



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

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

Attn: Rod Skeen, CTUIR  
Contract Manager

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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

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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"> <li>I have been on the LRA or its predecessor for over 22 years</li> </ul>
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"> <li>Ports of Umatilla and Morrow own the majority of it and develop it</li> <li>National Guard may have NW corner</li> <li>If it makes sense, set aside small part for shrub steppe habitat. Doubt if this makes sense</li> </ul>
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> <li>Land for the two ports to develop for the general economic good</li> </ul>
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> <li>Claims that large portions must be set aside for shrub steppe habitat</li> <li>National Guard wanting too much of depot</li> <li>Army wanting fair market value for the property</li> </ul>
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"> <li>Army wanting fair market value</li> <li>National Guard wanting too much of the depot</li> <li>People wanting to set aside too much shrub steppe habitat</li> </ul>
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"> <li>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.</li> </ul>
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none"> <li>The two port districts should own the majority of the land not going to the National Guard.</li> </ul>
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none"> <li>If the Army wants fair market value for the depot, we can never afford it</li> </ul>



**Jerry Breazeale**  
 City of Irrigon City Manager  
 (541) 922-3047  
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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"> <li>• Four years as Irrigon City Manager</li> <li>• Seven years as Heppner City Manager</li> </ul>
<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"> <li>• Industrial uses capitalizing on:               <ul style="list-style-type: none"> <li>○ Railway</li> <li>○ Freeway access</li> <li>○ Land availability</li> </ul> </li> <li>• Tribal environmental expectations               <ul style="list-style-type: none"> <li>○ Habitat</li> <li>○ Sage steppe</li> </ul> </li> <li>• Renewable energy opportunities               <ul style="list-style-type: none"> <li>○ Wind</li> <li>○ Solar</li> <li>○ Potential Hydrogen</li> </ul> </li> </ul>
<p>3. Expectations            What are your expectations in redevelopment of the base?</p>	<ul style="list-style-type: none"> <li>• City of Irrigon is an influential player</li> <li>• Direct economic benefit to the people of the City of Irrigon</li> <li>• Direct access from City of Irrigon to UMCD</li> <li>• Industrial uses</li> <li>• 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</li> <li>• The City would annex portions of UMCD</li> <li>• This has all already been discussed and agreed to in a City visioning session</li> <li>• The City desires to have “faster growth” than the historical rate</li> </ul>
<p>4. Limitations            What do you see as limitations for redevelopment of the site?</p>	<ul style="list-style-type: none"> <li>• Contamination of assets or the perception of such contamination</li> <li>• Competition from competing governmental entities (counties, ports, etc.)</li> <li>• Water availability</li> </ul>
<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"> <li>• Land should be zoned industrial, residential, conservation, and potentially residential</li> </ul>
<p>6. Suggestions to LRA            What suggestions would you like to give the Local Redevelopment Authority, the group</p>	<ul style="list-style-type: none"> <li>• All of the players should cooperate well with one another to satisfy as many interests as possible</li> </ul>



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"><li>• The existing cities, counties, and ports should provide governance</li><li>• No new governance need be formed</li></ul>
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none"><li>• 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</li><li>• The City has a 16-inch water main at the existing reservoir near the UMCD</li><li>• The City would entertain operating both the water and sewer systems as the City has expertise, experience, and proximity</li></ul>



**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"> <li>• 30 years</li> </ul>
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"> <li>• Mix of uses which enhances the region’s economic viability while respecting the natural resources in the area</li> <li>• National Guard training center with economic ties to Irrigon, Umatilla, Hermiston and surrounding area</li> </ul>
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> <li>• Equitable voice for interested public/private sector parties</li> <li>• An LRA that manages the process without seeking personal gain from the reuse plan</li> </ul>
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> <li>• Lack of infrastructure</li> <li>• Age/condition of existing infrastructure</li> <li>• Competing interests</li> </ul>
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"> <li>• Ability of interested parties to follow through financially on intended uses</li> <li>• Ability of LRA to resolve issues effectively</li> <li>• Commitment of Counties (Morrow/Umatilla) to support overall plan</li> </ul>
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"> <li>• Transparency throughout Reuse planning process</li> <li>• Provide opportunity for the public and groups submitting Nol’s to comment on Draft plan</li> </ul>
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none"> <li>• LRA should continue to exist and monitor the transfer for the next 5-15 years.</li> <li>• LRA needs to ensure County differences (Morrow/Umatilla) are subordinated to larger vision for the site</li> </ul>
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none"> <li>• None</li> </ul>



**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"> <li>4 months as City Manager of Umatilla, 6 years within the Planning Dept. of Umatilla County</li> </ul>
<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"> <li>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.</li> <li>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</li> <li>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.</li> </ul>
<p>3. Expectations            What are your expectations in redevelopment of the base?</p>	<ul style="list-style-type: none"> <li>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</li> <li>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</li> <li>Full public access to all areas allotted for environmental purposes.</li> <li>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.</li> </ul>
<p>4. Limitations            What do you see as limitations for redevelopment of the site?</p>	<ul style="list-style-type: none"> <li>Water is the major limitation at the depot site for any type of development</li> <li>The State of Oregon land use program may prevent development of the site due to Goal 14 (Urbanization)</li> </ul>

	<ul style="list-style-type: none"> <li>• Past development practices at the site and current contamination of buildings and grounds may prevent marketability, feasibility, interest from the public</li> <li>• The potential uncertainty of Tribal preference and the difference between tribal/sovereign law and common federal, state and local law</li> </ul>
<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"> <li>• 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</li> <li>• 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</li> <li>• That political preference will be given to one or two entity's goals and that the site will be apportioned based upon this preference.</li> </ul>
<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"> <li>• Don't let history die and keep a portion of the depot for education/history (e.g. a museum compound)</li> <li>• 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</li> </ul>
<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"> <li>• 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</li> <li>• 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</li> </ul>
<p>8. Other What other comments do you have regarding the UMCD site re-use?</p>	<ul style="list-style-type: none"> <li>• 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</li> </ul>



**Scott Fairley**  
 Regional Coordinator  
 Governor's Office  
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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"> <li>• One year</li> </ul>
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"> <li>• Create jobs and tax revenue</li> <li>• Support LRA</li> </ul>
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> <li>• Industrial/commercial development in already developed areas</li> <li>• Wildlife habitat</li> <li>• National Guard training</li> </ul>
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> <li>• Infrastructure cost</li> <li>• The Army process – timeline and budget</li> <li>• Unclear what site can do better than already developed areas within a 50 mile radius</li> </ul>
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"> <li>• No concerns as yet – LRA members seem to be working well together</li> </ul>
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"> <li>• Member interests and concerns should be clearly expressed so that they can be incorporated into the planning process.</li> </ul>
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none"> <li>• No preference – whatever is most helpful for redevelopment of the site</li> </ul>
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none"> <li>• None (covered above)</li> </ul>





**Bill Hansell**  
 Current LRA Chairman  
 Umatilla County Commissioner  
 (541) 278-6201  
[bill\\_hansell@co.umatilla.or.us](mailto:bill_hansell@co.umatilla.or.us)

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"> <li>• Twenty plus years</li> </ul>
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"> <li>• I would like to see it benefit the citizens of Umatilla County, by attracting jobs and tax base increase</li> </ul>
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> <li>• Multiple use with economic development at its core</li> </ul>
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> <li>• Water rights</li> </ul>
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"> <li>• That Oregon land use will not accommodate our needs for reuse</li> </ul>
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"> <li>• Don't give up</li> </ul>
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none"> <li>• None</li> </ul>



**Bob Jenson**  
 State Representative  
 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"> <li>• 14 years</li> </ul>
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"> <li>• Generally I would like to see it put to use for some economic development activities.</li> </ul>
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> <li>• That the collective wisdom of the two county's commissioners are honored</li> </ul>
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> <li>• That the state or federal bureaucracies may decide they know better</li> </ul>
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"> <li>• I don't know if I can say any more on this than 4 above</li> </ul>
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"> <li>• Work for economic development</li> </ul>
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none"> <li>• County governance</li> </ul>
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none"> <li>• None</li> </ul>



**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"> <li>• Since 1991 (18 years), anticipating eventual change</li> </ul>
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"> <li>• 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.</li> <li>• I believe a plan will accommodate a variety of multiple uses.</li> <li>• I'd like to see a charette (a technique for consulting with all <a href="#">stakeholders</a> – sometimes called an enquiry by design) to help determine what will be in a plan</li> </ul>
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> <li>• I would like more clarification on governance. Who (which agency) or what (local, state or federal laws or zoning) will govern the site?</li> <li>• 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</li> <li>• 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.</li> </ul>
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> <li>• Access – depends on type of development proposed. Interchanges may warrant some upgrade or modification depending upon the type and scale of development.</li> <li>• Water availability – It will be important to clarify the water rights that are associated with the land.</li> <li>• Contaminated land – the ADA and potential for contamination from secondary waste from the incinerator and from K Block.</li> </ul>
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"> <li>• I can't comment specifically since I haven't seen the plan.</li> <li>• 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.</li> <li>• Second general concern – desire that the plan and land reuse complement, not compete, with existing business and activities off-post.</li> </ul>
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"> <li>• Clarify governance</li> <li>• Ensure complementary and not competing businesses and activities</li> </ul>



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"><li>• There must be definite lines of authority. This is important for the government agencies as well as potential investors/developers.</li></ul>
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none"><li>• None</li></ul>



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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"> <li>Seven years as Morrow County Planning Director; 22 years as a resident of the area</li> </ul>
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"> <li>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</li> <li>The gates near Irrigon would be permanently opened</li> <li>A two-county road system would be planned and developed on UMCD</li> <li>The natural resources and environment of UMCD would be preserved and enhanced</li> <li>The needs of the antelope, after the removal of the fence, will be addressed</li> <li>The rail yard and its respective connectivity would be reestablished</li> <li>The administrative area would be recognized as a “built and committed environment”</li> <li>The possibility of establishing a regional fairgrounds will be considered</li> <li>The administrative area might be redeveloped as a natural history museum</li> <li>A “Travel America”-style public park/rest stop might be established</li> <li>Buildings that are qualified might be listed on the National Register of Historic Places</li> <li>The business and industrial assets of UMCD would be reused for business and job-creating purposes</li> </ul>
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> <li>The overall process would be conducted expeditiously and cooperatively</li> <li>The army is forthright and forthcoming with their plans</li> </ul>
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> <li>Environmental issues (especially the cost of cleanup efforts)</li> <li>Potential burnout of the LRA members before our required task is completed</li> </ul>
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"> <li>Making sure that we have a consensus on the path forward</li> </ul>
6. Suggestions to LRA What suggestions would you like to give the Local	<ul style="list-style-type: none"> <li>Let us all remind ourselves that we represent a constituency as we offer our thoughts about moving forward</li> </ul>

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"><li>• Some type of united governance structure will be necessary; the devil is in the details</li></ul>
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none"><li>• We should remember that we are actually dealing with three closures<ul style="list-style-type: none"><li>○ UMCDF</li><li>○ Ancillary UMCDF facilities (K Block)</li><li>○ The overall UMCD base</li></ul></li></ul>



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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"> <li>• 20 years</li> </ul>
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"> <li>• Make sure site is cleaned up</li> <li>• Identify ways to the property to be put on tax rolls</li> <li>• Long term beneficial use to the area</li> </ul>
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> <li>• Clean up</li> <li>• Property back on tax rolls</li> </ul>
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> <li>• Lack of infrastructure</li> <li>• Concern for cleanup</li> <li>• Too many players thinking there is a huge opportunity</li> </ul>
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"> <li>• A plan that involves too many players</li> <li>• What will the government actually clean up</li> <li>• Unrealistic visions</li> </ul>
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"> <li>• Think long term for potential</li> <li>• Let the Ports inventory this and develop a long term plan</li> </ul>
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none"> <li>• 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</li> </ul>
8. Other  What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none"> <li>• 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</li> <li>• Let the National Guard use requested property with conditions that are outlined in the Morrow County Notice of Interest</li> <li>• 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</li> </ul>



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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"> <li>• 13 years – State Senator</li> </ul>
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"> <li>• Multiple use with emphasis on private industry – farming to factories</li> <li>• Tribes want to preserve some land</li> <li>• Economic development</li> <li>• Hesitate to put guard there too close to interstate</li> </ul>
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> <li>• Expect the LRA to come up with workable answer</li> </ul>
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> <li>• How much water is available for irrigation, industry</li> <li>• It's a critical ground water area</li> </ul>
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"> <li>• Is it going to create jobs?</li> </ul>
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"> <li>• Be transparent, be open, everyone</li> <li>• Communicate well</li> </ul>
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none"> <li>• Emphasis on private industry, tax rolls; great faith in Port of Morrow</li> </ul>
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none"> <li>• Create, jobs, business on tax rolls</li> <li>• Maintenance cost, infrastructure</li> </ul>





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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"> <li>• 14 years</li> </ul>
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"> <li>• I have a sufficient understanding of the assets and overall conditions of UMCD to evaluate opportunities. <ul style="list-style-type: none"> <li>○ Economic development</li> <li>○ Environmental restoration</li> <li>○ Military uses</li> <li>○ (40/40/20)</li> </ul> </li> </ul>
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> <li>• None</li> </ul>
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> <li>• Jurisdictional complexity</li> </ul>
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"> <li>• Prejudice against previous uses (perception of environmental contamination)</li> <li>• Cost (very high)</li> <li>• Age and condition of infrastructure</li> <li>• The location of the facility, adjacent to I-82 and I-84, provides opportunities.</li> </ul>
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"> <li>• Complete a realistic assessment of the assets and attributes of the depot</li> </ul>
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none"> <li>• County and Port governance (along their existing jurisdictional boundaries)</li> <li>• Be respectful of existing geopolitical boundaries including the interests of the CTUIR</li> </ul>
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none"> <li>• None</li> </ul>



**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"> <li>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.</li> </ul>
<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"> <li>I would like to see the tribe have opportunity for economic development.</li> <li>Hope we can set aside enough land to develop and gather roots/medicine</li> </ul>
<p>3. Expectations What are your expectations in redevelopment of the base?</p>	<ul style="list-style-type: none"> <li>That the process is fair through the closure</li> </ul>
<p>4. Limitations What do you see as limitations for redevelopment of the site?</p>	<ul style="list-style-type: none"> <li>The concrete bunkers and associated infrastructure will be a problem</li> <li>Water availability likely to limit development opportunities</li> <li>Public perceptions about environmental quality might reduce the value of some uses</li> </ul>
<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"> <li>That the outcomes include a balance between resource protection and economic development</li> <li>The CTUIR's rights and interests are demonstrably included in outcomes</li> <li>Tribal member access is established and protected</li> </ul>
<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"> <li>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.</li> </ul>
<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"> <li>Shared governance that provides CTUIR an equal seat at the table and a voice in on-going governance and management of the area.</li> </ul>
<p>8. Other What other comments do you have regarding the UMCD site re-use?</p>	<ul style="list-style-type: none"> <li>None</li> </ul>



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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"> <li>Reuse board member for 15 years</li> </ul>
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"> <li>See the unique values of area preserved including shrub steppe habitat</li> <li>Further develop only previously developed areas and maximize their value</li> <li>Economic benefits which benefit all communities</li> <li>Build an interpretive center for future generations showing geologic and human history, ecological and environmental uniqueness</li> </ul>
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> <li>Redevelopment will be very slow – get low hanging fruit as soon as possible, but full development will unfold over many years</li> </ul>
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> <li>Water availability</li> <li>Remoteness of area</li> <li>Need to protect the habitat</li> <li>Remnant infrastructure – cost to get rid of it</li> </ul>
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"> <li>Have no concerns – it will go well;</li> <li>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.</li> </ul>
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"> <li>None</li> </ul>
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none"> <li>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</li> </ul>

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



**Rod Skeen**  
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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"> <li>Ten years; eight years as a member of the LRA</li> </ul>
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"> <li>The Tribal priorities are to balance economic development reuse opportunities with natural resource conservation opportunities. There is a strong emphasis on natural resource conservation.</li> </ul>
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> <li>Balancing economic development opportunities with natural resource conservation responsibilities</li> <li>Generally utilize the igloo area as a set-aside for natural resource conservation</li> <li>The areas that are already developed would be first priority for reuse for economic development</li> </ul>
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> <li>General state of the economy (recessionary conditions limit certain economic opportunities)</li> <li>General limitation on federal funding for infrastructure investments</li> <li>Lack of funding (in general) for reuse</li> <li>Availability of water</li> <li>Existing developed industrial park outside of UMCD will be a priority for development above UMCD industrial use</li> <li>If the sage steppe habitat is lost, there will be limited availability to develop on other land</li> </ul>
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"> <li>Making sure that the habitat, primarily along I-82 is valued in the overall reuse</li> </ul>
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"> <li>Good progress by LRA members over the past three months in cooperating together</li> </ul>
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none"> <li>Allow the counties to apply their zoning procedures to the land</li> <li>Having environmental lands managed by a state or federal environmental regulatory agency</li> <li>Allowing Treaty reserved resources to be enhanced and treaty reserved rights to be practiced on former depot lands</li> </ul>
8. Other:	<ul style="list-style-type: none"> <li>None</li> </ul>



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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"> <li>• Since 1999</li> </ul>
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"> <li>• Industrial uses</li> <li>• Agricultural uses</li> <li>• Get some successful “early victories” with activity underway immediately</li> <li>• The overall area has very good redevelopment potential</li> <li>• Water can be a significant limiting factor</li> </ul>
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> <li>• The Army advances its proposal within the context and authority of the LRA</li> <li>• We all work together to maximize the “beneficial use” of UMCD</li> <li>• Opportunities for temporary or permanent irrigated agriculture are accommodated</li> </ul>
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> <li>• Water</li> <li>• Dilapidated buildings and the poor environmental condition of buildings</li> </ul>
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"> <li>• The bureaucratic process</li> </ul>
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"> <li>• Everyone should be direct (even blunt) about “what they want” from the UMCD</li> </ul>
7. Governance What type of governance would you prefer for the site when the Federal Government leaves?	<ul style="list-style-type: none"> <li>• No new entity should be established</li> <li>• The Port District(s) may play a substantial governance role</li> </ul>
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none"> <li>• I appreciate the progress that has recently been made; the Dana Mission Support Team is helping to facilitate such progress</li> </ul>



**Joe Taylor**  
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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"> <li>• Member of LRA for approximately one year</li> </ul>
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"> <li>• Cleanup the entire site               <ul style="list-style-type: none"> <li>○ Everything should be brought to the standards identified by the Environmental Protection Agency</li> </ul> </li> <li>• Farming               <ul style="list-style-type: none"> <li>○ Potatoes, onions, corn, wheat, grass seed</li> <li>○ Potatoes and onions are probably not an option given the prospect of metal on the ADA Area</li> <li>○ Processors will not purchase agricultural products with such potential contaminants</li> <li>○ Probably the only commodity that could be farmed would be corn, wheat, and grass seed that would be utilized to feed livestock</li> <li>○ The availability of water is a key and it should be resolved</li> </ul> </li> <li>• Energy development               <ul style="list-style-type: none"> <li>○ Solar</li> <li>○ Nuclear</li> <li>○ Natural gas-fired plant</li> </ul> </li> <li>• Transportation hub</li> </ul>
3. Expectations What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> <li>• Make a plan; implement the plan; get out of the way</li> </ul>
4. Limitations What do you see as limitations for redevelopment of the site?	<ul style="list-style-type: none"> <li>• Igloos</li> <li>• Water availability</li> <li>• Overall environmental condition of property</li> <li>• Government bureaucracy slowing down implementation</li> </ul> <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"> <li>• Inadvertently leaving a prospective reuse opportunity out of the plan</li> <li>• Dragging on the implementation process</li> </ul>
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"> <li>• Communicate with your respective constituents</li> <li>• Consider holding individual public hearings at the port, county, and tribal levels related specific to reuse</li> </ul>



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



**John Turner, President**  
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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"> <li>• One year</li> </ul>
<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"> <li>• The Oregon National Guard and the CTUIR each made strong presentations during the most recent LRA meeting; these potential uses should be seriously considered.</li> <li>• 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</li> <li>• All of the old infrastructure needs to be improved or removed before the army leaves</li> <li>• Many of the buildings in the headquarters area are not worth salvaging</li> <li>• Of all of the military bases in America that I am familiar with, the reusable assets at Umatilla are very poor</li> <li>• I am under the impression that the rail line needs to install a switch before this infrastructure becomes a real reuse asset</li> <li>• The existing infrastructure (including water, sewer, and electrical) may have limited capabilities</li> </ul>
<p>3. Expectations            What are your expectations in redevelopment of the base?</p>	<ul style="list-style-type: none"> <li>• The property should be totally cleaned before turned over by the military               <ul style="list-style-type: none"> <li>-all explosives should be removed</li> <li>- all buildings with asbestos should be</li> <li>- any existing lingering issues should be addressed</li> <li>- all of the land should be considered “shovel ready”</li> </ul> </li> </ul>
<p>4. Limitations            What do you see as limitations for redevelopment of the site?</p>	<ul style="list-style-type: none"> <li>• Aging infrastructure               <ul style="list-style-type: none"> <li>-water</li> <li>- sewer</li> <li>- electrical</li> <li>- rail</li> </ul> </li> <li>• Miscellaneous environmental issues</li> </ul>
<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"> <li>• 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"> <li>- Proposal should have great specificity                    This would come from all five official LRA members plus the military and other state interests.</li> </ul> </li> </ul>
<p>6. Suggestions to LRA            What suggestions would you like to give the Local Redevelopment Authority, the group tasked with</p>	<ul style="list-style-type: none"> <li>• All parties should sit down at the table and clearly identify what they want</li> </ul>



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"><li>• It is time for a five-party joint discussion about future governance options</li></ul>
8. Other What other comments do you have regarding the UMCD site re-use?	<ul style="list-style-type: none"><li>• None</li></ul>



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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"> <li>• Ten years</li> </ul>
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"> <li>• 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"> <li>• Biomass production and processing</li> <li>• Solar power</li> <li>• Carbon dioxide capturing practices and technologies</li> <li>• Renewable energy</li> <li>• Irrigated agriculture</li> <li>• Manufacturing</li> <li>• Additional approaches to store water</li> </ul> </li> </ul>
3. Expectations  What are your expectations in redevelopment of the base?	<ul style="list-style-type: none"> <li>• Create 1,000 jobs</li> <li>• Conduct multi-use activities that focus upon: <ul style="list-style-type: none"> <li>○ Economic development</li> <li>○ Environmental restoration</li> <li>○ Use of existing resources and renewable energy</li> </ul> </li> <li>• Landmine removal and land restoration activities</li> <li>• Bioremediation activities</li> <li>• High technology agricultural applications (based upon the current comparative advantages that already exist in the region)</li> <li>• Technology transfer and higher educational offerings (education development strategy)</li> <li>• Private sector involvement in the <i>current</i> environmental cleanup efforts</li> <li>• Capitalize upon the activities of the Eastern Oregon Renewable Resource Coalition</li> </ul>
4. Limitations	<ul style="list-style-type: none"> <li>• Due to limited time, these questions were not addressed.</li> </ul>
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.