for environmental purposes only.
<p>4. Limitations What do you see as limitations for redevelopment of the site?</p>	<ul style="list-style-type: none"> Water is the major limitation at the depot site for any type of development The State of Oregon land use program may prevent development of the site due to Goal 14 (Urbanization)

	<ul style="list-style-type: none"> • Past development practices at the site and current contamination of buildings and grounds may prevent marketability, feasibility, interest from the public • The potential uncertainty of Tribal preference and the difference between tribal/sovereign law and common federal, state and local law
<p>5. Concerns What are your concerns about the outcome of the overall strategic plan for redevelopment of the site?</p>	<ul style="list-style-type: none"> • That the process will stop at the planning stage. The process should not end until formal action by our Federal delegation and the State of Oregon, through the Department of Land Conservation and Development, has acknowledged the land use plan and any applicable zoning of the Depot • That the plan will identify too many incremental costs to private and local government entities to re-develop the depot and that the Federal Government will not be held responsible for ensuring that the site can be redeveloped in a matter that ensures profitability or feasibility to the local governments • That political preference will be given to one or two entity's goals and that the site will be apportioned based upon this preference.
<p>6. Suggestions to LRA What suggestions would you like to give the Local Redevelopment Authority, the group tasked with developing a strategic plan for reuse of the site?</p>	<ul style="list-style-type: none"> • Don't let history die and keep a portion of the depot for education/history (e.g. a museum compound) • Keep an open mind when discussing opportunities (recreational, industrial, commercial and other) when identifying environmental areas and open space. For example, an aquifer recharge project could be beneficial for the environmental, water needs of the region and recreational opportunities of the redevelopment
<p>7. Governance What type of governance would you prefer for the site when the Federal Government leaves?</p>	<ul style="list-style-type: none"> • Given the size of this parcel a Council form of governance may be appropriate. I understand this is most likely impossible given the various interests • Governance may have to be phased; beginning with a formal IGA amongst the various parties, then progressing to delegated management by each entity once all issues and the final transfers are complete
<p>8. Other What other comments do you have regarding the UMCD site re-use?</p>	<ul style="list-style-type: none"> • I commend all of the parties for sticking together for so many years to form the LRA and continue a balanced, collaborative approach to the reuse of the depot. As we all know, it is easy to stick together until the real difficult decisions have to be made. Remember how long this process has taken, and the countless volunteer and committee hours spent. We all need to do our best to stave off special interest, stick together and see this process through as a region, for the benefit of the region



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Question	Response
1. Duration of Service In your position, about how many years has the Umatilla Chemical Depot been an issue for you?	<ul style="list-style-type: none"> • One year
2. Personal Vision What is your vision of site use, that is, what would you personally like to see done with the UMCD after the Army vacates?	<ul style="list-style-type: none"> • Create jobs and tax revenue • Support LRA
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> • Industrial/commercial development in already developed areas • Wildlife habitat • National Guard training
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> • Infrastructure cost • The Army process – timeline and budget • Unclear what site can do better than already developed areas within a 50 mile radius
5. Concerns What are your concerns about the outcome of the overall strategic plan for redevelopment of the site?	<ul style="list-style-type: none"> • No concerns as yet – LRA members seem to be working well together
6. Suggestions to LRA What suggestions would you like to give the Local Redevelopment Authority, the group tasked with developing a strategic plan for reuse of the site?	<ul style="list-style-type: none"> • Member interests and concerns should be clearly expressed so that they can be incorporated into the planning process.
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none"> • No preference – whatever is most helpful for redevelopment of the site
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none"> • None (covered above)



Bill Hansell
 Current LRA Chairman
 Umatilla County Commissioner
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Question	Response
1. Duration of Service In your position, about how many years has the Umatilla Chemical Depot been an issue for you?	<ul style="list-style-type: none"> • Twenty plus years
2. Personal Vision What is your vision of site use, that is, what would you personally like to see done with the UMCD after the Army vacates?	<ul style="list-style-type: none"> • I would like to see it benefit the citizens of Umatilla County, by attracting jobs and tax base increase
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> • Multiple use with economic development at its core
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> • Water rights
5. Concerns What are your concerns about the outcome of the overall strategic plan for redevelopment of the site?	<ul style="list-style-type: none"> • That Oregon land use will not accommodate our needs for reuse
6. Suggestions to LRA What suggestions would you like to give the Local Redevelopment Authority, the group tasked with developing a strategic plan for reuse of the site?	<ul style="list-style-type: none"> • Don't give up
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none"> • I think the political reality is that each county will plan for the reuse. However I think a joint management entity would be great if it could be fashioned.
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none"> • None



Bob Jenson
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 Morrow County
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Question	Response
1. Duration of Service In your position, about how many years has the Umatilla Chemical Depot been an issue for you?	<ul style="list-style-type: none"> • 14 years
2. Personal Vision What is your vision of site use, that is, what would you personally like to see done with the UMCD after the Army vacates?	<ul style="list-style-type: none"> • Generally I would like to see it put to use for some economic development activities.
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> • That the collective wisdom of the two county's commissioners are honored
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> • That the state or federal bureaucracies may decide they know better
5. Concerns What are your concerns about the outcome of the overall strategic plan for redevelopment of the site?	<ul style="list-style-type: none"> • I don't know if I can say any more on this than 4 above
6. Suggestions to LRA What suggestions would you like to give the Local Redevelopment Authority, the group tasked with developing a strategic plan for reuse of the site?	<ul style="list-style-type: none"> • Work for economic development
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none"> • County governance
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none"> • None



Tamra Mabbott
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Question	Response
1. Duration of Service In your position, about how many years has the Umatilla Chemical Depot been an issue for you?	<ul style="list-style-type: none"> • Since 1991 (18 years), anticipating eventual change
2. Personal Vision What is your vision of site use, that is, what would you personally like to see done with the UMCD after the Army vacates?	<ul style="list-style-type: none"> • I have no personal vision and defer to the Board of County Commissioners who wish to keep the depot as a whole rather than parcel out. • I believe a plan will accommodate a variety of multiple uses. • I'd like to see a charette (a technique for consulting with all stakeholders – sometimes called an enquiry by design) to help determine what will be in a plan
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> • I would like more clarification on governance. Who (which agency) or what (local, state or federal laws or zoning) will govern the site? • If counties play a regulatory and planning role – then they (counties) must go through a process to adopt a plan and provide guidelines for that plan • If counties have no role, no expectations other than to areas which may affect counties and state such as county and state highway interchanges and impacts to water rights on and off the depot.
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> • Access – depends on type of development proposed. Interchanges may warrant some upgrade or modification depending upon the type and scale of development. • Water availability – It will be important to clarify the water rights that are associated with the land. • Contaminated land – the ADA and potential for contamination from secondary waste from the incinerator and from K Block.
5. Concerns What are your concerns about the outcome of the overall strategic plan for redevelopment of the site?	<ul style="list-style-type: none"> • I can't comment specifically since I haven't seen the plan. • One general concern – governance must be clarified, including who/what governs and when, e.g. which entity governs while land is under public ownership and which entity has regulatory responsibility for future re-development. • Second general concern – desire that the plan and land reuse complement, not compete, with existing business and activities off-post.
6. Suggestions to LRA What suggestions would you like to give the Local Redevelopment Authority, the group tasked with	<ul style="list-style-type: none"> • Clarify governance • Ensure complementary and not competing businesses and activities



developing a strategic plan for reuse of the site?	
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none">• There must be definite lines of authority. This is important for the government agencies as well as potential investors/developers.
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none">• None



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Question	Response
1. Duration of Service In your position, about how many years has the Umatilla Chemical Depot been an issue for you?	<ul style="list-style-type: none"> Seven years as Morrow County Planning Director; 22 years as a resident of the area
2. Personal Vision What is your vision of site use, that is, what would you personally like to see done with the UMCD after the Army vacates?	<ul style="list-style-type: none"> UMCD will no longer be a hindrance for people, goods, and services to travel from the Irrigon area directly to Interstate 84 due to an improved road network system through the UMCD The gates near Irrigon would be permanently opened A two-county road system would be planned and developed on UMCD The natural resources and environment of UMCD would be preserved and enhanced The needs of the antelope, after the removal of the fence, will be addressed The rail yard and its respective connectivity would be reestablished The administrative area would be recognized as a “built and committed environment” The possibility of establishing a regional fairgrounds will be considered The administrative area might be redeveloped as a natural history museum A “Travel America”-style public park/rest stop might be established Buildings that are qualified might be listed on the National Register of Historic Places The business and industrial assets of UMCDF would be reused for business and job-creating purposes
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> The overall process would be conducted expeditiously and cooperatively The army is forthright and forthcoming with their plans
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> Environmental issues (especially the cost of cleanup efforts) Potential burnout of the LRA members before our required task is completed
5. Concerns What are your concerns about the outcome of the overall strategic plan for redevelopment of the site?	<ul style="list-style-type: none"> Making sure that we have a consensus on the path forward
6. Suggestions to LRA What suggestions would you like to give the Local	<ul style="list-style-type: none"> Let us all remind ourselves that we represent a constituency as we offer our thoughts about moving forward



Redevelopment Authority, the group tasked with developing a strategic plan for reuse of the site?	
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none">• Some type of united governance structure will be necessary; the devil is in the details
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none">• We should remember that we are actually dealing with three closures<ul style="list-style-type: none">○ UMCDF○ Ancillary UMCDF facilities (K Block)○ The overall UMCD base



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Question	Response
1. Duration of Service In your position, about how many years has the Umatilla Chemical Depot been an issue for you?	<ul style="list-style-type: none"> • 20 years
2. Personal Vision What is your vision of site use, that is, what would you personally like to see done with the UMCD after the Army vacates?	<ul style="list-style-type: none"> • Make sure site is cleaned up • Identify ways to the property to be put on tax rolls • Long term beneficial use to the area
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> • Clean up • Property back on tax rolls
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> • Lack of infrastructure • Concern for cleanup • Too many players thinking there is a huge opportunity
5. Concerns What are your concerns about the outcome of the overall strategic plan for redevelopment of the site?	<ul style="list-style-type: none"> • A plan that involves too many players • What will the government actually clean up • Unrealistic visions
6. Suggestions to LRA What suggestions would you like to give the Local Redevelopment Authority, the group tasked with developing a strategic plan for reuse of the site?	<ul style="list-style-type: none"> • Think long term for potential • Let the Ports inventory this and develop a long term plan
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none"> • Do not form a Board that will never make anything happen. Let each Port drive the long term use, and not necessary having anyone else overseeing the site
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none"> • A multi-county board will conflict with current long term efforts in the region, and will not be successful in accomplishing a beneficial use of the site • Let the National Guard use requested property with conditions that are outlined in the Morrow County Notice of Interest • Ports, already in place to add this to the inventory for development, should be the best option for this property to eventually benefit the area



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Question	Response
1. Duration of Service In your position, about how many years has the Umatilla Chemical Depot been an issue for you?	<ul style="list-style-type: none"> 13 years – State Senator
2. Personal Vision What is your vision of site use, that is, what would you personally like to see done with the UMCD after the Army vacates?	<ul style="list-style-type: none"> Multiple use with emphasis on private industry – farming to factories Tribes want to preserve some land Economic development Hesitate to put guard there too close to interstate
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> Expect the LRA to come up with workable answer
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> How much water is available for irrigation, industry It's a critical ground water area
5. Concerns What are your concerns about the outcome of the overall strategic plan for redevelopment of the site?	<ul style="list-style-type: none"> Is it going to create jobs?
6. Suggestions to LRA What suggestions would you like to give the Local Redevelopment Authority, the group tasked with developing a strategic plan for reuse of the site?	<ul style="list-style-type: none"> Be transparent, be open, everyone Communicate well
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none"> Emphasis on private industry, tax rolls; great faith in Port of Morrow
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none"> Create, jobs, business on tax rolls Maintenance cost, infrastructure



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 Port of Umatilla General Manager
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Question	Response
1. Duration of Service In your position, about how many years has the Umatilla Chemical Depot been an issue for you?	<ul style="list-style-type: none"> • 14 years
2. Personal Vision What is your vision of site use, that is, what would you personally like to see done with the UMCD after the Army vacates?	<ul style="list-style-type: none"> • I have a sufficient understanding of the assets and overall conditions of UMCD to evaluate opportunities. <ul style="list-style-type: none"> ○ Economic development ○ Environmental restoration ○ Military uses ○ (40/40/20)
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> • None
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> • Jurisdictional complexity
5. Concerns What are your concerns about the outcome of the overall strategic plan for redevelopment of the site?	<ul style="list-style-type: none"> • Prejudice against previous uses (perception of environmental contamination) • Cost (very high) • Age and condition of infrastructure • The location of the facility, adjacent to I-82 and I-84, provides opportunities.
6. Suggestions to LRA What suggestions would you like to give the Local Redevelopment Authority, the group tasked with developing a strategic plan for reuse of the site?	<ul style="list-style-type: none"> • Complete a realistic assessment of the assets and attributes of the depot
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none"> • County and Port governance (along their existing jurisdictional boundaries) • Be respectful of existing geopolitical boundaries including the interests of the CTUIR
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none"> • None



Bill Quaempts

Board of Trustees, CTUIR

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Question	Response
<p>1. Duration of Service In your position, about how many years has the Umatilla Chemical Depot been an issue for you?</p>	<ul style="list-style-type: none"> I've been on the Board of Trustees for 10 years but the depot has been a concern of mine for a long time as my father worked there for a little while. He was also on the BOT in 1941 so I've known about the issues for most of my life.
<p>2. Personal Vision What is your vision of site use, that is, what would you personally like to see done with the UMCD after the Army vacates?</p>	<ul style="list-style-type: none"> I would like to see the tribe have opportunity for economic development. Hope we can set aside enough land to develop and gather roots/medicine
<p>3. Expectations What are your expectations in redevelopment of the base?</p>	<ul style="list-style-type: none"> That the process is fair through the closure
<p>4. Limitations What do you see as limitations for redevelopment of the site?</p>	<ul style="list-style-type: none"> The concrete bunkers and associated infrastructure will be a problem Water availability likely to limit development opportunities Public perceptions about environmental quality might reduce the value of some uses
<p>5. Concerns What are your concerns about the outcome of the overall strategic plan for redevelopment of the site?</p>	<ul style="list-style-type: none"> That the outcomes include a balance between resource protection and economic development The CTUIR's rights and interests are demonstrably included in outcomes Tribal member access is established and protected
<p>6. Suggestions to LRA What suggestions would you like to give the Local Redevelopment Authority, the group tasked with developing a strategic plan for reuse of the site?</p>	<ul style="list-style-type: none"> Draft and review with all parties a concise vision that would allow us to evaluate decision trade-offs and evaluate our progress in managing the site for the long-term. The vision should describe what the area "looks like" in the future with balanced uses, not how it is operated. Operations should be described elsewhere in the strategic plan.
<p>7. Governance What type of governance would you prefer for the site when the Federal Government leaves?</p>	<ul style="list-style-type: none"> Shared governance that provides CTUIR an equal seat at the table and a voice in on-going governance and management of the area.
<p>8. Other What other comments do you have regarding the UMCD site re-use?</p>	<ul style="list-style-type: none"> None



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Question	Response
1. Duration of Service In your position, about how many years has the Umatilla Chemical Depot been an issue for you?	<ul style="list-style-type: none"> Reuse board member for 15 years
2. Personal Vision What is your vision of site use, that is, what would you personally like to see done with the UMCD after the Army vacates?	<ul style="list-style-type: none"> See the unique values of area preserved including shrub steppe habitat Further develop only previously developed areas and maximize their value Economic benefits which benefit all communities Build an interpretive center for future generations showing geologic and human history, ecological and environmental uniqueness
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> Redevelopment will be very slow – get low hanging fruit as soon as possible, but full development will unfold over many years
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> Water availability Remoteness of area Need to protect the habitat Remnant infrastructure – cost to get rid of it
5. Concerns What are your concerns about the outcome of the overall strategic plan for redevelopment of the site?	<ul style="list-style-type: none"> Have no concerns – it will go well; Some involved parties may view equity between the parties (counties, tribe, ports) to be an equal share of the landscape rather than an equal role in the overall economic benefits. The over-arching obligation to protect habitat could clearly take up the majority of the landscape but should be viewed as a common obligation and benefit to all the parties.
6. Suggestions to LRA What suggestions would you like to give the Local Redevelopment Authority, the group tasked with developing a strategic plan for reuse of the site?	<ul style="list-style-type: none"> None
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none"> The existing LRA will become a development LRA and continue to govern the site – an overall conservation easement of the entire property to address unique habitat protection issues with developments interspersed rather than setting aside a parcel to be owned and managed exclusively for habitat and other parcels sacrificed for

	development.
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none">• Great economic opportunities but should be guided by overarching conservation of natural habitat.



Rod Skeen
 CTUIR, Department of Science and Engineering
 Project Manager
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rodskeen@ctuir.com

Question	Response
1. Duration of Service In your position, about how many years has the Umatilla Chemical Depot been an issue for you?	<ul style="list-style-type: none"> • Ten years; eight years as a member of the LRA
2. Personal Vision What is your vision of site use, that is, what would you personally like to see done with the UMCD after the Army vacates?	<ul style="list-style-type: none"> • The Tribal priorities are to balance economic development reuse opportunities with natural resource conservation opportunities. There is a strong emphasis on natural resource conservation.
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> • Balancing economic development opportunities with natural resource conservation responsibilities • Generally utilize the igloo area as a set-aside for natural resource conservation • The areas that are already developed would be first priority for reuse for economic development
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> • General state of the economy (recessionary conditions limit certain economic opportunities) • General limitation on federal funding for infrastructure investments • Lack of funding (in general) for reuse • Availability of water • Existing developed industrial park outside of UMCD will be a priority for development above UMCD industrial use • If the sage steppe habitat is lost, there will be limited availability to develop on other land
5. Concerns What are your concerns about the outcome of the overall strategic plan for redevelopment of the site?	<ul style="list-style-type: none"> • Making sure that the habitat, primarily along I-82 is valued in the overall reuse
6. Suggestions to LRA What suggestions would you like to give the Local Redevelopment Authority, the group tasked with developing a strategic plan for reuse of the site?	<ul style="list-style-type: none"> • Good progress by LRA members over the past three months in cooperating together
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none"> • Allow the counties to apply their zoning procedures to the land • Having environmental lands managed by a state or federal environmental regulatory agency • Allowing Treaty reserved resources to be enhanced and treaty reserved rights to be practiced on former depot lands
8. Other:	<ul style="list-style-type: none"> • None



Terry Tallman
Morrow County Judge
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Question	Response
1. Duration of Service In your position, about how many years has the Umatilla Chemical Depot been an issue for you?	<ul style="list-style-type: none"> • Since 1999
2. Personal Vision What is your vision of site use, that is, what would you personally like to see done with the UMCD after the Army vacates?	<ul style="list-style-type: none"> • Industrial uses • Agricultural uses • Get some successful “early victories” with activity underway immediately • The overall area has very good redevelopment potential • Water can be a significant limiting factor
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> • The Army advances its proposal within the context and authority of the LRA • We all work together to maximize the “beneficial use” of UMCD • Opportunities for temporary or permanent irrigated agriculture are accommodated
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> • Water • Dilapidated buildings and the poor environmental condition of buildings
5. Concerns What are your concerns about the outcome of the overall strategic plan for redevelopment of the site?	<ul style="list-style-type: none"> • The bureaucratic process
6. Suggestions to LRA What suggestions would you like to give the Local Redevelopment Authority, the group tasked with developing a strategic plan for reuse of the site?	<ul style="list-style-type: none"> • Everyone should be direct (even blunt) about “what they want” from the UMCD
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none"> • No new entity should be established • The Port District(s) may play a substantial governance role
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none"> • I appreciate the progress that has recently been made; the Dana Mission Support Team is helping to facilitate such progress



Joe Taylor
Commissioner for Port of Morrow
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Question	Response
1. Duration of Service In your position, about how many years has the Umatilla Chemical Depot been an issue for you?	<ul style="list-style-type: none"> • Member of LRA for approximately one year
2. Personal Vision What is your vision of site use, that is, what would you personally like to see done with the UMCD after the Army vacates?	<ul style="list-style-type: none"> • Cleanup the entire site <ul style="list-style-type: none"> ○ Everything should be brought to the standards identified by the Environmental Protection Agency • Farming <ul style="list-style-type: none"> ○ Potatoes, onions, corn, wheat, grass seed ○ Potatoes and onions are probably not an option given the prospect of metal on the ADA Area ○ Processors will not purchase agricultural products with such potential contaminants ○ Probably the only commodity that could be farmed would be corn, wheat, and grass seed that would be utilized to feed livestock ○ The availability of water is a key and it should be resolved • Energy development <ul style="list-style-type: none"> ○ Solar ○ Nuclear ○ Natural gas-fired plant • Transportation hub
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> • Make a plan; implement the plan; get out of the way
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> • Igloos • Water availability • Overall environmental condition of property • Government bureaucracy slowing down implementation <p>It was noted that the prospect of a water recharge project might help to alleviate some of the water shortage issues with respect to reuse.</p>
5. Concerns What are your concerns about the outcome of the overall strategic plan for redevelopment of the site?	<ul style="list-style-type: none"> • Inadvertently leaving a prospective reuse opportunity out of the plan • Dragging on the implementation process
6. Suggestions to LRA What suggestions would you like to give the Local Redevelopment Authority, the group tasked with	<ul style="list-style-type: none"> • Communicate with your respective constituents • Consider holding individual public hearings at the port, county, and tribal levels related specific to reuse



developing a strategic plan for reuse of the site?	
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none">• No new separate entities should be established• Either the counties and/or ports should be involved with implementation• The ports may be the most likely implementers of the plan if liability issues can be addressed
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none">• It would be advantageous to learn more about what other LRAs have achieved



John Turner, President
Blue Mountain Community College
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Question	Response
1. Duration of Service In your position, about how many years has the Umatilla Chemical Depot been an issue for you?	<ul style="list-style-type: none"> • One year
2. Personal Vision What is your vision of site use, that is, what would you personally like to see done with the UMCD after the Army vacates?	<ul style="list-style-type: none"> • The Oregon National Guard and the CTUIR each made strong presentations during the most recent LRA meeting; these potential uses should be seriously considered. • Property along the southeast corner of UMCD should be seriously considered for industrial or transportation distribution center reuse given the excellent proximity and access to the interstate system • All of the old infrastructure needs to be improved or removed before the army leaves • Many of the buildings in the headquarters area are not worth salvaging • Of all of the military bases in America that I am familiar with, the reusable assets at Umatilla are very poor • I am under the impression that the rail line needs to install a switch before this infrastructure becomes a real reuse asset • The existing infrastructure (including water, sewer, and electrical) may have limited capabilities
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> • The property should be totally cleaned before turned over by the military <ul style="list-style-type: none"> -all explosives should be removed - all buildings with asbestos should be - any existing lingering issues should be addressed - all of the land should be considered "shovel ready"
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> • Aging infrastructure <ul style="list-style-type: none"> -water - sewer - electrical - rail • Miscellaneous environmental issues
5. Concerns What are your concerns about the outcome of the overall strategic plan for redevelopment of the site?	<ul style="list-style-type: none"> • It is time for all of the LRA members to "lay their cards on the table" in a similar way that the Oregon National Guard has <ul style="list-style-type: none"> - Proposal should have great specificity This would come from all five official LRA members plus the military and other state interests.
6. Suggestions to LRA What suggestions would you like to give the Local Redevelopment Authority, the group tasked with	<ul style="list-style-type: none"> • All parties should sit down at the table and clearly identify what they want



developing a strategic plan for reuse of the site?	
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none">• It is time for a five-party joint discussion about future governance options
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none">• None



Fred Ziari
IRZ Consulting, Inc.
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Question	Response
1. Duration of Service In your position, about how many years has the Umatilla Chemical Depot been an issue for you?	<ul style="list-style-type: none"> • Ten years
2. Personal Vision What is your vision of site use, that is, what would you personally like to see done with the UMCD after the Army vacates?	<ul style="list-style-type: none"> • The potential for redevelopment at UMCD is changing significantly due to a water development project that could offer as much as 100,000 acre feet of water can be stored under UMCD. Given this prospect, redevelopment opportunities can include the following: <ul style="list-style-type: none"> • Biomass production and processing • Solar power • Carbon dioxide capturing practices and technologies • Renewable energy • Irrigated agriculture • Manufacturing • Additional approaches to store water
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> • Create 1,000 jobs • Conduct multi-use activities that focus upon: <ul style="list-style-type: none"> ○ Economic development ○ Environmental restoration ○ Use of existing resources and renewable energy • Landmine removal and land restoration activities • Bioremediation activities • High technology agricultural applications (based upon the current comparative advantages that already exist in the region) • Technology transfer and higher educational offerings (education development strategy) • Private sector involvement in the <i>current</i> environmental cleanup efforts • Capitalize upon the activities of the Eastern Oregon Renewable Resource Coalition
4. Limitations	<ul style="list-style-type: none"> • Due to limited time, these questions were not addressed.
5. Concerns	
6. Suggestions to LRA	
7. Governance	
8. Other	



**Meeting with Boardman Area Leaders
Discussion of Reuse of the Umatilla Chemical Depot
November 17, 2009**

Brian Cole asked Diane Wolfe, CEO and Executive Director of the Boardman Chamber of Commerce, to convene a meeting of community leaders to discuss the economic importance of UMCD to northern Morrow County and to offer reuse ideas.

The following people were at the meeting: Jill Pambrun, Bank of Eastern Oregon; Chet Phillips, City of Boardman Mayor; Karen Pettigrew, City of Boardman City Manager; Suzi Frederickson, American West Properties & Frederickson Farming; Lee Docken, Mountain Valley Land Co.; Carol Michael, co-owner of the Boardman Pharmacy, and Diane Wolfe, CEO and Executive Director of the Boardman Chamber of Commerce.

What Is Your Vision for Reuse at UMCD?

- The paramount concern is the clean up before reuse
- The Oregon Department of Environmental Quality should hold the federal government accountable for long term clean up
- Transportation distribution center
- Freeport (tax-exempt trading area)
- Agriculture (at least as an interim use)
- Interpretive Center or monument related to the history of the site
- Universities may be able to make use of the igloos for document storage and preservation
- Other users of igloo storage could be the state, banks, tribes, and wineries
- Develop a 1940s-era heritage center allowing tours of igloos, preservation of the shrub steppe, attraction of geo-heritage tourism (some funding may come from the Oregon Heritage Commission)
- Umatilla/Morrow County Fairgrounds (or Eastern Oregon State Fairgrounds)
- Campus for education development
- Minimal impact to the soils of the UMCD; low-impact development

What Are Your Ideas Related to Governance at UMCD?

- The LRA is fully capable of implementing the plan by establishing an implementation LRA. The individuals attending the Boardman meeting were impressed with the capabilities and diversity of the LRA members.

EXHIBIT D: DMST_DR2.7_Focus Groups



DANA
MISSION
SUPPORT
TEAM



Umatilla Chemical Depot Redevelopment Plan and Implementation Strategy Support Services Contract

Deliverable Report Contract Task 2.7:
Focus Groups: Community Sampling
Groups Interviewed October 27, 2009

Attn: Rod Skeen, CTUIR
Contract Manager

Umatilla Project Site Office
PO Box 1059
Umatilla, OR 97882
541-922-9339

“SOLUTIONS PLANNING
FOR THE CHANGING
ENVIRONMENT OF THE
UMATILLA CHEMICAL
DEPOT”

Prepared by: Dick Stone, Communications Specialist,
Dana Mission Support Team
Contributors: Brian Cole, Executive Director
Kim Swentik, Executive Administrator
October 27, 2009
Final Submittal November 06, 2009

October 2009



November 6, 2009

Attn: LRA Board Members and Interested Parties
From: Dana Mission Support Team

RE: Contract for Professional Services, July 21, 2009
Confederated Tribes of the Umatilla Indian Reservation and Dana Engineering, Inc.

Deliverable Submittal: Contract Task 2.7: Workshop #1: *Planning and leading a minimum of two community focus group meetings. The meetings will be scheduled so that members of the community will have the opportunity to voice their concerns and discuss their ideas of redevelopment options.*

The purpose of this letter is to formally transmit a contract deliverable to the UMADRA - LRA.

This document provides a complete report of two focus groups conducted on October 27, 2009 during a morning and evening session:

1. Report of methodology and demonstrated strategy to approach the focus groups
2. Summary of findings
3. Appendices of participant information, focus packet, participant written comments and personal observations, and facilitator notes and observations.

Brian Cole

Executive Director
Dana Mission Support Team

CC:

Hansell
Chilton
Minthorn
Caldwell
Scheeler
McLane

Neal
Mittelsdorf
Taylor
Turner
Puzey
Skeen

Fairley
Tallman
Quaempts
Anderson
Caplinger
Cathey

Orr
Headley
Ferguson
Dana
Moravek
Swentik



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Executive Summary

On October 27, 2009, 22 key community members from seven communities met in two different groups to share their concerns and their ideas on redevelopment options for the Umatilla Chemical Depot (UMCD). This report summarizes findings, and shows in the appendices comments recorded by interviewers and comments written by participants.

Although a report of responses for each question in the study may be read in the Summary of Findings, the more heavily discussed observations related to concerns and suggestions for options are shown here.

Concerns

- The Army would turn the site over with a lot of environmental cleanup to be done by the new occupants or the Counties – don't let the Army off the hook for cleanup
- The LRA Board Members cannot collaborate and develop a site plan in a timely manner – participants want them to work together with statesmen-like cooperation
- Participants do not want the site to be a tax burden to either County
- Good paying jobs, which will be lost when the UMCDF closes, must be replaced
- Too much public involvement delays the closure process; the LRA needs to make decisions and take actions
- Bridge the communication gap between truth and perception; communicate more with the public
- Transfer process is taking too long – get going and get it done!

Redevelopment Options

- Balance economic growth with environmental protection
- Establish a wildlife refuge / interpretative center showing area geology, history, natural habitat
- Develop rail, road and river transportation assets – regional warehouses and distribution centers
- Limit development to the highway areas and on site developed areas; leave undisturbed areas that way
- Find uses for igloos – mushroom farms, data and other storage, other
- Develop groundwater storage and recharge capabilities
- Seek to establish an enterprise zone with favorable tax benefits
- Make decisions on a regional basis, not territorial basis
- Look for ways to replace family wage jobs before UMCDF lays off

Purpose

The LRA Request for Proposal directed:

Task 2.7: Planning and leading a minimum of two community focus group meetings. The meetings will be scheduled so that members of the community will have the opportunity to voice their concerns and discuss their ideas of redevelopment options. Notes of these meetings will be prepared and maintained by the successful proposer, and provided to the LRA.

Key members of the community assembled in two separate groups and discussed:

1. Redevelopment options for the UMCD site
2. Concerns related to the property and the process of closing the UMCD

Questionnaire

The following questions to be discussed by focus group participants were prepared by the Dana Mission Support Team, and approved by the LRA, with the understanding that time constraints may prevent all questions from being discussed. Questions two and three were essential to the purpose of the focus groups.

- 1) What do you expect to happen once the Army leaves?
- 2) What concerns do you have regarding the closing of the UMCD?
- 3) What would you suggest to the LRA about development of the UMCD once the Army leaves? What might be included? What might be excluded?
- 4) What obstacles, difficulties or challenges might this community face in redevelopment of the Army base?
- 5) Please discuss your thoughts of economic benefits and environmental protection on the site.
- 6) Tell us what you think about the use of some of the site for Oregon National Guard.
- 7) What further suggestions or thoughts would you like to share with the LRA?
- 8) Conclusion – round robin: Considering everything that has been said, as well as anything new, let's go around the room and everyone share what he or she personally believes to be the most important message to be shared with the LRA Board.

Participant Selection

Lists of key community leaders who would be good candidates for focus groups were solicited from LRA Board members, area Chambers of Commerce, and leaders in Hermiston, Echo, Stanfield, Umatilla, Irrigon, and Boardman. People on the lists were called to determine their availability and willingness to participate on October 27. From those who were available and willing, participants were selected based on city of residence, gender, occupation, and self-determined knowledge of the Army's Umatilla Chemical Depot site. Emailed messages informed participants of their selection. Another email informed all others, who were possible substitutes, of their status. Participants were again emailed on Friday prior to the Tuesday interviews. Phone calls reminded participants on Monday, the day before the interviews. Emails were sent to those where only messages were left. Initially, two groups of 12 participants each included eight towns, 13 males and 11 females, and ten participants from Morrow County and 14 from Umatilla County.

Substitutes for those who had to withdraw, coupled with two females who failed to show made up the final sample of 14 males and eight females. Eight were from Morrow County and 14 from Umatilla County. Participants came from Hermiston, Lone, Boardman, Irrigon, Heppner, Pendleton and Umatilla. Appendix A shows the city, gender and occupation of participants. One man in the second session, who came as a substitute at the last minute, had to leave a little over halfway through because of other commitments.

Methodology

Following introductions, a short presentation was made to focus group participants telling them about the Land Reuse Authority (LRA) process, and informing participants of their role in the LRA's gathering information. A brief presentation was also made on major site assets.

Each participant received a packet that stated the purpose of the focus group, defined acronyms, and listed all eight questions with one question to a page. Appendix B shows that packet, although questions are all shown on one page for the sake of this report's brevity. Before discussion, each question was read twice, and participants were asked to write down as many ideas pertaining to the topic as they could come up with. Discussion followed. Participants were asked to jot down other thoughts or questions that occurred during the discussion and to bring those up for discussion. Upon completion of discussion, participants' notes were collected. Notes from these discussions may be seen in Appendix C. Participant notes are almost all verbatim. Occasionally a word has been added for clarity because many abbreviated their responses as they wrote quickly. Such words are bracketed []. Abbreviated and misspelled words are spelled out and corrected. Occasionally, a word was illegible, and is so noted.

Three individuals from the Dana Mission Support Team recorded comments. Their comments were combined and appear in Appendix D. Comments from the two groups were kept separate because of some differences in the two groups. For instance,

everyone in the morning group wanted the entire chemical depot incinerator totally torn down and no more incineration of any type. Many participants in the evening group saw the incinerator site as a valuable asset and were okay with incineration of non-polluting garbage, using a brand new incinerator.

One participant, who had given great thought to this issue, presented one of the facilitators with a previously prepared typewritten list of his personal observations. A second participant emailed one of the facilitators' additional observations. Consistent with the objective to provide the LRA with thinking of community members, those personal observations may be found in Appendix E.

Summary of Findings

The opening question asking about expectations turned out to be more than an ice breaker. Issues, concerns, desired reuse options, and some questions quickly surfaced. Some of the responses in the first question about what participants expect to happen when the base closes deal with both concerns and reuse options. Thought was given to moving responses to their appropriate questions. But to do so would lose the impact of what was first on participants' minds, so responses were not moved in appendix D (interviewers' notes and observations).

This section summarizes the comments for each question that was asked. As expected, more questions were prepared than time allowed to discuss. Interviewers found it interesting to compare the discussion with the issues participants wrote. Some issues were written, but not brought up for discussion. Read appendices C (participants' written comments) and D for more complete understanding of the interviews.

1) What do you expect to happen once the Army leaves?

- Clean up and remediation will last over ten years
- Concern that the Army will perform inadequate cleanup and cleanup cost will fall on counties
- Expect economic growth and environmental issues to be balanced
- Develop Interstate areas; study the internal areas or develop wildlife refuge
- Tribes expect ceded land to be returned
- Some want the site cleaned ready for public and business use
- One spoke of the Army cleaning only to CERCLA or RCRA requirements
- Get much property on tax rolls
- There will be lots of "unfriendly discussion" during the planning process
- Some participants expect the Army to make the infrastructure usable before leaving

2) What concerns do you have regarding the closing of the UMCD?

- Army will leave with inadequate cleanup
- Polluting industries will come in
- Governance will be other than the County

- Army doesn't dialogue with locals and won't work well with the LRA
 - Burn facility infractions and cover ups
 - Reuse decisions be made by outsiders
 - Burn facility won't be totally demolished
 - Need to boost local economy and replace good paying jobs
 - Site will become a burden to taxpayers
 - Public involvement will further delay an endless process
 - Members of the LRA won't collaborate, will fight with dissension and prolong the process
 - There is in place a predetermined outcome – land going to Tribes and Oregon National Guard
- 3) What would you suggest to the LRA about development of the UMCD once the Army leaves? What might be included? What might be excluded?
- Undisturbed areas be kept that way; only build on areas be further developed
 - Establish wildlife refuge/park and interpretative center showing the geologic history, ice age, World War II history, natural habitat, horse drawn equipment of old
 - Farming
 - Farming warehouse and distribution centers
 - Tax base development in proximity to Interstate highways
 - Use rail system
 - Microbrewery
 - All in one group did not want any continued incineration; most in the second group were open to incineration of non-toxic substances to produce power
 - Igloos should go to counties and uses found for them
 - Mushroom farming in Igloos
 - Establish an enterprise zone with favorable tax benefits
 - Do not build a prison
 - Sell place to a private entity
 - Anything that does not bring economic growth to the area should be excluded
 - Secure water for agricultural and business purposes no matter what
 - Establish view sheds shielding industrial sites from highways and the river
 - Develop groundwater storage and recharge
 - LRA members must be statesmen-like, and make decisions on a regional basis
 - The site screams transportation – roads, river, rails – warehouses, distribution centers
 - Establish a timetable and benchmarks and stick to them to achieve and implement the plan
- 4) What obstacles, difficulties or challenges might this community face in redevelopment of the Army base?
- The two counties and the Tribes to establish solidarity in making decisions
 - Learn to work together



- There is a large communication gap between truth and gossip (perception) – LRA must be open and transparent and provide public information
 - Time lag between burn facility layoffs and start of new jobs – people may leave the community
 - Loss of jobs will collapse house prices, drop retail sales and services
 - Too much study, too little action
 - Heritage Centers don't pay for themselves
 - Interference from outside factors – federal and state laws and regulations
 - Property must pay for itself – not taxpayers – some aspects must pay for other aspects
 - Private enterprise will find a use for the land; government entities probably won't
 - Loss of children in the community from people leaving brings less funding to schools
 - Keep the ability to make decisions local
- 5) Please discuss your thoughts of economic benefits and environmental protection on the site.
- Need to protect wildlife and plants
 - Need a geological interpretative center
 - Need family wage jobs
 - Training site for the military is good
 - The Depot has been a huge economic benefit to this community
 - The Army has done a good job preserving habitat and wildlife as natural areas
 - Attract more taxable industries
 - Benefit the entire region, just as the Tribes' casino benefits a large region
- 6) Tell us what you think about the use of some of the site for Oregon National Guard.
- Tribal members and others objected to the ONG taking over some of the most valuable steppe shrub and native habitat areas in the north
 - Others thought ONG use is good
 - One suggested the ONG use the ammunition dump area (ADA) for small arms fire
 - One was concerned about terrorist attacks if the ONG were there
 - Time did not allow participants to discuss this question in session two
- 7) What further suggestions or thoughts would you like to share with the LRA?
- Neither session discussed this
- 8) Conclusion – round robin: considering everything that has been said, as well as anything new, let's go around the room and everyone share what he or she personally believes to be the most important message to be shared with the LRA Board.
- Do not let the Army off the hook for environmental cleanup
 - Maintain good working relationships within and among LRA Board members



- LRA take title and control ASAP
- Identify contaminants out there and control cleanup
- Make decisions – there's no perfect answer
- Support ONG for training
- 1st group consensus: Balance environmental preservation and economic development, but get on with the job in a timely manner
- Remember details as well as the big picture
- 2nd group consensus: Get going, get together, get it done, make a plan



Appendix A: Focus Group Participant Information

Focus Group Participants: City, Gender, Occupation			
Session	City	Gender	Occupation
Session 1 – 8:45 a.m.			
	Heppner	M	Former county judge
	Hermiston	F	Self-employed process facilitator
	Hermiston	M	President, health care facility
	Boardman	F	Owner, Pharmacy & Hardware
	Umatilla	M	Store manager
	Hermiston	F	Executive Director, Chamber of Commerce
	lone	M	Farmer
	Hermiston	F	Small business owner
	Heppner	M	Former County Commissioner
	Hermiston	F	Newspaper reporter
	Boardman	M	Real estate agent
	Pendleton	F	Tribal Science Committee member
	Hermiston	M	Business owner
Session 2 – 5:15 p.m.			
	Irrigon	M	Former planning commission member
	Pendleton	M	Farmer
	Hermiston	F	CPA
	Hermiston	M	Credit company president
	Hermiston	M	District Mgr., Irrigation business
	Hermiston	M	Public Relations Director
	Irrigon	M	Extension Agent
	lone	F	Public Works Morrow County
	Pendleton	M	Tribal Science Committee Chairman

Number of Males = 14
Number of Females = 8

Morrow County = 8
Umatilla County = 14

Hermiston = 10
lone = 2
Boardman = 2
Heppner = 2
Pendleton = 3
Umatilla = 1

Irrigon = 2



Appendix B - Focus Group Packet

**UMADRA-LRA
October 27, 2009
Focus Group – Participant Notes**

We would like to thank you for your participation in this DMST planning activity.

This Focus Group has two key purposes:

- 1) Gather information of the community leaders' ideas of redevelopment options**
- 2) Gather information regarding the concerns of the communities leaders in respect to the planning of the Depot property**

The information gathered here will be generated as a report to the LRA and be used as a basis for community thoughts, concerns, and ideas while preparing the plan that will be submitted to HUD and the DoD.

Terminology:

BRAC: Base Realignment and Closure
CTUIR: Confederated Tribes of the Umatilla Indian Reservation
DMST: Dana Mission Support Team (UMADRA support contractor)
DoD: Department of Defense
HUD: Housing and Urban Development
LRA: Land Reuse Authority
UMADRA: Umatilla Army Depot Reuse Authority
UMCD: US Army Umatilla Chemical Depot
UMCDF: Umatilla Chemical Depot Facility

Please think about and briefly write all your ideas regarding the topics. If during the group discussion, you get an additional idea, we encourage you to write it down and share with the group.



Expectations: What do you expect to happen once the Army leaves?

Each question was on its own single page – shown in this format to conserve paper

Concerns: What concerns do you have regarding the closing of the UMCD?

Options: What would you suggest to the LRA about development of the UMCD once the Army leaves? What might be included? What might be excluded?

Community Challenges: What obstacles, difficulties or challenges might this community face in redevelopment of the Army base?

Economy/Environment: Please discuss your thoughts of economic benefits and environmental protection on the site.

National Guard: Tell us what you think about the use of some of the site for Oregon National Guard.

Further Suggestions: What further suggestions or thoughts would you like to share with the LRA?

Most Important: Conclusion – round robin: Considering everything that has been said, as well as anything new, let's go around the room and everyone share what he or she personally believes to be the most important message to be shared with the LRA Board.

Appendix C - Participant Written Comments

Expectations: What do you expect to happen once the Army leaves?

Session 1

Bulleted comments are grouped by an individual participant. Bullets below a skipped line space denote comments of the next participant.

- That private enterprise be allowed to work
- That county lines be maintained
- That the tribes be part of the decision-making
- That an extensive clean-up of the property be done by the Army – the investigation of problems be done by a non-military group
- That no plan be fixed in concrete until the clean-up is complete

- That the land will be cleaned and restored to original condition by Army
- That only the road areas along Interstate 84 and Hwy 87 be developed
- Indian area to be left to original form
- Open to use by CTUIR as a place to gain their culture

- There will be some clean up the Army will not undertake. And there will probably be a lot of that type of thing happening – I don't believe it will be turn-key ready – I am hoping for some sort of wildlife refuge.

- The assets of the depot to be used to benefit the region in a variety of mixed use ways – eg., industrial, economic development, heritage, recreation, tourism.

- Jobs would be lost
- Why can't the Army use the facility for training or another form of military service, since there are many buildings already in place
- Expectations: variety of uses
- Army needs to clean the depot up before anything can happen – because of any unknowns
- Hold the Army accountable to clean up the facility, ground water contamination
- LRA needs to take title and control of that property
- (Do) a study on how clean it really is and [by] whose standards
- Tribal control

- LRA takes title and control
- Land is leased and sold for economic development
- Prime objective: 1) Value Added Agriculture; 2) Distribution center for Pacific NW

- Clean land-use environment
- Build solid working relationships with all involved parties
- All previous goals and expectations met

- Remain as advisory capacity / liaison
- Mix-use – need tax base

- Main concern is before the Army leaves: current stress on Army budget; demonstrated reluctance of federal to clean up sites, i.e., Hanford; ground water contamination – will pumping continue?
- Listed species: Washington Ground Squirrel and birds

- I expect that environmental and Indian issues will keep it at a standstill for some time
- I also expect that Morrow and Umatilla counties to butt heads until they can go separate ways

- That the Army really considers local input into future use. I'm concerned that the Federal and State Government will pre-empt local desires and (after hearings like this) do what they wanted all along.
- I hope that these can be several uses for the land including: re-investment, industrial development, Ag, Tourism.
- Try to bring to this area at least one large employer
- Must get State and county to offer incentives – a free port zone
- LRA needs to take title and control of property

- Based on previous happenings of large land use opportunities, i.e., Boeing, State, Port of Morrow land, Northwest Racing Speedway Project, I expect that out-of-area organizations will use the land to further enrich their potential profit. These entities will not want to live [in] or raise their families near this new development, nor will they support local cultural or heritage groups.

- To use the facilities to best advantage to all the communities in the area
- To promote the growth of the area economically, bring jobs
- Variety of uses
- Clean concerns
- Dealing with unknown
- Holding Army accountable

Session 2 – Expectations

- I think the Army and / or the contractor involved in decommissioning the incinerator will be here for ten years, probably including environmental remediation. I don't have a good feel for how much LRA work can be accomplished concurrently with closure.

- Private ownership of real estate
- Irrigation [for] agriculture
- Industrial opportunities
- Use the current infrastructure



- Put on tax rolls to increase tax base
- No taxpayer burden
- Keep jobs

- Clean up of the 20K acre area – restoration
- Consider uses of the area?
- Utilize railroad possibilities
- Give high consideration to groundwater recharge area that has been identified

- [Site] become LRA directed property
- Building left intact
- Code
- Cleaned
- Negotiation between LRA and DoD
- Public / private good somehow – sports complex, business incubator, reserve, use igloos

- The site to be cleaned to the level that an individual or farmer could go in and use [with] no additional cleanup required
- LRA carve a land use plan that addresses the ongoing needs and wants of the communities
- LRA carve a plan that has minimal financial impact to tax payers
- Craft opportunities for the 800 jobs

- I would like to see the property used in various ways. I understand that the Oregon National Guard is interested in a training facility for the whole state. This would be a great location for our ONG.

- Also the Tribes have an interest in the land. What would they want to use it for?
- It has a lot of infrastructure that can be utilized.
- Expectation [of the Army] to clean the land and have it shovel ready for the next landowners
- Have land back on tax rolls

- I hope, hopefully expect, that there will be multiple uses of the property, with all parties, i.e., business, state and local governments, and the tribes, each having access to the land and assets.
- I expect there will be loud “discussions” about how those uses will be decided. I also expect that there will be hard feelings on the part of some parties
- I expect that the chemical depot will be taken apart and destroyed as promised
- I expect this conversion not to be a tax burden on the local counties

- A lot of currently open wildlife habitat will be considered for development
- Demolition buildings will be destroyed that could be put to good use
- A section that is still encumbered with explosives will continue to pose problems

- A considerable period of time will pass before a final decision on usage will mature and come to pass
- Land will be made available for private development for the benefit of the entire area
- Some portion of the area to be set aside for future military use
- Land for wildlife and ecological purposes
- Existing facilities to be made available for new uses both industrial and agricultural

Concerns: What concerns do you have regarding the closing of the UMCD?

Session 1

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- Concerns of local control
- Concerns of cleanup to acceptable state
- Outside influences taking control, [including] environmental groups, Indian claims, preserves, US and State government reversing decisions not to use the property

- Lack of local control
- Lack of organization and funding to develop anything
- Paralysis by analysis or politics
- Ending up with a polluted site which cannot be used for anything
- 20 years from now – moldering buildings – a blight

- Commitments not met
- Lack of continuing working relationship with all parties (need to foster)
- Control of governing process – which or what type of governing body

- As stated on first sheet [land to be restored to original condition by Army]
- Cleanup by Army – do not let them off the hook outside
- Big money people will control – needs to be CTUIR
- Ground water and Columbia River [keep from contamination]
- The cover up of infractions that are happening now with burning and cleanup

- Must give title of 20,000 acres of UMCD to the LRA
- Economic development must be highest priority

- Clean up – is it adequate?
- The process will take too long
- Who will be in control?

- That Tribal interests won't be considered – wide range of wildlife that needs to be preserved as well as flora
- Clean up will be inadequate
- That some polluting industry will move in and destroy a pristine part of the landscape

- I am concerned that environmental and Indian issues will hold this project from actually moving forward
- I am also concerned that Morrow and Umatilla County [officials] will disagree with each other on important issues making it difficult to move forward

- My concern is that the Army / military needs to clean up their entire 60+ year mess before leaving
- Level of clean up should be defined by civilians, not the military
- All discussion of future use are useless until the land is clean

- Apparently, many other military agencies don't want this property. In my opinion, this property comes with huge liabilities. We want to make sure the “bogey man” in the property is cleaned up before we accept.
- Larry Campbell probably has a good idea. It may be that the LRA should be the agency that continues to monitor until the land is turned over to the counties.

- Clean up and who will be in control seeing it done right. Who will set guideline for this?
- We really cannot determine how the land can be used without knowing what is there (contaminants) for the land to be used, especially for agriculture

Session 2 - Concerns

- That there be specific clean up plans
- That the restoration of wildlife within the 20K acres be accomplished
- That there be prudent use of water on site
- That the LRA seriously consider the Umatilla Indian Reservation [UIR] treaty reserved rights

- Jobs
- High paid lower skilled workers
- Economic impact
- Clean? Who decides / defines
- Can LRA get the job done?
- How will [the plan] be developed?
- Will it be developed?

- Public involvement – length of deliberation
- Ultimate use – Beneficial to the public; good use of improvements; stimulate local economy

- [Local] taxpayer liabilities
- Environmental clean up
- Keep on short time frame for reuse
- Timely decision-making process
- Job loss
- Predetermined outcome?

- LRA members will not collaborate!
- Army will leave the County high and dry
- Use of the facility will attract the wrong type of clients – “Danger to the County”
- Plan contracted and not implemented

- That it will take a very long time to be ready to use with new tenants
- Cost of Morrow and Umatilla Counties will be excessive beyond cleanup cost
- That the [Federal] Government move swiftly to bring this land back to that [which] will benefit both counties and the state

- The cost involved in closing the depot and converting it to private / state / local use
- That one [LRA] group involved in the decision making will “hijack” the decisions and refuse to cooperate with all
- The environmental effects of cleaning up the site, such as tearing down buildings, etc.

- Local entities will be ignored or overridden
- Clean up programs currently in progress will be delayed by lack of funds
- Litigation
- Deterioration of existing facilities

- Lack of complete cleanup
- Ability to get the land on tax rolls
- Length of time to get things done
- Access for the public and their use

Options: What would you suggest to the LRA about development of the UMCD once the Army leaves? What might be included? What might be excluded?

Section 1 – Reuse Options

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- Mix use
- Tax base development on land with close proximity to highway and rail
- Wildlife refuge / national monument status

- This must be kept to private enterprise. Government should not interfere. Some of the

- flora / fauna should be part of the Tribes' interest
- We don't need more industrial property at this time. Ports of Morrow and Umatilla are doing fine
- No low income housing in igloos
- Land in I-84 and I-82 could be developed for commercial

- Interpretative center
- Federal park
- Wildlife preserve
- Youth corrections – **NO**

- Wildlife refuge
- Non-polluting industry / business
- Geologic interpretative center
- Use by both Morrow and Umatilla Counties [for] cultural and economic, etc.
- Industry that is transportation based – both for freeway and rail

- Museum for large farming equipment, other heritage, including geologic heritage
- Wildlife refuge
- Park
- Agriculture
- Industry – transportation based

- For economic development – creation of jobs, good family wage jobs
- Location is perfect: military training, agriculture, interpretative
- Location I-82 and I-84 outlet mall
- There is a lot of land and could be several uses
- Distribution center would be ideal because of location
- Mushrooms
- Car assembly

- Value added agriculture
- Distribution center of the Pacific Northwest
- DO NOT WANT: continue incineration or wildlife refuge park

- East areas can be further developed
- Undisturbed [land] should be maintained as native habitat

- I would like to see warehousing distribution centers, other transportation dependent business
- It would be great to see some farming if possible

- Recreational use
- Industrial development – clean, family wage jobs
- Heritage – but watch influences of outright special interest groups

- Enterprise zone – some protection from Oregon’s stifling tax structure
- Can we find a way to use the “igloos?”

- I would like to see recreational low impact activities
- Ice age floods – geological heritage interpretative center; Oregon Trail ruts; wildlife refuge; walking, biking, non-motorized trails; picnic areas
- I do not want to see industrial development by out of area interests
- Do not want to see motor cross activity

- Recreation
- Business – safe for the environment
- Attraction for the community
- Tribal – to a degree – Center that would present in conjunction with interpretation, learning, history

Session 2 – Reuse Options

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- Length of time to get things done
- Access for the public and their use

Community Challenges: What obstacles, difficulties or challenges might this community face in redevelopment of the Army base?

Session 1 – Community Challenges

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- Contaminated underground water supply
- 1,500 acres ADA area
- Obsolete rail lines and roadways
- Land fill with questionable materials
- Asbestos siding on warehouses
- Water distribution
- Tribal concerns
- Cooperation between counties
- Lack of funding for federal cleanup
- Funding
- Land use laws – state
- Native American claims
- E.S.A., squirrels, birds, salmon



- Lack of control – input
- Again, what or who will be the governing body?
- Will we [local taxpayers] have to pick up any part of the tab

- Agreement between counties
- Too much study
- More building _____ [illegible]

- How to attract business?
- Enterprise zone?
- Other tax incentives?
- Clean up to where people and animals can safely use the grounds

- Lack of consensus
- Lack of funding
- Lack of organizational ability to do development
- Factors outside the control of the community, i.e., feds, other laws

- Loss of jobs
- Working through the politics, agreement
- The discussion of who will take control of the land
- There are so many organizations that have a role

- Too much time delay in implementing economic development would hurt employment levels in Hermiston area

- Economics of use in a park or heritage center – there is going to be limited funding for any of these types of projects
- An enterprise zone would probably attract business or [provide] favorable times for development

- Challenges – lack of common vision between two counties and Tribal organizations
- Can three entities develop a common vision and mission – otherwise strategies will be too diverse to implement

- Army not doing their job!
- Agreement among interested parties...Tribal and two counties
- Environmental versus industry

Session 2 – Community Challenges

- Loss of jobs – initially
- Potential increase tax burden – purchase and / or development of site
- Loss of R.E. value initially due to relocation of Demil workers
- Loss of business to local businesses due to relocation of Demil workers



- Retrain and rehire of UAD employees
- Loss of CSEPP funds to local governments

- Conflicting interests – industrial versus environmental
- Communication of truth versus gossip
- Lag time between Army closure and next development
- Jobs – time between current job layoff and new jobs
- School enrollment decline

- The greatest challenge is learning to work together, collaborating

- [Site] is viewed as remote
- [Area] lacks some public amenities – airport, mall, sports teams
- Too diverse of viewpoints to come to agreement
- Cost of infrastructure

- Working together to redevelop the Army base might be difficult
- Decide on development and work together to get it accomplished in a timely manner

- How to afford the changes that need to be made at the Depot
- Development of an administrator or overseer for the project as changes are implemented
- Agreement between the counties, cities, Tribes – all stakeholders
- Getting community involvement after the Army has turned over the land facilities

- Lack of funding
- Voice heard when decisions are made?
- Retention of economic local
- Communication
- Loss of school attendance / funding

- Agreement on best use of the area
- Keeping the ability to influence the decisions as to the final uses of the facility
- Acquiring adequate financing to do the necessary development

Economy/Environment: Please discuss your thoughts of economic benefits and environmental protection on the site.

Session 1 – Economy/Environment

Bulleted comments are grouped by an individual participant. Bullets below a skipped line space denote comments of the next participant.

- Environment – some of the undeveloped land should be dedicated to a park system
- ADA is a problem
- Don't see much for economic benefit
- Water is a problem

- Make use of developed portions and leave the rest for natural habitat
- A potential method of protecting areas from development is to make them a Goal 5 resource under Oregon land use laws

- Could be an excellent economic "Enterprise Zone" for part of the land – areas closest to freeways
- We want clean development on the site
- A majority of the space needs to be for recreation and preservation of the lands
- Environmental protection – use caution – good common sense approach

- There are economic benefits to development as a recreational / heritage center, and the impact on the environment would be low – cultural heritage tourists are above average income, take photographs, purchase needs, books, and so forth.

- Both are so important!
- Does no good to protect the environment if people need jobs

- We continue to have a need to develop our tax base
- We will need a plan that will provide for mixed use benefit – some land can be and some land cannot

- Economic benefits – jobs, products, building construction, trucking, pay more taxes, lower transportation costs to ag producers
- Environmental protection – not a big problem

- It's important to preserve what's there in regard to the environment
- Economic benefits – if it's the right kind of business, and would provide family wage jobs [not just minimum wage], etc., for long term – not short term

- There has to be some economic benefit or there won't be anything done. This community doesn't want polluting industries, but some industry will be important. Lots of options.

- Economy: loss of jobs – we do not want to see that we may lose community support from agencies such as Wash _____ [illegible]
- Possibly those who are out of the area may look at our area more positively once the clean up is done
- A distribution center would be a great way to keep jobs and wages

Session 2 – Economy/Environment

- Today the economic development at the UOD would be a benefit to the entire ED area
- The UOD may become an eastern Oregon research center for farming, water, transportation, etc.
- Environmental protection would be one of the greatest research issues.

- Economic benefits can be tremendous if the right business / land owner is in place, for both counties and state. Growth of Hermiston, Boardman, Irrigon could increase [and would] bring in more families, the need for more schools, and infrastructure in each town.
- The state has rules and regulations on the environment and they would have to apply to this site

- Economic benefits: Increase taxable land and infrastructure
- New businesses and commercial entities
- With increased businesses, there could be a negative economic benefit to cities and school districts in that new schools and city infrastructure would all need to be created
- Environmental protection: All of the older, original buildings are probably filled with asbestos products and must be cleaned up [prior to] destruction / remodeling. [This requires] lots of \$\$ and the chance for negative environmental impact.
- With new industrial growth, I would like care to be given to limiting industries that might contaminate the Columbia River, the ground, or the groundwater.

- In the past, little thought was given to activities, i.e., disposal of explosives – washout lagoon
- Careful consideration of economic benefits versus environmental impact
- Tax values should not be first consideration

- Pollution of fragile environmental areas
- Productive use of environmental areas to provide economic benefit
- Need complete environmental cleanup of the area
- Development that is not detrimental to the environment

- Economic benefits: Community improvement by diversifying the economy
- Transportation: rail and Interstate
- Buildings that can find alternative use
- Environmental protection: Clean up

- Demil has been a huge economic boon for this area
- Depot has added to local economy since 1940
- The many acres of natural habitat have provided areas for wildlife
- The “new” depot area can provide employment opportunities that exceed the current level
- The sensitive environmental areas can be saved and improved

- Many good jobs now
- Good potential for new jobs in the future
- Massive current investment
- Likely additional spending for deactivation and new development
- Problems: environmental problems of long standing groundwater and grounds
- Opportunity: Government spending to clean it up
- Problem: prolonged maintenance of deactivated or transitional facility

National Guard: Tell us what you think about the use of some of the site for Oregon National Guard.

Session 1 – National Guard

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- I need more details about the activities that might be conducted by the National Guard, i.e., tanks using existing paved roads? Tanks creating new trails?
- Why do they want the most usable agricultural land?

- Probably a feasible idea

- NO WAY!
- There are many current sites for National Guard training and use. We do not want further State or Federal control of UMCD

- What about a military school? But only [in] a specified area so that the government does not have control of the land.

- **NO!**

- No opinion

- I don't have enough information to judge

- I don't think there would be enough space to provide for economic development, national monument and military exercises.

- Unsure



- Department of Army for National Guard – northern half for training facility for National Guard
- No thanks

Session 2 – National Guard

Skipped because of lack of time

Further Suggestions: What further suggestions or thoughts would you like to share with the LRA?

Session 1 – Further Suggestions

Bulleted comments are grouped by an individual participant. Bullets below a skipped line space denote comments of the next participant.

Time constraints prevented discussion on this question, but two participants submitted written ideas:

- I think first an agency [LRA] needs to have control of the clean up, so that we can have a report on exactly what land can be used for development
- LRA must take over title and control of UMCD at closing in 2011
- Top priority:
 1. Value added agriculture
 2. Distribution center

Session 2 – Further Suggestions

Skipped because of lack of time

Most Important: Conclusion – round robin: Considering everything that has been said, as well as anything new, let’s go around the room and everyone share what he or she personally believes to be the most important message to be shared with the LRA Board.

Session 1 – Most Important message

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- Clean up, multiple uses, a) Oregon National Guard, b) economic development – enterprise zone; c) preserve the untouched lands
- Level of clean up is the block to progress – complete clean up is mandatory before Army cuts out
- Whatever is done that is environmentally and economically driven as equal importance and that it is timely
- Clean up and maintenance of natural areas and species
- Return to natural state as is state in our treaty 1855 – will have use of land and water – Do not let Army off the hook
- #1 – An agency needs to take control of clean up, so we would know what is in the soil. The LRA should take control of getting things going. #2 – I also think there should be economic development – the land can be used for multiple purposes
- A balance between environmental and economic needs – not an easy task but not insurmountable. It can’t be all business – there needs to be a balance
- You have a very important job for the future of our area. There is no perfect answer. There does need to be a decision made – paint or get off the ladder
- Take title and control ASAP. Develop for 1) value added agriculture; 2) Distribution center
- Working relationships must continue between the federal, state, tribal governments
- Clean up the ground from environmental issues before the Army leaves. Move control to county level as soon as possible

Session 2 – Most Important message

Bulleted comments are grouped by an individual participant. Bullets below a skipped line space denote comments of the next participant.

- Listen to local input and _____ [illegible] those things that provide the greatest benefit to the immediate area around the Army base
- Don’t get so involved in the big picture that the details are lost
- Listen to community groups and area citizens, make a plan for reuse of the depot, develop a timeline, and STICK TO IT! Don’t let squabbles ruin what could be a wonderful opportunity for development
- Listen to the communities, work with them, and follow through in a timely manner to benefit Morrow, Umatilla, and the State of Oregon.



- The LRA has initiated in this focus group one of the most important things, and that is allowing people to speak their piece/peace.
- Get 'er done!
- Keep on "FAST TRACK" TIME FRAME to make a decision and follow through
- Get going – get together – get it done – make a plan

Appendix D - DMST Focus Group Notes and Observations

Expectations: What do you expect to happen once the Army leaves?

Session 1 – Expectations

- I would expect a variety of mixed use – including agriculture, cultural heritage, etc.
- Concerned about inadequate clean-up, the Army won't clean up everything – the people will be responsible.
- Wildlife refuge
- A non-political firm needs to do a comprehensive study prior to any decisions being made. Until property is cleaned up by Army. Dealing w/the unknown leaves too many areas of concern.

Facilitator Brian Cole in response to inadequate cleanup: Your thoughts are very consistent with the Morrow and Tribal concerns. The message is coming through to the LRA loud and clear. The Army is tasked with the ECP report (in December). I don't think there are so many unknowns. The task is to hold the Army accountable, especially with the tight budgets for the DoD.

- Groundwater contamination – will the pumping continue?
- There are lists of protected species – the government will require
- The LRA needs to take title and control of the property. Part of the problem has been with the Army.
- Hire an independent to study how clean is clean before the Army leaves.
- Define what is clean?
- Make Army accountable
- I support this valid concern for cleanup. What happens after cleanup. I don't foresee a happy experience. I see these projects indicative of outside entities using Morrow/ Umatilla to get richer. They do nothing to help the communities. Not in favor of industrial development. Some awareness of geo-heritage: gravel beds – people are curious about the geological history of our areas. Would love to see an Interpretative historical, agricultural, and geological center. We should be aware of our heritage.
- Why couldn't it be used for another military training facility or another branch?
- It looks like we have given first right of refusal to the feds. My concern is that someone at the top will come in and take over the plan regardless of what our desires are.
- Prevent reuse decisions by outsiders
- The tribes believe the land should be given back to Tribal control.
- The only parts that should be developed are the Interstate areas. The interior needs to be studied.

Session 2 – Expectations

- I expect the Army and/or contractors will be involved with the clean-up and remediation for at least 10 years. I don't know how the LRA can plan effectively until the site is clean.

- One of my fears is that all the chemical buildings will not be demolished. I expect that the promise we were given stays.
- Everything should be clean, including the munitions areas. Exploded and unexploded.
- It seems like the level to which the Army is willing to clean up is different from the public expectation. My expectation would be the Army will leave it ready for business and public use without further cleanup required.
- I expect the Army to clean to CERCLA (Comprehensive Environmental Response, Compensation, and Liability Act) and RCRA (Resource Conservation and Recovery Act) requirements, whichever is applicable. This will be less than the public and businesses expect.
- Get the property on the tax rolls with private ownership.
- I think there should be a blend of the two – environmental protection and economic growth – that will be able to function properly. We don't want an "either/or" kind of thing.
- There are some areas that are better suited for environmental uses, and others for economic growth. Make it as diverse as possible. One size won't fit all.
- I don't expect "discussions" will be necessarily friendly through the planning process.
- Everyone wants the same thing...success.
- Does the LRA make the final decision? No the Army will make the final decision. However, the LRA's plan will hold the greatest weight.
- Have there been other BRAC instances where the tribes have been involved? Not specifically with the two counties and the tribes.
- What was the deal made with the tribes? If my memory serves me correctly, the ceded land of the tribes extended through the depot to the Columbia. The tribes also have a vested interest in the Hanford.
- What does it mean that you "ceded" the land? A: It means the tribes ceded the land to the US government that was originally our hunter/gather life blood. We originally had about 500,000 acres, reduced to 250,00, and now have about 170,000 acres
- What is the diminished reservation? A: It is what we currently have today.
- Have you run across much wildlife usage areas in other BRAC closures? A: It is a definite usage possibility.
- Before the Army leaves I expect the infrastructure to be in usable condition.
- I expect the LRA plan to be flexible, not have a large burden to the tax payers, and something that includes job replacement.
- Question about the ONG – do they have an interest? Yes, the ONG seeks a training facility.
- The expectation of the tribe is complete cleanup of the UMCD.
- Expect hard feelings and difficult times
- Wildlife refuge
- Workable infrastructure should remain
- LRA plan must be flexible and adaptable
- Site not a burden to taxpayers
- Replace lost jobs
- Expect clean – including unexploded munitions – maybe not?

Concerns: What concerns do you have regarding the closing of the UMCD?

Session 1 – Concerns

- What happens prior to the Army leaving? Ensure land is clean for use by public
- Clean up of site by Army will be inadequate
- Tribal interests won't be considered – want to see wildlife refuge
- Concerned about polluting industries moving in.
- The property given to the LRA as a governing body may not be a bad idea, but, we have a county line there. There needs to be a governing body or a split w/tribal interests.
- Politics may ruin efforts
- County ownership not LRA or Port ownership
- Separate control by Umatilla and Morrow Counties
- What kind of governance would you expect? Counties not ports
- Paralysis by analysis: one of my biggest concerns – we will continue to analyze to death, and the process may take too long.
- Lack of continuing working relationships. The government doesn't encourage the working together spirit.
- Concern that the Army will transfer power, cut and run before thorough cleanup. Would oppose the transfer of the responsibility of the grounds from the army to another source.
- Army doesn't foster dialogue; continuing dialog and cooperation needed between Army and locals
- Concern w/what is happening with the infractions and the current lack of environmental controls for the current employees and the communities.
- Burning is stopped now / monitor site to ensure the Army stays involved.
- Concerned about air and environmental infractions and cover-ups
- We have to deal with the lesser of the evils, I think we have done the best we can with what we have
- Burn facility (UMCDF) operations are as good as can be.
- Other concerns listed above under Expectations

Session 2 – Concerns

- Fear public involvement will further delay this endless process particularly in Oregon and the time allowed for public comment.
- Do you mean the public involvement will slow down the process? Yes. I'm concerned we will do the same thing as the burn plan (talk a long time before any action).
- Seems like a long time seems before any real action takes place.
- Environmental issues: buildings which are substandard. What is going to happen to the unwanted "stuff?"
- Economics of the area: the skill set will be different. How will we find jobs commensurate with current salary levels? There is need to stimulate the area economy.
- The facility will attract the wrong type of clientele to the area – polluting industries and

- minimum wage jobs
- LRA will not collaborate in a timely manner
 - Lack of collaboration coupled with failure to implement actual plans stalls progress. I'm concerned there will be battles between all the "powers that be" and we will lose assets.
 - Regardless of how good the plan is there will be controversy and conflict. At some point there has to be a line drawn.
 - Is there a total consensus that the LRA will not be able to come to agreement?
 - There will be a plan created, but not implemented.
 - There is a high degree of skepticism that change will be timely
 - Have there been cases where the LRA's have come to an impasse? Brian: I believe so, and then the property will go to the government.
 - Do you mean to see site ownership change?
 - Is there a total consensus that anything is truly going to happen? Pretty much, we believe something will happen, just when it will happen. Long time, no action.
 - If you looked back the LRA was constituted longer than 10 years ago. Yes 1988
 - Concern that the outcome is predetermined – Tribes and NG have the window – I see a decision has already been made, and public involvement and focus groups are a front.
 - Concerns that the outcome will cost the counties money. How much money is it going to cost Morrow County?

Options: What would you suggest to the LRA about development of the UMCD once the Army leaves? What might be included? What might be excluded?

Session 1 – Reuse Options

- Areas that are disturbed or partially developed should be developed
- Areas that are currently undisturbed should be left alone
- Wildlife park, nature preserve
- Establish of a national park with interpretative center showing geologic history and ice age, WWII history, natural habitat, horse drawn farm equipment
- All could be combined in a federal park and the feds would still be responsible for it
- A full heritage park could include the large agriculture artifacts
- Farming - needed
- Farming/warehouse distribution center; transportation
- Tax base development in proximity to the Interstates
- Use rail – expensive to maintain / rebuild
- Cost of rail system is concern...who has the money to maintain it?
- Value added agriculture such as distribution points.
- Micro-brewery – "Depot Brew"
- Concern about agricultural not being safe due to contaminants
- Do not want continued incineration
- No other munitions
- Make sure air and water are clean
- Absolutely no incineration

- Igloos assumed to remain; should go to counties and uses found for them
- Mushroom farming
- How do we make igloos available?
- We need a way through the bureaucracy
- Unless tax structure changes, we will not attract living wage jobs.
- Tax structure is an issue, establish enterprise zone
- Make area a FREE PORT – int'l trade advantage (west area)
- Good marriage with current distribution center
- Approximately how much of the total land mass is igloos? A: About 40%
- Don't want a prison

Session 2 – Reuse Options

- Consider selling the place to a private entity. Sell for \$1,000/acre without infrastructure
- Estimate on the low side of \$20M, I'm not the expert.
- Improve access for economic development – blend natural environment – multiple uses
- Anything that does not bring economic growth to the areas should be excluded.
- High risk industry should be excluded.
- I believe the incinerator has some uses, but we don't want to create another Hanford. We want to avoid high risk, or dangerous imported items.
- If we are taking garbage and incinerating it to create power, that would be an option.
- We need to secure water for agricultural / industrial uses no matter what.
- May want to consider view sheds as a buffer between the industrial areas and the river and the highways.
- I would like to see something that does not pollute the Columbia any more than we used to have.
- Consider groundwater storage and recharge – benefit to salmon
- The Columbia Improvement Organization may be willing to take on a new industry?
- The reason they are involved is because they are in the right place.
- The economic and environmental aspects could be very viable.
- The area needs to be developed. Those areas that are already there. The rail yards, the airstrip, the roadwork.
- The tribes have been looking at all of these factors as well.
- The groundwater storage is very important.
- Don't exclude anything. But keep an open mind. No preconceived notions because the market place will determine the need.
- LRA Board members must be statesmen-like – decisions affect whole region
- Decisions need to be made on a regional basis
- The site screams transportation – rail, roads, and river – for economic benefit. Don't approach this with "axes to grind."
- Storage sites and conditions for warehouses and distribution centers on two Interstates
- Pursue trade zone incentives for tax advantage – accelerate depreciation
- There are also potential storage opportunities to go with the transportation. The marketplace will supply ideas.
- Retain part of it as a historic area – major shipping depot from 1940s through 1960s

- Establish a timetable and benchmarks to achieve and implement plan – don't turn over to Governor or others to decide

Community Challenges: What obstacles, difficulties or challenges might this community face in redevelopment of the Army base?

Session 1 – Community Challenges

- Solidarity between the two counties and the tribal union
- Factors outside the control of the community – laws, regulations, coming down from feds
- Too much study, too little action
- Economics – there are other entities to fund, we can't count on government funding
- Heritage centers don't pay for themselves
- Property must pay for itself rather than leaving it to county taxpayers
- The challenge is what are the uses we are proposing going to pay for themselves
- Some aspects of the zone should pay for other aspects of the zone
- If the counties take over, they would be responsible, the land needs to pay for itself
- Private enterprise will find a use for the land; government probably won't (Condon AFB a good example)

Session 2 – Community Challenges

- Learn to work together – understand and respect one another's thoughts, ideas, and concerns. There is no one group that has the right answer.
- Money, money, money – lack of it.
- If, at some point, the plan does get completed, get the public involved.
- Time lag between burn facility shutdown with layoffs and start of new jobs – people may leave the community
- Our community as a whole is viewed as remote (rural, not urban). Bringing in some businesses/people is not enticing.
- There is a big communication gap between truth and gossip. The LRA needs to be very transparent, and provide much public information.
- Facilitator: What is the best way to communicate with this community? A: The CSEPP program is doing a great job, but still there is a lot of misinformation about what is going on. Go to the schools and tell the kids. Provide information and have them bring it home to their parents.
- Loss of jobs when DMIL work ends – house prices collapse, retail sales down. They are good jobs and it will affect the values.
- The schools may be challenged; the loss of children as people leave brings less funding.
- Keep the ability to make decisions local.

Economy/Environment: Please discuss your thoughts of economic benefits and environmental protection on the site.

Session 1 – Economy / Environment

- Need to protect wildlife and plants
- Geological interpretive center
- We need family wage jobs – no fly by nights: we want stable long term business
- Proof from future economics that they will bring in **family wage** jobs, not just minimum wage jobs
- Land-use: Goal 5 resource to protect environment
- Ammunition Dump Area (ADA): Did the Army turn that down? A: No, but they were put into another category
- Training for the military is good

Session 2 – Economy / Environment

- The Depot has been a huge economic benefit to the communities.
- The Army has done a fairly good job in preserving habitat and wildlife as natural areas.
- Attract more taxable industry. The negative impact of economic growth is the cost to the schools, and city infrastructure.
- Figure a way to benefit the region, like the Casino benefits a wide area and not just the Tribes. (Wildhorse foundation) Understand economic impact to all communities.
- Develop ag and other research facilities in this area

National Guard: Tell us what you think about the use of some of the site for Oregon National Guard.

Session 1 – National Guard

- Why is the Oregon National Guard (ONG) only interested in the north side? What about the bombing range area?
- Objection to the ONG taking over one of the most valuable areas of the property: Steppe shrub areas largely in north
- Would be good for ONG to have some area of property
- Again UXO concerns and cleanup
- Only area I would consider for the military is the ADA – perhaps small arms
- Concerns about terrorist attacks if ONG is there

Session 2 – National Guard

Omitted for time constraints

Further Suggestions: What further suggestions or thoughts would you like to share with the LRA?

Both Sessions – Further Suggestions

Omitted for time constraints

Appendix E - Participants' Personal Observations

The following was handed to a DMST facilitator after the focus group session. It represents the additional thinking of one participant.

In thinking about the disposition of the Army Depot, there are several things that I would like to discuss:

1. It is important that conversation be maintained with the Confederated Tribes. They seem to have a vested interest in some of the property and so their concerns must be heard on the front end of the decision-making process.
2. This property is owned by the U.S. Army. It was taken for obvious reasons. There are some usable buildings on the property. There are utilities, roads that need considerable repair.
3. There is an area known as the ADA (Ammunition Disposal Area) that will probably be contaminated with live ammo forever. There has been a surface clean-up of some sort. There remain underground, untold amounts of live ammunition, bombs, etc. left from attempted detonation.
4. There is a "washout lagoon" that was used for washing TNT out of shell casings. This was likely cleaned up, and the contaminated soil was transformed into compost. An inspection of this area needs to be done with extreme care.
5. There is a landfill site on the property that contains numerous remains of depot odds and ends. This landfill needs to be thoroughly inspected.
6. Underground water aquifer has been contaminated by the washout lagoon TNT contamination. This underground aquifer needs testing for continued contamination.
7. Warehouse buildings and other buildings contain asbestos siding. This needs to be resolved.
8. Other: *(no content listed under #8 in the original document)*

In my opinion, a non-political, independent firm with expertise needs to do a complete analysis of the condition of the property prior to any premeditated suggestions for future use. The local Reuse Authority has been wrestling with this matter since about 1987.

It is an effort in futility to determine future use of the property until a comprehensive study is completed on the project, and that the Army corrects the problems prior to deeding the property prior to deeding the property to Morrow and Umatilla County along with any legitimate claims that the Confederated Tribes may have.

County lines must be recognized. Legitimate ownership must be established. Only then can private enterprise be invited to inspect the property and to locate whatever business would generate enough income to build a profitable enterprise.



In my opinion, for this body to predict or try to attract companies to locate without first:

- 1) a complete hazard assessment;
- 2) a complete clean-up of the property of that hazardous material, prior to turning over the property to its rightful owners, would put Morrow County, Umatilla County, and the Tribes in the position of great financial risk.

I would also suggest that our congressional delegation be brought into this negotiation so that funding for the clean up makes it through the proper channels.

Much more can be said about this matter. In my opinion, years of identification of problems and clean up should be expected.



The following came in by e-mail, as a “Further Suggestion,” a topic that was skipped due to lack of time:

Further suggestions: What further suggestions or thoughts would you like to share with the LRA?

Dick was an excellent Focus Group Leader for this exercise. He did capture every participant’s thoughts and suggestions in an impartial manner. I was pleased to see five representatives from Morrow County, which contains 60 percent of the depot acreage. Far too often, outsiders wishing to reap economic benefits from Eastern Oregon resources, wave the \$ and have a greater influence in decision-making.

I sincerely hope that the suggestions made by a number of people regarding options for Non-Industrial economic development are included in the final report. It was clear to me that industrial economic development was not the most important direction to pursue.

Many of those of us actually live in nearby communities, (not just focus group participants) stated that we would prefer to see the property used for recreation, heritage, historical and educational purposes.

Do not denigrate our suggestions by jumping ahead in the process by saying “There is no funding to build or operate Interpretive Centers.” There is funding for planning, updating and maintaining museums and interpretive centers. For example, the Oregon Heritage Commission is in the process of reviewing 48 funding proposals for a statewide variety of Heritage Centers, Historic Sites and so forth.

The economic benefits of focusing on Cultural Heritage economic development are significant. A recent research study reveals *78% of all U.S. leisure travelers participate in cultural and/or heritage activities while traveling, translating to 118.3 million adults each year. With cultural and heritage travelers spending an average of \$994 per trip, they contribute more than \$192 billion annually to the U.S. economy.* I am attaching a copy of the article*, which is the source of these statistics.

Thank you for inviting me to participate in this process.

Respectfully,

Carol Michael, Commissioner
Oregon Heritage Commission

* Referenced article is shown below



New Study Reveals Popularity of U.S. Cultural and Heritage Travel Large, Affluent Market Focuses on History and Tradition

WASHINGTON, Oct. 21 --A recent research study reveals that 78% of all U.S. leisure travelers participate in cultural and/or heritage activities while traveling, translating to 118.3 million adults each year. With cultural and heritage travelers spending an average of \$994 per trip, they contribute more than \$192 billion annually to the U.S. economy.

"We discovered that an impressive number of U.S. travelers seek out cultural and heritage experiences," said Helen Marano, director, Office of Travel and Tourism Industries, U.S. Department of Commerce. "With 78% of all domestic leisure travelers participating in cultural and heritage activities, their expenditures confirm that this is a strong market, and they are contributing significantly to our communities during these challenging economic times."

The study is the first to segment cultural and/or heritage travelers, showing the diverse groups that exist within this broader category of traveler. The segmentation analysis uncovered five different types of cultural and heritage travelers: Passionate, Well-rounded, Aspirational, Self-Guided, and Keeping it Light.

Three segments - Passionate, Well-rounded, and Self-guided - were more serious about their travels and said that cultural and heritage activities had a greater impact on their destination choice. Together, these three segments represent 40% of all leisure travelers and contribute nearly \$124 billion to the U.S. economy.

Cultural and heritage travelers as a whole are more frequent travelers, reporting an average of 5.01 leisure trips in the past 12 months. They are more frequent business travelers and more likely to have taken an international trip in the past 12 months than their non-cultural/heritage counterparts. They are also likely to travel farther to get the experiences they seek: about half of most recent overnight leisure trips were 500 miles or more from home. More than a third say they traveled between 100 and 300 miles for a day trip.

The study found that cultural and heritage travelers are more likely to participate in culinary activities, such as sampling artisan food and wines, attending food and wine festivals, visiting farmers' markets, shopping for gourmet foods, and enjoying unique dining experiences as well as fine dining.

Other cultural and heritage activities identified by travelers include visiting historic sites (66%); attending historical re-enactments (64%); visiting art museums/galleries (54%); attending an art/craft fair or festival (45%); attending a professional dance performance (44%); visiting state/national parks (41%); shopping in museum stores (32%); and exploring urban neighborhoods (30%). The vast majority of these travelers (65%) say that they seek travel experiences where the "destination, its buildings and surroundings have retained their historic character."

The study was conducted by Mandala Research for the U.S. Cultural & Heritage Tourism Marketing Council, in conjunction with the U.S. Department of Commerce. Heritage Travel, Inc., a subsidiary of The National Trust for Historic Preservation, and its website www.gozaic.com was lead sponsor of the study.

For more information about the study or to purchase the report, please contact Laura Mandala at laura@mandalaresearch.com or 703.798.5452.