



AGENDA*
Regular Commission Meeting
August 13, 2025
9:30 a.m.

Note: The Board of Commissioners of the Port of Portland will hold its August monthly meeting virtually.

Subject to successful streaming, the Board of Commissioners plans to provide access to the meeting virtually on the Port's website and YouTube channel. If you do not have access to the Port's website or YouTube channel, call 503.415.6013 by noon on Tuesday, August 12, to arrange an alternative way to listen to the meeting.

Written public comments can be submitted via email at testimony@portofportland.com. If you submit comments in writing, they will be distributed to all Commissioners for their review. If you wish to provide live testimony, send an email with your first and last names to testimony@portofportland.com and you will be provided with a link to testify via MS Teams. Please limit your comments to two minutes. The deadline to sign up for live testimony via MS Teams is noon on Tuesday, August 12.

Minutes

Approval of Minutes: Regular Commission Meeting – July 9, 2025

Executive Director

Approval of Executive Director's Report – July 2025

Public Comments

Action Items

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| 1. PERSONAL SERVICES CONTRACT AMENDMENT– NE AIRPORT WAY AND NE 82 ND AVENUE INTERCHANGE – PORTLAND INTERNATIONAL AIRPORT

Requests approval to amend an existing personal services contract with HDR Engineering, Inc., for the NE Airport Way and NE 82 nd Avenue Interchange project. | <i>SEAN LOUGHRAN
CHRIS EDWARDS</i> |
| 2. ADOPTION OF FISCAL YEAR 2025-2026 EXECUTIVE DIRECTOR PERFORMANCE GOALS AND OBJECTIVES

Recommends that the Commission review and establish Fiscal Year 2025-2026 Executive Director Performance Goals and Objectives. | <i>KATY COBA</i> |

PERSONAL SERVICES CONTRACT AMENDMENT– NE AIRPORT WAY AND NE 82ND AVENUE INTERCHANGE – PORTLAND INTERNATIONAL AIRPORT

August 13, 2025

Presented by: Sean Loughran
Director, Planning and
Development

Chris Edwards
Engineering Project Manager

REQUESTED COMMISSION ACTION

This agenda item requests approval to amend an existing personal services contract with HDR Engineering, Inc. (HDR), for the NE Airport Way and NE 82nd Avenue Interchange project, in the amount of \$4,764,861.31. The contract amendment is intended to complete final design.

BACKGROUND

Since the late 1980s, the Port of Portland (Port) has pursued a comprehensive multi-modal transportation strategy aimed at providing passengers and employees with a broad range of safe and reliable choices for accessing the Portland International Airport (PDX) terminal and other airport locations. That programmatic approach to planning and developing PDX landside transportation facilities has resulted in a well-integrated system that includes light rail service, bicycle and pedestrian facilities, a portfolio of parking options, a consolidated rental car center, a transportation plaza for rideshare services and taxis, and the PDX terminal roadway that serves for pick-ups, drop-offs, valet and other shared transportation modes.

A major constraint to the PDX airport layout is that all transportation modes must pass through the intersection of NE Airport Way and NE 82nd Avenue to reach the terminal. This intersection has been a focus in numerous master plans, including the 2010 PDX Master Plan (Airport Futures), which featured a traffic impact analysis, jointly scoped by the Portland Bureau of Transportation (PBOT) and the Oregon Department of Transportation (ODOT). That analysis evaluated the system's capacity to accommodate projected airport and regional growth at acceptable levels of service.

The traffic impact analysis concluded that the NE Airport Way and NE 82nd Avenue intersection would not have adequate capacity to accommodate demand as early as 2017. Since then, the Port has been able to work with PBOT and TriMet to delay major upgrades to the intersection by optimizing existing infrastructure such as signal timing and implementing other targeted improvements. Despite these efforts, continued growth in traffic is projected to exceed the intersection's capacity, leading to longer vehicle queues and delays, particularly during peak periods.

Currently, during the afternoon peak, the right-turn from northbound NE 82nd Avenue to eastbound NE Airport Way experiences significant congestion with vehicle queues often extending back to NE Air Cargo Road and beyond. Morning peak-hour and mid-day traffic

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volumes are also steadily increasing. Additional challenges that affect the intersection's performance include eight TriMet MAX train crossings per hour across NE 82nd Avenue and the "Return to Terminal" U-turn lane from eastbound to westbound NE Airport Way. These factors further constrain the intersection's efficiency, highlighting the need for long-term solutions to preserve access to PDX in light of projected growth.

In 2015, the Port completed a planning study that identified a preferred design to improve capacity and reduce traveler delay at the intersection. Key stakeholders, including PBOT, TriMet and ODOT, participated in the selection of the preferred alternative from among dozens of alternatives. At that time, the study projected that this improvement would be needed by 2025, when afternoon peak-hour traffic demand was expected to exceed the intersection's capacity. However, due to dramatic decline in traffic volumes during the COVID-19 pandemic, the project was deferred. An updated Interchange Analysis Study completed in the summer of 2024 found that traffic volumes are once again increasing and projected that the intersection will reach capacity in 2032.

To advance the project, the Port contracted with HDR in January 2020 for consulting services for preliminary design work aligned with ODOT Design Acceptance Package (DAP) standards. By modeling the DAP process, the Port ensured a high-quality product while also positioning the project for potential state or federal funding opportunities. Completing 100% design will strengthen funding strategies and position the project for timely implementation as funds become available.

The DAP effort brought the project to approximately a 30% design level and addressed key elements including bridge and wall design, intersection configuration, signalization, constructability, stormwater management, permitting and coordination with partner agencies.

This contract enables the Port to continue working with HDR by amending the existing contract to proceed with detailed final design and construction support.

The NE 82nd Avenue interchange configuration developed through the DAP process is designed to increase intersection capacity, reduce congestion and improve travel reliability by minimizing vehicular and pedestrian conflicts. Key elements to the proposed solution include:

- Add grade separation for three eastbound through lanes on Airport Way at the intersection with NE 82nd Avenue.
- Add an eastbound auxiliary lane between NE 82nd Avenue and the Mt. Hood interchange.
- Restripe westbound lanes approaching 82nd Avenue. The inside left lane will be converted to a drop lane that feeds into the westbound left turn lane.

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- Realign westbound through lanes to accommodate a “continuous green” intersection with curb-to-curb width sufficient for three westbound through lanes with standard shoulders from NE 82nd Avenue to the eastern project limit.
- Provide two left turn lanes and one right-turn lane along northbound NE 82nd Avenue between Air Cargo Road and Airport Way. The two left-turn lanes will be channelized into two westbound through lanes on Airport Way.
- Provide an eastbound diverge that allows three through lanes to continue over NE 82nd Avenue, while two lanes lead directly to the NE 82nd Avenue intersection.
- Provide two eastbound right-turn lanes onto southbound NE 82nd Avenue and one U-turn lane for eastbound traffic returning to terminal.
- Enhance pedestrian and bike crossing.
- Meet all permitting and stormwater treatment requirements in accordance with federal, state and local regulations.
- Maintain the current alignment and operations of TriMet’s MAX light rail line, ensuring no impacts to transit service.



Rendering of completed project with view looking north where NE Airport Way will pass over NE 82nd Avenue.

CONTRACT AMENDMENT SCOPE OF WORK

This project includes the following key scopes of work:

- Develop detailed (100% complete) design documents for project construction scopes of work including the roadway, bridge, retaining walls, signals, illumination, stormwater drainage, landscape and pavement markings. Design includes utilities (power, water, sanitary sewer, communications, natural gas, etc.) and coordination.
- Perform geotechnical and seismic engineering.
- Perform constructability analyses, including construction phasing and safety.
- Include environmental and permitting considerations.

PROPOSED CONTRACT AMENDMENT

The Port procured this personal services contract through a competitive request for proposals (RFP), utilizing a qualifications-based selection process under Oregon law. HDR was the highest-ranked proposer. In January 2020, the Port Commission awarded HDR a contract to perform the design acceptance package.

Work under the amendment will be performed at established contract rates. The parties have negotiated a \$4,764,861.31 not-to-exceed maximum for work performed under the amendment.

Working with the Port's Purchasing and Legal departments, Port staff have determined that this amendment is permissible under applicable Port contracting rules and policies. Further, the initial contract stipulated that the Port may amend the contract to accommodate additional phases of work if performance to date is satisfactory. Commission approval is required to grant the necessary contracting authority for this amendment based on its dollar amount.

SCHEDULE

Commission approval (award personal services contract – preliminary design)	January 8, 2020
Preliminary design	February 2020 – July 2021
Commission approval (amend personal services contract – detailed design)	August 13, 2025
Detailed design	September 2025 – January 2027
Commission approval (award public improvement contract to construct the project)	May 12, 2027
Construction	August 2027 – June 2030

SMALL BUSINESS PARTICIPATION

The RFP did not set a project-specific small business enterprise (SBE) program participation goal. SBE includes firms certified in Oregon or Washington. HDR identified a 20% SBE participation level for this project in its 2019 proposal, and 27.8% with this amendment. The Port will encourage HDR to meet or exceed its identified goal as an aspirational target when performing services under the amendment.

RISKS

Risk: Utility conflicts

Mitigation Strategies:

- Pothole all potential utility crossing points during design.

Risk: Operational Impacts

Mitigation strategies:

- Phase work in coordination with landside operations to minimize disruptions.
- Ongoing coordination with ODOT and other affected stakeholders.

Risk: Securing adequate project funding

Mitigation Strategies:

- Work with a Port team to identify project financing and grant opportunities.
- Communicate early and often with Port team on costs.

BUDGET

Personal services contract	\$1,300,000
Contract amendment	\$4,765,000
Port staff and other services	\$2,215,000
Contingency	\$2,152,000
Total design budget	\$10,432,000

The contingency, representing 15% of the project cost, is considered reasonable given the early phase of the work.

Contract amendment costs will be funded by the Port Cost Center, which is composed primarily of revenues from the Port's public parking, rental car and ground transportation operations at PDX.

EXECUTIVE DIRECTOR'S RECOMMENDATION

The Executive Director recommends that the following resolutions be adopted:

BE IT RESOLVED, That approval is given to amend the personal services contract for final design with HDR Engineering, Inc., for the NE Airport Way and NE 82nd Avenue Interchange project at Portland International Airport, consistent with the terms presented to the Commission; and

BE IT FURTHER RESOLVED, That the Executive Director or his designee is authorized to execute the necessary documents on behalf of the Port of Portland Commission in a form approved by counsel.

ADOPTION OF FISCAL YEAR 2025-2026 EXECUTIVE DIRECTOR PERFORMANCE GOALS AND OBJECTIVES

August 13, 2025

Presented by: Katy Coba
Commission President**REQUESTED COMMISSION ACTION**

Attached is the proposed Fiscal Year 2025-2026 Executive Director Performance Goals Objectives.

It is recommended that the Commission review and establish Fiscal Year 2025-2026 Executive Director Performance Goals and Objectives.

COMMISSION PRESIDENT'S RECOMMENDATION

The Commission President recommends that the following resolution be adopted:

BE IT RESOLVED, That the Port of Portland Commission adopt the Executive Director Performance Goals and Objectives to be used for Fiscal Year 2025-2026.

Executive Director Curtis Robinhold
Performance Goals and Objectives for Fiscal Year 2025-2026

Strategic Transitions and Development in Trade & Economic Development Division

1. **Implement Terminal 6 Business Plan** through planning and implementation for successful transition of container operations from Port of Portland to Harbor Industrial Services Corporation while partnering to drive increased volume throughput; OR shut down container operations and identify short-term revenue generating options while planning for future uses.
2. **Terminal 2's Mass Timber Housing Innovation Campus** advances through Phase I development, ensuring commencement of Zaugg Timber Solutions production in Calendar Year 2026, site preparation for Phase II, and street-side development underway for NW Front Avenue.
3. **Proactively Manage and Plan for Lower Willamette Obligations:** Submit to EPA for approval 30-60% designs for each of our primary sites, refine strategy to address future obligations and increase public awareness on road to consideration of future public investment.

Expansion, Air Service Growth and Long-Term Planning at Portland International Airport

4. **Successfully Complete and Operationalize Phase II of the Terminal Core (TCORE) Project** in a manner that is safe and protects the well-being of PDX passengers, while winding down the PDXNext internal Port team in a way that is consistent with Port values.
5. **International Commercial Air Service to Asia** obtained through partnership with a major carrier and alignment with Oregon trade and tourism partners to support such a linkage financially. Initial steps concluded in next phase of air service enhancement: direct service to Mexico City.
6. **PDX Master Plan** substantial completion. Establish baseline understanding of status and trends for PDX, long-term projections for capacity, growth, and challenges with material completion at the end of Calendar Year 2026. Set framework for planning for PDX management for the next 10 years.

Foundations for Organizational Growth: Development, Modernization and Talent Strategy

7. **Promote and Facilitate Economic Development** by engaging with state agencies and external partners to 1) plan Governor's trade mission to Asia in Fall 2025; 2) support formulation of Oregon's economic development strategy; and 3) increase the use of the Foreign Trade Zone tool.
8. **Enterprise Resource Planning** through vendor selection process and contract agreed by the end of Fiscal Year 2026. Develop ERP strategic change management roadmap to increase organizational readiness and to mitigate risk and enhance business processes and system integration across the Port.
9. **People Recruitment and Retention** – Undertake and complete Phases I and II of the Total Rewards Program for Port rewards assessment, adjustment and policy-setting to ensure competitive compensation, benefits and recognition strategies.