

Port of Cascade Locks

The Port of Cascade Locks Commission Meeting was held Thursday, January 16, 2014, at the City of Cascade Locks Council Chambers, Cascade Locks, OR 97014.

1. **Meeting called to order/ Pledge of Allegiance:** Commission President Groves called the meeting to order at 6:00 pm.
2. **Roll Call:** Commissioners Groves, Cramblett, Mohr & Sullenger were in attendance. Commissioner Caldwell was excused.
 - **Others Present:** IGM Paul Koch, Port Attorney Tommy Brooks, Kristi Bengtson, Gary Rains, Holly Howell, Todd Mohr, Melissa Warren, Angie Wilson, David Lipps, Daniel Hynes, Caroline Park, Rick Cyhers, Bruce Sorte, Joanne Sorte, Maggie Hanna, Paula Harkin, David Harkin, Ben Byram, Gydia Haight, Steve Gast and Jason Sergeant.
3. **Declaration of Potential Conflicts of Interest:** Commissioner Cramblett declared a potential conflict of interest if there are discussions regarding the Portland Spirit.
4. **Modifications, Additions to Agenda:**
Commissioner Groves added an executive session to the end of the meeting under ORS 192.660 (2) (e) Real Property Negotiations.
5. **Items from the floor: (Special presentations, outside resource presentations and other reports not requiring action):**

a. Workshop with Thunder Island Brewing – Dave Lipps:

Staff Howell commented that at the request of the owners of Thunder Island Brewing (TIB), the intent of this workshop item is for the Port Commission and the owners of Thunder Island Brewing (TIB) to begin what will likely be the first in a series of discussions about the long-term success of this business in Cascade Locks. The role of the Port is to be business friendly and to assist.

Staff Howell reviewed her written report as follows:

- Thunder Island Brewing officially opened their small taproom in October of 2013, right as the Historic Columbia River Highway trail was opening. The brewery tenant has been very successful in their first few months in business:
- Taproom customers are visiting from many different locations: 36% Portland, 11% Cascade Locks, 27% Hood River County & The Dalles, 11% Stevenson & Carson, etc.
- Their products are well regarded and varied: 33% of overall sales were from merchandise – t-shirts, sweatshirts, growlers, pint glasses, etc. Of beer sales, 8% of sales are for tasting flights and 13% are for growler fills to go.
- They have sponsored several community events and they continue to host weekly in-house events such as locals' night, game night, and live music.
- They are partnering with the Tourism Committee to distribute coupons to other local businesses (i.e. the Cascade Locks Ale House) where their patrons can go for food during their visit to Cascade Locks.

- They continue to network with other breweries in the Columbia Gorge to share ideas and learn from their experience. Reviewing the books from similar businesses (i.e. Solera in Parkdale) will help the brewery project a realistic growth timeline for business.
- The TIB's current lease expires on June 30, 2014. The current lease allows the parties to extend the term when and if appropriate. The intention of the brewery is to move forward as quickly as possible toward a quality permanent development on Wa Na Pa Street in Cascade Locks in order to vacate the temporary warehouse incubator space. The brewery owners are considering three different Port-owned parcels of property on Wa Na Pa Street for purchase.
- Port Economic Development staff met with the brewery owners, MCEDD, and Columbia State Bank to discuss financing options. The message the brewery received was that the banks will need to see one full year of business on the books prior to financing a new brewery building. That will be possible in fall of 2014. Following that date, there will be a process of legal contracts, property preparation (possible partition and utilities for the Parkview property, for example), development design, permitting and approvals, and then finally construction. The timeline until opening their doors on WaNaPa street is likely 1.5 – 2 years.
- On the evening of Thursday, January 9, 2014 the Cascade Locks Planning Commission approved a Conditional Use Permit (CUP) to allow the taproom's retail use in a public zone. The permit simply allows the brewery to remain in their current location for up to 2 years (24 months), with a possible 1 year (12 month) extension by City Administrator approval (36 months total if necessary). The TIB purpose of requesting this long timeline was to allow as much flexibility as possible for the Port Commission to negotiate this business deal toward a quality end product. The brewery does not intend to take the full 3 years, but the possible extension allows them to avoid the CUP application fees and public hearing all over again if any complications or delays arise in their development. Three years were recommended by the City Planner in order to allow time for all the financing, permitting, and construction.
- The current brewery lease expires on June 30th, 2014. The current lease would need to be renegotiated in order to extend the brewery's occupancy in Marine Park. All other pertinent permits should be secured prior to that time as well. Perhaps the most important conversation at this time is with the County Building Department. In an effort to inform the Port Commission of all their options (due diligence), Port Economic Development staff contracted with architect Mark Seder to coordinate with the Hood River County Building Inspector Mark Van Voast. Mr. Van Voast insisted upon working with a licensed professional architect or engineer for any future code interpretation related to tenant improvements. This conversation resulted in a list of tenant improvements: Mr. Seder's memo lays out two options: **(exhibit a)**
 - 1) Improvements necessary for a one year extension in the temporary warehouse space
 - 2) Improvements necessary for more than one year (referred to here as "permanent").
- Anything over one year is not typically referred to as "temporary", and so it becomes "permanent" by name only. Even two years' time is referred to here as "permanent" for the purposes of the building inspector. The intention is not to have the brewery

remain in the space permanently, that is just the term used here for anything more than one year.

- Port Maintenance and Construction Manager Todd Mohr is providing prices tonight for discussion for all of the tenant improvements identified in the two options.
- It may be possible to request that the brewery fund any further remodel work to the warehouse space (to meet all Port and County standards), and that the value of those improvements could be deducted from a future purchase of Port property for their permanent development.
- The brewery owners have been advised that it is prudent for them to move forward on an option agreement and cash down on a parcel of property on Wa Na Pa as soon as possible in order to demonstrate their intention.

Dave Lipps, Caroline Park & Daniel Hynes presented and discussed an overview of Thunder Island Brewing success's thus far, their goal & timeline of getting a permanent place on Wanapa, also did a comparison of their business goals compared to the Ports mission statement. **(exhibit b)**

Mr. Lipps commented that they are working with financial people for help with the funding and working with the County and Port on what is needed to continue at the current location until they can get there permanent spot on Wanapa. Mr. Hynes commented that their desire is to be in Cascade Locks, and that they are here by choice and enjoy working with the Port. Mr. Lipps stressed that there goal is to find a permanent place on Wanapa.

Review of some of the preliminary requirements for upgrades. Discussion on having the taproom on Wanapa and continue brewing at the current location.

It was explained to the Commission that brewing is not a permitted use in the park without the retail. Also TIB staff commented that splitting the business did not make sense in that the cost of operating two business's and that people looking for breweries want to see where the beer is made & taste it at the same time.

TIB commented that they would like to work with the Commission & staff to creatively come up with a way to get the improvements done and extend their lease so they can continue their business in the current location until they have their permanent location on Wanapa.

COMMISSIONER SULLENGER MADE A MOTION TO EXTEND THUNDER ISLAND'S BREWING COMPANY LEASE FROM JULY 1, 2014 TO JULY 1, 2015 ON A TEMPORARY OCCUPANCY FOR A BREWING ONLY WITH NO RETAIL SALES AND THAT THE TENANT PAYS FOR WHATEVER IMPROVEMENTS THAT THEY NEED IN ORDER TO BRING THIS BUILDING UP TO COUNTY STANDARDS AND THEY MUST COMPLY WITH ALL THE CITY & COUNTY REQUIREMENTS

Staff Howell commented that the City code will not allow for just brewing in this zone.

Commissioner Sullenger commented that they will just need to figure out how to get that zoning corrected to make that happen.

Dave Lipps requested a special workshop to go over the space and how it is being used, and to find creative solutions on how to meet the improvements that are needed.

Discussion on moving the tasting room on Wanapa Street and leaving the brewery where it is at until they can move to a permanent location.

COMMISSIONER MOHR STATED THAT SHE WILL SECOND THE MOTION BUT SHE WOULD LIKE TIB TO GO AHEAD AND START THE PROCESS OF FINDING A PLACE ON WANAPA AND AT THE SAME TIME HAVE A WORK SESSION SO WE CAN CREATIVELY FIND A WAY TO WORK OUT THE MONEY, PARKING AND OTHER ITEMS. COMMENTING THAT BY JUNE 30, 2014 IF WE HAVE ALL THOSE THINGS WORKED OUT WE CAN MAKE A MOTION TO KEEP YOU IN THAT SPACE.

Commissioner Cramblett commented that she would like to look at the numbers and have another special workshop with TIB; she would like them to look at what it would cost to put the taproom only on Wanapa.

Dave Lipps commented that they do not want to split the business apart because it is about the complete experience for the customer.

Commissioner Groves commented that the Port does not have the money for this and that the Port has other projects committed to.

Commissioner Sullenger restated his motion:

COMMISSIONER SULLENGER MADE A MOTION TO EXTEND THUNDER ISLAND'S BREWING COMPANY STARTING JULY 1, 2014 TO JULY 1, 2015 ON A TEMPORARY OCCUPANCY FOR A BREWING ONLY WITH NO RETAIL SALES AND THAT THE TENNANT PAYS FOR ALL IMPROVEMENTS TO THE PORT TO COMPLY WITH CITY, COUNTY, FIRE MARSHALL RULES AND THEY MUST DO THAT TO GO INTO THE EXTENSION. COMMISSIONER MOHR SECONDED THE MOTION WITH THE ADDITION THAT TIB START THE PROCESS OF LOOKING ON WANAPA AND THAT THE PORT WILL HAVE A WORK SESSION WITH TIB TO DISCUSS FUNDING THE IMPROVEMENTS.

Roll call: Commissioner Groves – Nay, Stating that it's not because I disagree with what Commissioner Sullenger is trying to do, but we need to meet with them. **Commissioner Mohr – yes, Commissioner Cramblett – Nay**, Stating that she agrees with the motion, but believes that we need to get together first to find out if they can even do it with OLCC & the County (move to Wanapa) or if manufacturing is not allowed without the retail, commenting that we need to find that out too.

Commissioner Mohr stated they are saying that they do not want to split their business.

Commissioner Cramblett stated that they need to find out what it would cost, they need find out and not be closed minded on that. **Commissioner Sullenger – yes. Motion failed.**

Commission consensus is for all of them to move forward with scheduling out a work session date. Commissioner Mohr commented that she would like to see the list of requirements & costs separated out by what improvements are specific to TIB.

Commissioner Sullenger commented that the Commission has not yet decided whether to use that building for maintenance or an incubator building.

b. Presentation of 2012-2013 Port Audit – Rick Cyphers:

IGM Koch commented that Rick Cyphers, Port contract auditor is at the meeting to present the annual audit for the 2012-13 fiscal year. This report is the culmination of a thorough review of the Ports budget, expenditures and processes. IGM Koch commented that the auditor will make some specific recommendations.

Mr. Cyphers reviewed the audit (**exhibit c**) and stated that this is a clean audit. Mr. Cyphers reviewed there recommendation letter (**exhibit d**).

c. Presentation of BOG Economic Impact Study Report –Bruce Sorte, OSU Community Economist:

IGM Koch commented that in the early spring of 2013, the Port Commission authorized \$8,000 for an economic impact study of the weight restriction on the BOG. This effort was driven in part by the need to meet the questions and requirements posed by elected and other government officials as the Port began discussions regarding additional funding and help to repair the BOG.

Mr. Sorte reviewed his report (**exhibit e**).

d. Presentation Agora Funding Platform –MCEDD –Maggie Hanna:

Staff Howell commented that Maggie Hanna from Mid-Columbia Economic Development District (MCEDD) will be presenting the Agora funding platform. Port Economic Development staff has met with the MCEDD staff and feel this would be a valuable tool for identifying potential matches between our priority projects and any available funding sources.

Ms. Hanna reviewed her handout (**exhibit f**).

e. Presentation by Paula Harkin – Bridge Closure request for CL Half Marathon:

Staff Howell provided the following written information: Paula and Dave Harkin have owned the Portland Running Company since 2000. They have one retail shop in Portland and one in Beaverton. They have also owned a successful running event promotion company called Run with Paula for 13 years. The Harkins have a very extensive marketing reach with their websites, social media, and large mailing list through the Portland Running Company, commenting that she envisions an annual event that would grow each year.

Ms. Harkin talked to the Commission about a full bridge closure for the Cascade Locks Half Marathon based in Cascade Locks on September 13, 2014.

Ms Harkin has committed to work closely with ODOT, WSDOT, and ODPR (State Parks) for all necessary permits and an approved traffic control plan with flaggers. She has the ability to provide sufficient insurance with the Port named as an additional insured. She has also committed to engage the local businesses, paid volunteers, the Tourism Committee, etc.

This event will continue to call attention to Cascade Locks as a recreation and activity location, bring more new people to town not only to participate, but hopefully shop locally and spread the positive word about the community. The negatives would be the loss of toll revenue, the disruption of bridge user's schedules during the closure and the extra effort to communicate with local citizens about the bridge schedule disruption.

Commission question & answer. **Commission consensus for staff to work with this promoter on a "bridge run", Commission consensus is that if the promoter would like to limit the run to one hour they can close the bridge completely, if they would like the run longer, they can only close one lane on the bridge. The run will be September 13, 2014 starting at 7:30 am.**

f. Six-Month Budget Summary Status Report – Angie Wilson:

Ms. Wilson reviewed the six-month budget summary (**exhibit g**).

Ms. Wilson reviewed the December 2013 financials (**exhibit h**).

Commissioner Sullenger would like a report on how much money has been put into the TIB building and what department that the money came from.

Ms. Wilson commented that the Bridge Fund has a balance of \$79,310. Yet to come from this fund is the welding for which we have a bid of \$15,000 and we will have to move the bridge other expenses in material and services to this account also, in the amount of \$10,462.01 to date. The new balance will be \$53,847.99.

The General Contingency has a balance of \$70,000.

g. Comments from the General Public:

h. Commission Member comments:

1. Discussion on PNWA "Mission to WA" (Groves):

Commissioner Groves commented that he and staff Howell will go to DC. Commenting that if the Commission has ideas about what we need to talk about in DC to let him know.

Commissioner Sullenger commented that he would like IGM Koch to direct staff to write a grant through the railroad for the CGRA.

Commissioner Groves thanked Staff Mohr and his crew for all the hard work and that the park looks good.

i. **Reports & comments from Government Officials: None**

6. **Consent Agenda Approval (Consent Agenda may be approved in its entirety in a single motion. Items are considered routine. Any Commissioner may make a motion to remove any items from the Consent Agenda for individual discussion).**
- a. Approval of Commission Minutes dated December 19, 2013.
 - b. Approval of Bills dated January 16, 2014 in the amount of \$126,596.43
 - c. Approval of December 2013 payroll in the amount of \$47,435.38

COMMISSIONER MOHR MADE A MOTION TO APPROVE THE CONSENT AGENDA. COMMISSIONER CRAMBLETT SECONDED THE MOTION. Motion passed unanimously by Commissioners Groves, Mohr, Cramblett & Sullenger.

7. **Commission Business Action items:**

a. **Action on award contract for cleanup of the old mill office site:**

IGM Koch commented that last summer a fire engulfed the old mill office building on Port property in the Industrial Park. The Port Commission adopted an RFP that was developed working with the Ports Environmental Consultant (SLR) and DEQ. In August the Port Commission approved the proposed RFP and it was sent out to about 6-8 pre-identified firms suggested by DEQ and SLR. In preparation for the RFP, the Port contracted with SLR to hire a firm to do an environmental analysis to determine exactly the make-up of any debris on site. That report identified that there is a small amount of asbestos in the burned ruins. This report was used with the RFP to assist the firms to know exactly what they were dealing with.

Upon receipt of the two proposals, a review and analysis was undertaken, using the resources of SLR and DEQ. Upon completion of this analysis and supplemental information, a recommendation was developed. DEQ is strongly encouraging the Port to get this work done and completed.

COMMISSIONER SULLENGER MADE A MOTION TO APPROVE THE CONTRACT WITH DENNIS V SNYDER JR. CONTRACTORS IN AN AMOUNT NOT TO EXCEED \$31,000 FOR HAZARDOUS REMOVAL AND SITE PREPARATION AND DIRECTING THAT THE CONTRACTOR WORK WITH PORT STAFF TO FIND COST SAVING CONCEPTS AND ACTIONS IN THE WORK TO TRY TO REDUCE THE COST AND AUTHORIZING THE PORT COMMISSION PRESIDENT TO SIGN THE CONTRACT. COMMISSIONER MOHR SECONDED THE MOTION. Motion passed unanimously by Commissioners Groves, Mohr, Cramblett & Sullenger.

8. **Staff Reports:**

a. **IGM General Manager Report including Department & Program reports: (Koch)**

IGM Koch reviewed his report as follows:

- **New General Manager Recruitment:** There are 24 applications for the position of General Manager. As of Monday January 13 you will have immediate access to all the applications in a process similar to the one we used with the Maintenance and Construction Manager recruitment.

On Monday and for all of the next week (January 13 thru January 24) you will be able to sit down and review the applications, score them on a 1-5 scale and provide your early comments. Department Heads will be doing the same thing.

At this time, I am asking you to select the Sub-Committee members so that we may begin getting ready and working on the full process within the schedule that you established for filling this position. This is one of the most important decisions you will make, so we need to move forward cautiously and with great care.

To do this correctly and get the very best candidate, you need to be serious about sending people into the community of your top 1-2 candidates. I have estimated the cost for this process to be around \$3,000 and that can be accommodated in your current budget.

This will be a time consuming effort, and you will want to consider involving others, staff and outside resources to help you. Gary Neal (Port of Morrow) and John McSherry (Port of Skamania) would be two great resources who have indicated a willingness to help you.

Commission consensus that Commissioner Groves and Commissioner Mohr be on the General Manager selection committee with IGM.

- **2014-15 Budget Process:** We are in the process of preparing a recommended 2014-15 Budget Process that will be coming to you in February for adoption. The process will begin with you meeting with staff to determine your 2014-15 priorities. These priorities will be used to develop the budget, very similar to what was done for the current year's budget.

The budget process and schedule will include a supplemental budget meeting at the end of the process (sometime in June) where you will be able to make budget adjustments and account for any significant issues that may come up between now and the end of the budget year. This will allow us to take advantage of the advertising and public notification for both the regular budget process as well as the supplemental. By operating this way, you will be able to accommodate any increase in planned revenue and deal with any costs that were not anticipated, such as the BOG. If the Port does not need to do a supplemental budget, then we will not have the last meeting, but we will have met the legal requirements for such an effort.

- **Toll Increase:** In the packet there is a proposed Toll Policy for your review in preparation for your January 23 Town Hall meeting. I need to know if this is

reflective of your desires and is what the policy you want to use at your Town Hall meeting

Commissioner Mohr suggested that we change the part about the toll increase every two years to that the Commission will review the tolls every two years and may increase.

Recess/Adjournment: Commissioner Groves recessed the meeting at 9:06 pm and entered into the Executive Session under ORS 192.660 (2) (e) Real Property Negotiations.

Commissioner Groves adjourned the executive session at 9:57 pm and returned to the regular meeting.

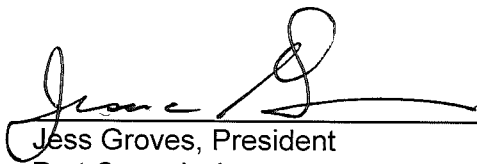
No action taken

COMMISSIONER MOHR MADE A MOTION TO ADJOURN THE MEETING. COMMISSIONER SULLENGER SECONDED THE MOTION. Motion passed unanimously by Commissioners Groves, Mohr, Cramblett & Sullenger.


Meeting adjourned at 10:02 pm.

Port of Cascade Locks:

Attest:



Jess Groves, President
Port Commission



Joenne Caldwell, Secretary
Port Commission

DATE APPROVED: 2/13/14

Prepared by: Kristi Bengtson

PORT OF CASCADE LOCKS UTILITY BUILDING

Preliminary Jurisdictional Requirements for Upgrades based on two Options

Per two recent conversations with
Mark VanVoast, Hood River
County Building Official

January 7, 2014



OPTION ONE: One year extension of Thunder Island Brewing Company Temporary Occupancy

- **City of Cascade Locks** provide the County with land use and any other approvals that currently allow Temporary TIB to operate.
- **Port** add one fire exit door from TIB space to exterior and public way. This new exit door will be separated from the existing entry/exit doors by some distance and be near the party wall between TIB and the storage occupancy of the Port. This will probably need to be a man-door rather than an overhead (i.e. garage) door, pending any further investigation of possible systems to allow for this.
- **Port** add panic hardware on existing exit doors from TIB space.
- **Port** add a layer of fire-rated gypsum wallboard to the storage side of party wall, potentially as part of a separate planned Port project to expand mezzanine space in the storage side of the Utility Building in early 2014.
- **County** will then issue documents extending temporary occupancy for TIB in the space, for one year additional time after the date on which the current temporary occupancy will expire.

OPTION TWO: Permanent Occupancy Upgrades to create Business Incubator Space suitable for continued occupancy by TIB and henceforth, for others

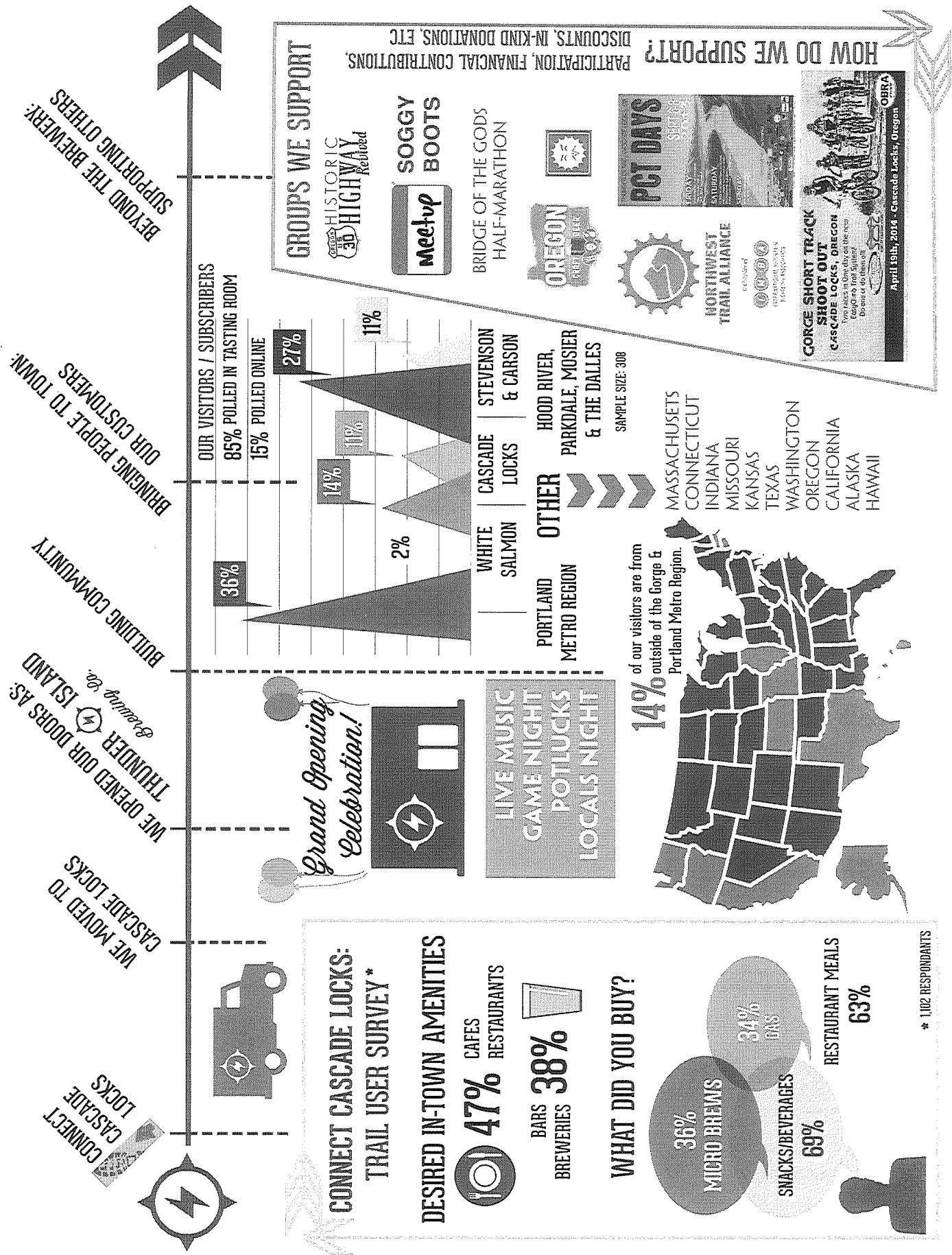
- **City of Cascade Locks** at some time provide County with land use and any other approvals that would allow businesses to operate from this location and in Marine Park.
- **Port**, as part of their storage-side mezzanine addition project, upgrade occupancy-separating Fire Wall to be fully compliant with listed assembly (or as close to as possible). This may involve more than just the additional layer of sheetrock per Option One above.
- **Port** add another single occupant ADA-compliant restroom.
- **Port** add another exit door and panic hardware to existing incubator-side door, same as indicated in Option One above.
- **Port** add Permanent heat source.
- **Port** upgrade insulation values where feasible (i.e. in the attic), getting rid of non-compliant paper-faced attic insulation.

- **Port** add attic access on incubator side.
- **County** will then issue documents granting permanent occupancy for listed occupancy classifications, on the incubator side of the building. Any future tenant of this side may or may not be required to submit documents to gain an actual occupancy for their particular business.
- Unless Port can undertake more extensive upgrades probably including a new fire sprinkler system, the future business incubator tenants and occupancies may be confined to mercantile, distributorships, food-related startups, office, etc. Occupants such as a woodworking shop, boat builder, metal shop, car body painter, many high-bay storage and hazardous storage occupancies, etc., may still not be permitted. (It was noted that the building is on the cusp @ 5ksf, of needing upgrade to fire sprinklers, depending on occupancy classifications)

OTHER GENERAL CONSIDERATIONS:

- Existing walls aren't sheetrocked...just panelboard. (Note that this is not against fire & life safety code requirements necessarily except at fire wall, but may not be appropriate for certain occupancies by health codes)
- Code does not require insulation upgrades where existing exterior envelope is not opened up as part of an upgrade, and does not require upgrading windows and doors to meet energy code. However, all of these are long term cost and energy saving measures that could be prudent as part of any upgrade project.
- There appears to be no property between bldg & west property line (i.e. the tribal site). Thus the west wall may need to be sheetrocked at some point to meet 1-hour fire resistive construction.
- Note that adding a mezzanine in the incubator side would increase floor area, as the Port is doing on the storage side.
- Adding a garage door on the parking lot side in addition to the added second exit (or perhaps being that second exit) would add much flexibility and potentially, light and openness.
- Above does not include other changes and upgrades for convenience, specific tenant needs, etc.
- All of the above subject to change and final approval by County.

OVERVIEW OF THUNDER ISLAND BREWING CO SUCCESS THUS FAR



WE MOVED TO CASCADE LOCKS

WE OPENED OUR DOORS AS THUNDER ISLAND Brewing Co.

BRINGING PEOPLE TO TOWN: OUR CUSTOMERS

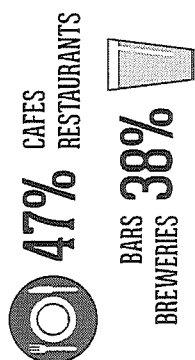
BUILDING COMMUNITY

OUR VISITORS / SUBSCRIBERS 85% POLLED IN TASTING ROOM 15% POLLED ONLINE

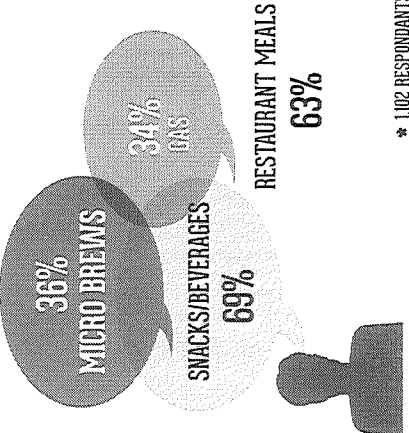
BEYOND THE BREWERY: SUPPORTING OTHERS

CONNECT CASCADE LOCKS: TRAIL USER SURVEY*

DESIRED IN-TOWN AMENITIES



WHAT DID YOU BUY?



* 1,102 RESPONDANTS

GROUPS WE SUPPORT

HISTORIC 30 HIGHWAY Rebranded

meetchup

SOGGY BOOTS

BRIDGE OF THE GODS HALF-MARATHON

OREGON GREAT BEER FESTIVAL

PCT DAYS

NORTHWEST TRAIL ALLIANCE

GORGE SHORT TRACK SHOOT OUT

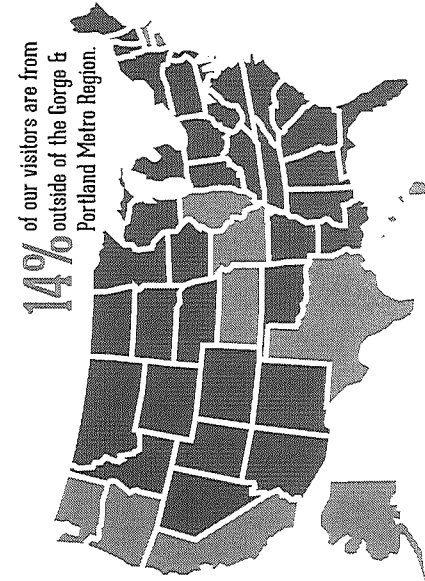
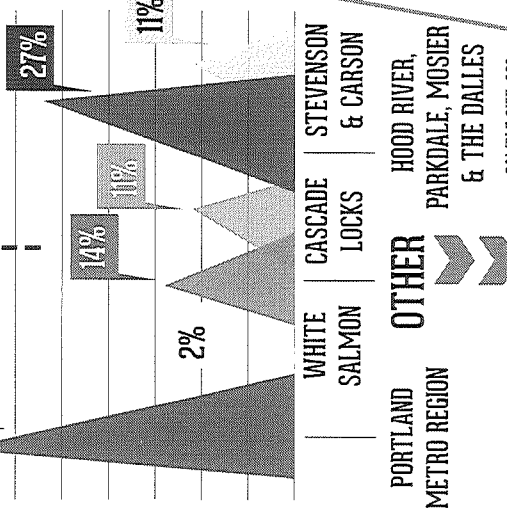
CASCADE LOCKS, OREGON

April 18th, 2014 - Cascade Locks, Oregon

OBRA

DISCOUNTS, IN-KIND DONATIONS, ETC.

HOW DO WE SUPPORT?



OUR GOAL IS TO GET ON WANAPA ST

YEAR 1

WINTER 2013 - 2014

- BREWERY EXPANSION
- MARKETING PLAN
- TASTING ROOM EXPANSION
- SELECT LAND / DOWN PAYMENT
- EXTEND EXISTING LEASE
- RENOVATE EXISTING BLDG
- OLCC PERMITTING OF OUTSIDE AREA

SPRING 2014

- IDENTIFY ARCHITECT AND DESIGNER
- HIRE ADDITIONAL BREWERY STAFF

SUMMER & FALL 2014

- DESIGN BUILDING
- QUOTES FOR CONSTRUCTION

YEAR 2

2015

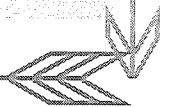
- APPLY FOR FINANCING
- EXECUTE AGREEMENT TO PURCHASE PROPERTY
- PURSUE BUILDING PERMITS
- CONSTRUCTION OF BUILDING

YEAR 3

2016

MOVE INTO NEW BLDG!

WE ARE INVESTING \$65K IN THE NEXT 2 MONTHS
 \$43K BREWERY EQUIPMENT UPGRADE
 \$15K TAPROOM EXPANSION
 \$7K MARKETING (JAN - MARCH)



<h3>Mission of the Port of Cascade Locks</h3> <p>Operate in a fiscally prudent manner to ensure its continuity</p>	<h3>Business Goals of Thunder Island Brewing</h3> <p>We want to invest in the community of Cascade Locks and we want to purchase land from the Port</p>
Facilitate effective infrastructure and transportation solutions	The Port is already facilitating infrastructure solutions through the incubator space
Recruit new businesses to create family wage jobs and economic growth within the Port District and region	We are a new business looking to create jobs and support economic growth
Create economic growth opportunities for existing businesses within the Port District	We are an existing business looking to work with the Port to create economic growth opportunities
Enhance tourism and recreation for the Columbia River Gorge region	We are bringing tourists to town who are recreating in Cascade Locks
Provide leadership and create partnerships within the region for economic development	We are leading the way with establishing partnerships with other groups and organizations in the region to support continued economic growth
Utilize our natural resources	Our business utilizes locally sourced natural resources such as water, grain and hops to create a handcrafted product made proudly in the Gorge

BREWERY DENSITY = GOOD

“ The **GROWTH IN THE BREWING INDUSTRY** will likely continue as new breweries and brewpubs are **BEING SUCCESSFUL IN COMMUNITIES WITH VERY HIGH CONCENTRATIONS OF BREWERIES** such as in Bend. Evidently the supply has yet to meet the demand for quality craft beer. ”

DAMON M. RUNBERG,
*Central Oregon Regional Economist
Workforce and Economic Research,
Oregon Employment Department*

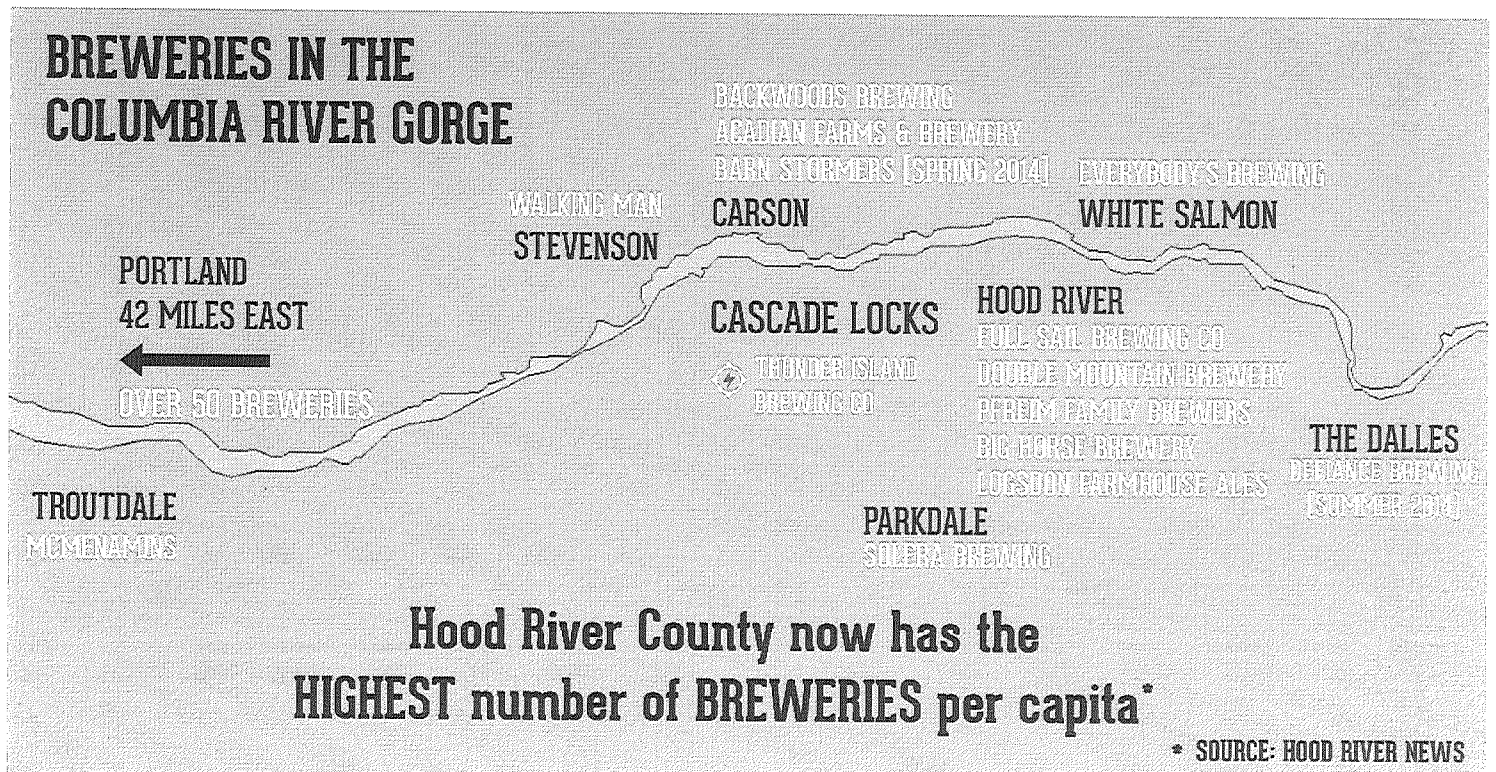
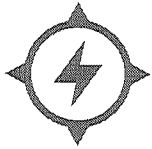


Exhibit C

PORT OF CASCADE LOCKS
BASIC FINANCIAL STATEMENTS

For the Year Ended
June 30, 2013

PORT OF CASCADE LOCKS

June 30, 2013

BOARD OF COMMISSIONERS

Position

President:	Jess Groves Cascade Locks, Oregon 97014
Vice President:	Joeinne Caldwell Cascade Locks, Oregon 97014
Secretary-Treasurer:	Donna Mohr Cascade Locks, Oregon 97014
Commissioner:	Scot Sullenger Cascade Locks, Oregon 97014
Commissioner:	Brenda Cramblett Cascade Locks, Oregon 97014

ADMINISTRATION

Interim General Manager and Registered Agent:	Paul Koch PO Box 307 Cascade Locks, Oregon 97014
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PORT OF CASCADE LOCKS

June 30, 2013

TABLE OF CONTENTS

	<u>Page</u>
NAMES AND ADDRESSES OF OFFICERS AND MEMBERS OF THE BOARD OF COMMISSIONERS.....	Preceding
INDEPENDENT AUDITOR'S REPORT.....	1-2
MANAGEMENT'S DISCUSSION AND ANALYSIS.....	3-10
BASIC FINANCIAL STATEMENTS	
Statement of Net Position.....	11
Statement of Revenues, Expenses, and Changes in Fund Net Position.....	12
Statement of Cash Flows.....	13
Notes to Financial Statements.....	14-26
SUPPLEMENTARY INFORMATION	
Schedule of Revenues and Expenditures and Changes in Fund Balance - Budget and Actual- Revenue Fund.....	27
Notes to Supplementary Information.....	28
Schedule of Long-Term Debt Transactions.....	29
Schedule of Future Requirements for Retirement of Long-Term Debt.....	30
Schedule of Property Tax Transactions.....	31
INDEPENDENT AUDITOR'S REPORT REQUIRED BY OREGON STATE REGULATIONS.....	32-33

Onstott, Broehl & Cyphers, P. C.

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INDEPENDENT AUDITOR'S REPORT

To the Board of Commissioners of the
Port of Cascade Locks
Cascade Locks, Oregon

We have audited the accompanying financial statements of the Port of Cascade Locks as of and for the year ended June 30, 2013, and the related notes to the financial statements, which collectively comprise the Port's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the Port of Cascade Locks, as of June 30, 2013; and the respective changes in financial position and cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages 3-10 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the management's discussion and analysis in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the management's discussion and analysis because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Port of Cascade Lock's basic financial statements. The supplementary information on pages 27-31 is presented for purposes of additional analysis and is not a required part of the basic financial statements.

The supplementary information on pages 27-31 are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the supplementary information is fairly stated, in all material respects, in relation to the basic financial statements as a whole.

Onstott, Broehl & Cyphers, P.C.

By: Robert A.
A Shareholder

The Dalles, Oregon
January 16, 2014

MANAGEMENT'S DISCUSSION AND ANALYSIS

PORT OF CASCADE LOCKS
Management's Discussion and Analysis
Year Ended June 30, 2013

As management of the Port of Cascade Locks (the Port), we offer readers of the Port's financial statements this narrative overview and analysis of the financial activities of the Port for the fiscal year ended June 30, 2013.

Financial Highlights

In the basic financial statements, the assets of the Port exceeded its liabilities at June 30, 2013 by \$4,191,769. Of this amount, \$2,995,211 represents the Port's net investment in capital assets with the remaining unrestricted surplus of \$1,196,558 to be used for future operational expenditures.

The Port's total net position decreased by \$462,391; this decrease was a result of operating expenses exceeding operating income, non-operating revenues (expenses), and capital contributions. Non-operating revenues (expenses) and capital contributions consisted of interest earned of \$6,379, capital contributions in the amount of \$20,945, property taxes of \$3,069, interest expense of (\$46,632), and loss on disposal of assets of (\$52,001).

The Port's financial goal for the fiscal year was to facilitate the economic development of our community in a financially prudent manner, position itself to weather financial uncertainty, and maintain momentum on existing projects.

During the current fiscal year, the Port's long-term debt decreased by \$22,870. The Port did not incur any additional debt and paid scheduled principal payments of \$22,870.

Overview of the Financial Statements

This discussion and analysis is intended to serve as an introduction to the Port's basic financial statements. The Port is a self-supporting entity and follows enterprise fund reporting. Accordingly, the financial statements are presented using the economic resources measurement focus and the accrual basis of accounting. The Port's basic financial statements comprise three components: 1) Statement of Net Position, 2) Statement of Revenues, Expenses and Changes in Fund Net Position, and 3) Statement of Cash Flows. This report also contains other supplementary information in addition to the basic financial statements.

Statement of Net Position

The Statement of Net Position presents the current and long-term portions of assets and liabilities separately and may provide a useful indicator of whether the financial position of the Port is improving or deteriorating over time. This statement includes all of the Port's assets and liabilities and provides information about the nature and amounts of investments in resources (assets) and the obligations to the Port's creditors (liabilities). It also provides the basis for evaluating the capital structure of the Port and assessing the liquidity and financial flexibility of the Port.

PORT OF CASCADE LOCKS
Management's Discussion and Analysis
Year Ended June 30, 2013

Overview of the Financial Statements (continued)

Statement of Revenues, Expenses and Changes in Fund Net Position

The Statement of Revenues, Expenses, and Changes in Net Position presents information showing profitability and credit worthiness as well as how the Port's net position changed during the most recent fiscal year. This statement shows income and expenses from operations, non-operating revenues and expenses, and reconciles the change from one fiscal year to the next. This statement measures the success of the Port's operations over the past year and can be used to determine whether the Port has successfully recovered all its costs through its bridge fees, property leases and other charges.

Statement of Cash Flows

The Statement of Cash Flows is prepared using the direct method and is concerned solely with input and outlay of cash from operating activities, non-capital financing activities, capital and related financing activities and investing activities. This statement includes a reconciliation to the Statement of Revenues, Expenses and Changes in Net Position. The primary purpose of this statement is to provide information about the Port's cash receipts and cash payments during the reporting period. It answers such questions as where did the cash come from, what was the cash used for and what was the change in cash balance during the reporting period.

Budgetary Schedule

For financial reporting and operating purposes, management considers the Port's activities as those of a unitary enterprise operation. However, for budgetary and legal purposes these activities are accounted for in a separate schedule prepared on the modified accrual basis of accounting.

Notes to Basic Financial Statements

The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements. The notes to the basic financial statements can be found on pages 14 to 26 of this report.

Other information

In addition to the basic financial statements and accompanying notes, this report also presents certain supplementary information concerning the Port's budgetary schedules, long-term debt, and property tax transactions. This information can be found on pages 27 to 31 of this report.

PORT OF CASCADE LOCKS
Management's Discussion and Analysis
Year Ended June 30, 2013

Condensed Financial Information

Net position

	June 30,	
	2013	2012
Assets		
Current and other assets	\$ 1,346,608	\$ 1,439,835
Capital assets, net of depreciation	4,007,724	4,400,143
Total assets	5,354,332	5,839,978
Liabilities		
Current liabilities	178,853	173,305
Noncurrent liabilities	983,710	1,012,513
Total liabilities	1,162,563	1,185,818
Net position		
Net investment in capital assets	2,995,211	3,364,760
Unrestricted	1,196,558	1,289,400
Total net position	\$ 4,191,769	\$ 4,654,160

PORT OF CASCADE LOCKS
Management's Discussion and Analysis
Year Ended June 30, 2013

Condensed Financial Information (continued)

Changes in net position

	Year ended June 30,	
	2013	2012
Operating revenues		
Bridge tolls	\$ 1,431,605	\$ 1,422,158
Other	300,694	259,106
Total operating revenues	<u>1,732,299</u>	<u>1,681,264</u>
Operating expenses		
Personal services	1,047,742	924,356
Materials and services	647,068	694,798
Insurance	125,345	123,140
Depreciation	306,295	286,701
Total operating expenses	<u>2,126,450</u>	<u>2,028,995</u>
Total operating income/(loss)	<u>(394,151)</u>	<u>(347,731)</u>
Nonoperating revenues and expenses		
Option revenue	-0-	840,000
Interest earned	6,379	6,192
Gain (Loss) on disposal of assets	(52,001)	-0-
Other	3,069	2,911
Interest expense	(46,632)	(23,226)
Total nonoperating revenue and expenses	<u>(89,185)</u>	<u>825,877</u>
Income/(loss) before capital contribution	(483,336)	478,146
Capital contribution	<u>20,945</u>	<u>60,826</u>
Change in net position	(462,391)	538,972
Net position, beginning of year	<u>4,654,160</u>	<u>4,115,188</u>
Net position, end of year	<u>\$ 4,191,769</u>	<u>\$ 4,654,160</u>

PORT OF CASCADE LOCKS
Management's Discussion and Analysis
Year Ended June 30, 2013

Government-Wide Financial Analysis

As noted earlier, net position may serve over time as a useful indicator of a government's financial position. In the case of the Port, assets exceeded liabilities by \$4,191,769 at June 30, 2013.

Cash and investments, which comprise 23 percent of total assets, are available to meet the Port's ongoing obligations to its citizens.

A significant portion of the Port's assets (75 percent) consists of its investment in capital assets (e.g. land, buildings, bridge, vessel, and related equipment). The Port uses these capital assets to provide services to citizens; consequently, these assets are not available for future spending.

The Port's long-term debt consists of notes payable used for improvements to the Port's industrial park and also to finance their Herman Creek Building. Current liabilities of the Port consist of accounts payable, accrued expenses and deferred revenue.

Financial Analysis of the Government's Funds

Total operating revenues and operating expenses stayed about the same when compared to the prior year.

The Port owns and operates the Bridge of the Gods. Bridge tolls of \$1,431,605 were about the same as the prior fiscal year.

The Port received capital grants and contributions totaling \$20,945 for several projects.

Capital Assets

The Port's investment in capital assets includes land, land improvements, buildings, bridge, vessel, maintenance, office and other equipment and construction in progress. As of June 30, 2013 the Port had invested \$2,995,211 in capital assets, net of depreciation and related debt.

During the year, the Port's investment in capital assets decreased by \$392,419 due to capital asset purchases of \$50,727, less depreciation expense of \$306,295, less assets sold of \$136,851. Capital asset purchases included land and land improvements of \$36,528, building and improvement additions of \$26,657 (\$12,458 was construction in progress from prior year).

PORT OF CASCADE LOCKS
Management's Discussion and Analysis
Year Ended June 30, 2013

Bridge of the Gods

The Port is working, in collaboration with the Oregon Department of Transportation, to identify solutions to reinstate weight capacity to 80,000 tons, as the Bridge of the Gods is a major economic hub for commercial traffic in the Columbia River Gorge. In December of 2013, ODOT released the Bridge of the Gods back to its weight capacity of 80,000 tons. Various maintenance projects during the 13/14 fiscal year are expected to reduce bridge toll revenues from the current year.

Long-term Debt

At the end of the current fiscal year, the Port had total long-term debt of \$1,012,513, consisting of a note payable for debt incurred for industrial park improvements and a note payable for debt incurred for the construction of the Herman Creek Building.

During the current fiscal year, the Port's total debt decreased by \$22,870.

PORT OF CASCADE LOCKS
Management's Discussion and Analysis
Year Ended June 30, 2013

Economic Factors and Next Year's Budget

- Bridge Tolls – Bridge revenues are expected to be dampened by bridge maintenance projects. As such, we have budgeted bridge tolls lower than our current year's receipts.
- Locktender Homes Renovations – The focus will be on the completion of the outside of House #2 (Port Office).
- Pacific Crest Park – The land exchange process is continuing this fiscal year.
- Land Acquisitions – Port staff doesn't anticipate any property acquisitions for the coming year.
- New Cascade Locks Multi-user Trail System – This project has considerable momentum. We hope to have an agreement finalized with the USFS and PBS Engineering to perform the NEPA analysis.
- Marine Park Overpass – The Port is awaiting approval from the federal government to reprogram federal funds for a pedestrian and bicycle overpass.
- Marketing Port Property – Staff will continue to use a variety of methods to market Port land and buildings, including local realtors, Business Oregon, Oregon Prospector, LoopNet, brokers, developers, direct mailings, social media, and existing & new relationships.
- The Port is currently awaiting state approval for their strategic business plan.
- The Port's master plan is expected to be presented to the Commission for approval in March of 2014.

PORT OF CASCADE LOCKS
Management's Discussion and Analysis
Year Ended June 30, 2013

Requests for Information

This financial report is designed to provide a general overview of the Port's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Port General Manager c/o Port of Cascade Locks, P.O. Box 307, Cascade Locks, Oregon 97014.

BASIC FINANCIAL STATEMENTS

PORT OF CASCADE LOCKS
STATEMENT OF NET POSITION

June 30, 2013

<u>ASSETS</u>	<u>REVENUE FUND</u>
CURRENT ASSETS:	
Cash and investments	\$ 1,275,358
Accounts receivable	39,218
Prepaid expenses	32,032
	1,346,608
Total current assets	1,346,608
NON-CURRENT ASSETS:	
CAPITAL ASSETS (net of accumulated depreciation):	
Land	701,321
Land improvements	1,389,596
Buildings and improvements	1,369,510
Bridge	191,679
Vessel	318,841
Construction equipment	24,663
Office equipment	12,114
Construction in progress	-
	4,007,724
Total non-current assets	4,007,724
TOTAL ASSETS	5,354,332
LIABILITIES	
CURRENT LIABILITIES:	
Accounts payable	53,033
Accrued payroll liabilities	38,842
Accrued interest payable	6,689
Deferred revenue	19,220
Accrued compensated absences	32,266
Note payable - due within one year	28,803
	178,853
Total current liabilities	178,853
NON-CURRENT LIABILITIES:	
Note payable - due in more than one year	983,710
	983,710
Total non-current liabilities	983,710
TOTAL LIABILITIES	1,162,563
NET POSITION	
Net investment in capital assets	2,995,211
Unrestricted	1,196,558
	4,191,769
TOTAL NET POSITION	\$ 4,191,769

The notes to the financial statements are an integral part of this statement.

PORT OF CASCADE LOCKS

STATEMENT OF REVENUES, EXPENSES, AND CHANGES
IN FUND NET POSITION

Year Ended June 30, 2013

	<u>REVENUE FUND</u>
OPERATING REVENUES	
Bridge tolls	\$ 1,431,605
Marina, park, and camping income	96,716
Leases, rents and fees	195,202
Other	8,776
	<hr/>
Total Operating Revenues	1,732,299
	<hr/>
OPERATING EXPENSES	
Salaries and wages	814,313
Payroll taxes and employee benefits	233,429
Insurance	125,345
Promotion and advertising	12,787
Office expense	7,613
Information technology	13,276
Dues & subscriptions	9,380
Repairs and maintenance	70,801
Supplies and small tools	33,666
Utilities and telephone	78,575
Professional services	88,322
Contracted Services	236,537
Licenses and fees	22,503
Depreciation	306,295
Community services	27,068
Travel and meetings	26,772
Education	3,122
Leases and rents	12,174
Taxes	3,267
Miscellaneous	1,205
	<hr/>
Total Operating Expenses	2,126,450
	<hr/>
Operating Income (Loss)	(394,151)
	<hr/>
NON-OPERATING REVENUES (EXPENSES)	
Interest income	6,379
Property taxes	3,069
Gain (loss) on disposal of assets	(52,001)
Interest expense	(46,632)
	<hr/>
Total Non-Operating Revenues (Expenses)	(89,185)
	<hr/>
Income Before Capital Contributions	(483,336)
	<hr/>
CAPITAL CONTRIBUTIONS	
Capital contributions	20,945
	<hr/>
Total Capital Contributions	20,945
	<hr/>
Change in Net Position	(462,391)
	<hr/>
Net Position - Beginning	4,654,160
	<hr/>
Net Position - Ending	\$ 4,191,769
	<hr/>

The notes to the financial statements are an integral part of this statement.

PORT OF CASCADE LOCKS
STATEMENT OF CASH FLOWS

Year Ended June 30, 2013

	<u>REVENUE FUND</u>
CASH FLOWS FROM OPERATING ACTIVITIES	
Cash received from customers	\$ 1,727,070
Cash paid to suppliers and vendors	(740,034)
Cash paid to employees	(1,049,475)
	<u>(62,439)</u>
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES	
Property taxes	3,069
	<u>3,069</u>
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES	
Capital grants	14,445
Purchase of property and equipment	(51,977)
Proceeds from sales of capital assets	84,850
Principal payment on note payable and capital lease	(22,870)
Interest paid on note and capital lease payable	(59,136)
	<u>(34,688)</u>
CASH FLOWS FROM INVESTING ACTIVITIES	
Investment earnings	6,379
	<u>6,379</u>
Net Increase (Decrease) in Cash	(87,679)
Cash & equivalents - beginning of year	1,363,037
Cash & equivalents - end of year	\$ 1,275,358
RECONCILIATION OF OPERATING INCOME TO NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES:	
Operating income (loss)	\$ (394,151)
Adjustments to reconcile operating income to net cash provided (used) by operating activities:	
Depreciation	306,295
(Increase) decrease in:	
Accounts receivable	(817)
Prepaid expenses	9,115
Increase (decrease) in:	
Accounts payable	23,264
Accrued payroll liabilities	(2,710)
Accrued compensated absences	977
Deferred revenue	(4,412)
	<u>(62,439)</u>
Net cash provided (used) by operating activities	\$ (62,439)

The notes to the financial statements are an integral part of this statement.

PORT OF CASCADE LOCKS
Notes to Financial Statements
June 30, 2013

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A. Reporting Entity

Port of Cascade Locks is a municipal Oregon corporation governed by an elected Board of Commissioners. The daily management is under the supervision of the General Manager, who is appointed by the Board of Commissioners. As required by generally accepted accounting principles in the United States of America, all activities of the Port have been included in these financial statements.

B. Measurement Focus, Basis of Accounting and Basis of Presentation

The Port is considered to be a single enterprise similar to a commercial entity for financial reporting purposes. Proprietary fund financial statements include a Statement of Net Position, a Statement of Revenues, Expenses and Changes in Fund Net Position, and a Statement of Cash Flows. Accordingly, these financial statements are maintained on the flow of economic resources measurement focus using the accrual basis of accounting utilizing accounting principles applicable to commercial enterprises. All assets and liabilities (whether current or noncurrent) are included on the Statement of Net Position. The Statement of Revenues, Expenses and Changes in Fund Net Position presents increases (revenues) and decreases (expenses) in total Net Position. Under the accrual basis of accounting revenues are recognized in the period in which they are earned while expenses are recognized in the period in which the liability is incurred.

The Port reports the following major fund:

The *Revenue Fund* is the Port's only fund and this fund is considered an enterprise fund. This fund was established to account for the revenues and expenses of the Port's operating activities. The primary sources of revenue are the bridge tolls, lease rentals and fees, grant proceeds, and proceeds from the sale of any assets.

Private-sector standards of accounting and financial reporting issued prior to December 1, 1989, generally are followed to the extent that those standards do not conflict with or contradict guidance of the Governmental Accounting Standards Board. The port does not apply FASB pronouncements or APB opinions issued after November 30, 1989.

Proprietary funds distinguish *operating* revenues and expenses from *nonoperating* items. The principal operating revenues of the enterprise fund are bridge tolls, lease rentals and fees, and operating grants. Operating expenses for the enterprise fund include administrative expenses, insurance, repairs, contracted services and depreciation on capital assets. All other revenues and expenses are reported as non-operating revenues and expenses.

PORT OF CASCADE LOCKS
Notes to Financial Statements
June 30, 2013

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - continued

B. Measurement Focus, Basis of Accounting and Basis of Presentation - continued

When both restricted and unrestricted resources are available for use, it is the Port's policy to use restricted resources first then unrestricted resources as they are needed.

C. Assets, liabilities, and net position or equity

1. *Cash and investments*

The Port's cash and cash equivalents are considered to be cash on hand, demands deposits, and short-term investments with original maturities of three months or less from the date of acquisition. Investments are recorded at cost, which approximates fair market value (fair value in pool is the same as pool shares).

2. *Receivables*

Accounts receivables consist primarily of amounts due for grants, leases, rents, bridge tickets, dock fees, and other fees. Management feels that any uncollectible amount is immaterial to the financial statements, therefore there is no allowance for doubtful accounts. Accounts receivable consists of the following at June 30, 2013:

Grants Receivable	\$ 32,776
Other Accounts Receivable	<u>6,442</u>
Total Accounts Receivable	<u>\$ 39,218</u>

3. *Property taxes*

Property taxes are levied and become a lien as of July 1. Property taxes are assessed in October and tax payments are due November 15th. Under the partial payment schedule, the first one-third of taxes are due November 15th, the second one-third on February 15th, and the remaining one-third on May 15th. A three percent discount is allowed if full payment is made by November 15 and a two percent discount is allowed if two-thirds payment is made by November 15. Taxes become delinquent if not paid by the due date and interest accrues.

PORT OF CASCADE LOCKS
Notes to Financial Statements
June 30, 2013

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES - continued

C. Assets, liabilities, and net position or equity - continued

4. *Capital Assets*

In accordance with GASB Statement No. 34, the Port has reported all capital assets, which include property, equipment and infrastructure assets (e.g., roads, bridges), in the government-wide financial statements. Capital assets are defined by the Port as assets with an initial, individual cost of more than \$5,000 and an estimated useful life in excess of one year. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend asset lives are not capitalized.

Major outlays for land, buildings, and improvements are capitalized as projects when purchased or constructed. Property, plant and equipment of the Port is depreciated using the straight-line method over the following estimated useful lives:

Land improvements	10 - 40 years
Buildings	8 - 50 years
Bridge	35 - 47 years
Vessel & improvements	3 - 20 years
Construction and maintenance equipment	5 - 15 years
Office and other equipment	5 - 10 years

5. *Compensated Absences*

The Port provides vacation benefits to its regular part-time and full-time employees. Vacation leave can accrue from year to year (calendar year) with a maximum carryover at the end of December of 200 hours. Accrued and unused vacation benefits are to be paid upon termination of employment. The expenses are accrued when incurred and the liability is recorded.

6. *Net Position*

The equity portion of the statement of net position is classified into three categories: net investment in capital assets; restricted; and unrestricted. The Port has no instances of a deficit in its net position during the year ended June 30, 2013.

PORT OF CASCADE LOCKS
Notes to Financial Statements
June 30, 2013

NOTE 2 - DETAILED NOTES ON ALL FUNDS

A. Cash and investments

Deposits with financial institutions:

The Port's deposits with financial institutions are insured up to \$250,000 by the Federal Depository Insurance Corporation (FDIC). The bank balance as of June 30, 2013 maintained by the Port was \$142,349 and was covered by FDIC. At various times during the fiscal year, bank balances exceeded the FDIC limit but funds were held at a depository qualified by the Oregon State Treasurer's office.

Investments:

Oregon state statutes authorize the Port to invest primarily in general obligations of the U.S. Government and its agencies, certain bonded obligations of Oregon municipalities, bank repurchase agreements, bankers' acceptances, time certificates of deposit, certain commercial paper and the State Treasurer's investment pool. The Local Government Investment Pool (LGIP) is an unrated external investment pool and is not classified by risk category and is included in the Oregon Short Term Fund (OSTF) which was established by the State Treasurer. The Oregon Short Term Fund Board and the Oregon Investment Council regulate OSTF investments (ORS 294.805 to 294.895). Separate financial statements for the OSTF are available from the Oregon State Treasurer. At June 30, 2013 the Port's membership in the State Treasurer's investment pool had a carrying amount of \$1,131,909 which approximates market.

At June 30, 2013, the Port's cash and investments are comprised of the following:

<u>Cash and Investments</u>	<u>Fair Value</u>	<u>Carrying Amount</u>	<u>Weighted Average Maturity in Months</u>
Cash on hand	\$ 1,100	\$ 1,100	N/A
Demand deposits	142,349	142,349	N/A
LGIP	1,131,909	1,131,909	N/A
 Total	 <u>\$ 1,275,358</u>	 <u>\$ 1,275,358</u>	

PORT OF CASCADE LOCKS
Notes to Financial Statements
June 30, 2013

NOTE 2 - DETAILED NOTES ON ALL FUNDS - continued

A. Cash and investments - continued

Fair value of financial assets and liabilities:

The Port estimates the fair value of its monetary assets and liabilities based upon the existing interest rates related to such assets and liabilities compared to the current market rates of interest for instruments of a similar nature and degree of risk. The Port estimates that all of its monetary assets and liabilities approximate fair value as of June 30, 2013.

Custodial credit risk

Custodial credit risk is the risk that in the event of failure of the bank and/or counterparty, the Port will not be able to recover the value of its deposit and investments or collateral securities in possession of an outside party. During the current fiscal year the Port was exposed to this risk. The Port does not have a formal policy for custodial credit risk.

Credit risk

Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligation. The LGIP account is unrated as to credit risk. The Port does not have a formal policy for credit risk.

Interest rate risk

Interest rate risk is the risk that changes in interest rates will adversely affect the fair value of an investment. The Port does not have a formal policy for interest rate risk.

PORT OF CASCADE LOCKS
Notes to Financial Statements
June 30, 2013

NOTE 2 - DETAILED NOTES ON ALL FUNDS - continued

B. Capital Assets

Capital asset activity for the year ended June 30, 2013 was as follows:

	Beginning Balance	Additions	Reductions	Ending Balance
Business-type activities:				
Capital assets not being depreciated:				
Land	\$ 823,939	\$ 14,233	\$ (136,851)	\$ 701,321
Construction in progress	12,458	-	(12,458)	-
Total capital assets, not being depreciated	<u>836,397</u>	<u>14,233</u>	<u>(149,309)</u>	<u>701,321</u>
Capital assets being depreciated:				
Land improvements	2,995,339	22,295	-	3,017,634
Buildings & improvements	1,986,060	26,657	-	2,012,717
Bridge	1,631,008	-	-	1,631,008
Vessel	4,037,515	-	-	4,037,515
Construction equipment	168,578	-	-	168,578
Office equipment	132,549	-	-	132,549
Total capital assets being depreciated	<u>10,951,049</u>	<u>48,952</u>	<u>-</u>	<u>11,000,001</u>
Less: accumulated depreciation for:				
Land improvements	(1,505,991)	(122,047)	-	(1,628,038)
Buildings & improvements	(573,067)	(70,140)	-	(643,207)
Bridge	(1,416,512)	(22,817)	-	(1,439,329)
Vessel	(3,638,669)	(80,005)	-	(3,718,674)
Construction equipment	(135,382)	(8,533)	-	(143,915)
Office equipment	(117,682)	(2,753)	-	(120,435)
Total accumulated depreciation	<u>(7,387,303)</u>	<u>(306,295)</u>	<u>-</u>	<u>(7,693,598)</u>
Total capital assets being depreciated, net	<u>3,563,746</u>	<u>(257,343)</u>	<u>-</u>	<u>3,306,403</u>
Business-type activities capital assets, net	<u>\$ 4,400,143</u>	<u>\$ (243,110)</u>	<u>\$ (149,309)</u>	<u>\$ 4,007,724</u>

PORT OF CASCADE LOCKS
Notes to Financial Statements
June 30, 2013

NOTE 2 - DETAILED NOTES ON ALL FUNDS -- continued

B. Capital Assets - continued

Depreciation using the straight-line method was charged to the various functions/programs:

Business-type activities:

Land improvements	\$ 122,047
Buildings and improvements	70,140
Bridge	22,817
Vessel	80,005
Construction equipment	8,533
Office equipment	<u>2,753</u>
Total depreciation expense	<u><u>\$ 306,295</u></u>

The Port has various property leases, all accounted for as operating leases. Costs of leased properties (also included in the above capital asset detail) are as follows:

Property	Cost
Buildings and improvements	\$ 1,266,456
Vessel	4,037,515
Land	<u>28,870</u>
Total Cost	<u>5,332,841</u>
Accumulated Depreciation	<u>(3,903,644)</u>
Total Cost, net	<u><u>\$ 1,429,197</u></u>

PORT OF CASCADE LOCKS
Notes to Financial Statements
June 30, 2013

NOTE 2 - DETAILED NOTES ON ALL FUNDS -- continued

B. Capital Assets - continued

Minimum future rentals receivable on non-cancelable operating leases for the five succeeding fiscal years are as follows:

<u>Year Ending June 30</u>	<u>Minimum Future Rentals</u>
2014	\$ 153,050
2015	142,850
2016	142,850
2017	133,850
2018	81,960
Total	<u>\$ 654,560</u>

C. Note payable

The Port has two notes payable to Business Oregon Infrastructure Finance Authority (BO - IFA). The original amount of the first note was \$235,094 for land improvements. Annual payments of \$17,860 are due with interest stated at 5%. During the current fiscal year the Port received \$850,000 of loan proceeds from a second note from the Business Oregon Infrastructure Finance Authority to help finance the construction of the Port's Herman Creek Building. Quarterly payments of \$14,058 are due with interest stated at 4.4%.

Note payable activity for the year ended June 30, 2013, was as follows:

	<u>Beginning Balance</u>	<u>Additions</u>	<u>Reductions</u>	<u>Ending Balance</u>
Note payable #1 - BO - IFA	\$ 185,383	\$ -	\$ (8,591)	\$ 176,792
Note payable #2 - BO - IFA	850,000	-	(14,279)	835,721
Total	<u>\$ 1,035,383</u>	<u>\$ -</u>	<u>\$ (22,870)</u>	<u>\$ 1,012,513</u>

Interest expense on the notes payable during the current fiscal year was \$46,632.

PORT OF CASCADE LOCKS
Notes to Financial Statements
June 30, 2013

NOTE 2 - DETAILED NOTES ON ALL FUNDS - continued

C. Note payable - continued

Annual debt service requirements to maturity for the two notes payable to Business Oregon IFA are as follows:

Year Ending June 30	Principal	Interest	Total Debt Service
2014	\$ 9,021	\$ 8,840	\$ 17,860
2015	9,472	8,389	17,860
2016	9,945	7,915	17,860
2017	10,442	7,418	17,860
2018	10,965	6,896	17,860
2019-2023	63,616	25,685	89,301
2024-2027	63,331	8,109	71,441
Total Note #1	\$ 176,792	\$ 73,251	\$ 250,043

Year Ending June 30	Principal	Interest	Total Debt Service
2014	\$ 19,782	\$ 36,448	\$ 56,230
2015	20,667	35,563	56,230
2016	21,591	34,639	56,230
2017	22,557	33,673	56,230
2018	23,566	32,664	56,230
2019-2023	134,317	146,533	280,850
2024-2028	167,541	113,609	281,150
2029-2033	208,819	72,631	281,450
2034-2038	216,881	22,098	238,979
Total Note #2	\$ 835,721	\$ 527,858	\$ 1,363,579
Total Notes Payable	\$ 1,012,513	\$ 601,109	\$ 1,613,622

NOTE 3 - OTHER INFORMATION

A. Employee retirement system and pension plan

Plan Description. The Port of Cascade Locks contributes to the Oregon Public Employees Retirement Fund (OPERF), an agent multiple-employer defined benefit pension plan administered by the Oregon Public Employees Retirement System (PERS). In 2003, PERS created a new Oregon Public Service Retirement Plan (OPSRP) for employees hired on or after August 29, 2003. Employees hired prior to August 29, 2003 continue to participate in the OPERF plan. The new OPSRP is a hybrid employer plan consisting of a pension program and an Individual Account Program (IAP) which is the defined contribution portion of the plan. The pension program portion of OPSRP provides a life pension calculated by a formula funded by employer contributions when the member attains normal retirement age. PERS provides retirement and disability benefits, post employment healthcare benefits, annual cost-of-living adjustments, and death benefits to plan members and beneficiaries. PERS is administered under Oregon Revised Statute Chapter 238. ORS Chapter 238.620 establishes the Public Employees Retirement Board as the governing body of PERS. The authority to establish and amend the benefit provisions of the plan rests with the Oregon Legislature.

Both PERS and OPSRP issue a publicly available financial report that includes financial and required supplementary information. That report may be obtained by writing to PERS, PO Box 23700, Tigard, OR, 97281-3700, by calling (503) 598-7377 or by assessing the PERS website at www.oregon.gov/pers

Summary of significant accounting policies – basis of accounting and valuation of investments. The financial statements of PERS are prepared using the accrual basis of accounting. Plan member contributions are recognized in the period in which contributions are due. The Port's contributions are recognized when due and a formal commitment to provide the contributions has been made. Benefits and refunds are recognized when due and payable in accordance with the terms of the plan. All plan investments are reported at fair market value.

Funding Policy. For the 2012-13 fiscal year, the Port was required to contribute 9.42% of covered employee salaries to the existing PERS plan and 4.62% of covered general service salaries to the new OPSRP. Members of PERS are required to contribute 6.00% of their salary covered under the plan. The contribution requirements for plan members and the Port are established by ORS Chapter 238 and may be amended by an act of the Oregon Legislature.

PORT OF CASCADE LOCKS
Notes to Financial Statements
June 30, 2013

NOTE 3 - OTHER INFORMATION - continued

A. Employee retirement system and pension plan - continued

Annual Pension Cost. For the year ended June 30, 2013, the Port's annual pension cost for PERS was equal to the Port's required actual contributions. The required contribution was determined as part of the December 31, 2012 actuarial valuation using the entry age actuarial cost method. The actuarial assumptions included (a) 7.75% investment rate of return, (b) future general wage inflation of 3.75% per year, (c) interest crediting on member contributions of 7.75% on regular member accounts and 7.75% on variable member accounts, (d) consumer price inflation of 2.75% per year, and (e) healthcare cost inflation ranging from 8.0% to 4.7% in 2083. The actuarial value of PERS assets are valued on the Expected Value Method. The Port's UAL for Tier 1/Tier 2 is being amortized as a level percentage of combined valuation payroll over a closed 20 year period. The Port's OPSRP UAL is amortized over a closed 16 year period.

Schedule of Funding Progress for the Port of Cascade Locks is as follows:

Actuarial Valuation Date	Actuarial Value of Assets	Actuarial Liability	Unfunded Actuarial Liability	Funded Percent	Covered Payroll	UAL/ Payroll
12/31/10	5,420,488	5,350,182	(70,306)	101%	593,226	-12%
12/31/11	5,389,060	5,535,473	146,413	97%	627,202	23%
12/31/12	5,740,612	5,705,510	(35,102)	101%	427,714	-8%

Three Year Trend information for the Port is as follows:

Fiscal Year Ended	Annual Pension Cost (APC)	Percentage of APC Contributed	Net Pension Obligation
6/30/2011	\$ 26,391	100%	\$ -
6/30/2012	\$ 41,625	100%	\$ -
6/30/2013	\$ 40,380	100%	\$ -

PORT OF CASCADE LOCKS
Notes to Financial Statements
June 30, 2013

NOTE 3 - OTHER INFORMATION - continued

A. Employee retirement system and pension plan - continued

Retirement Health Insurance Account (RHIA): As a member of Oregon Public Employees Retirement System (OPERS), the Port contributes to the Retirement Health Insurance Account (RHIA) for each of its eligible employees. RHIA is a cost-sharing multiple-employer defined benefit other postemployment benefit plan administered by OPERS. Eligible PERS retirees who receive benefits and are enrolled in certain PERS administered health insurance programs may receive a subsidy towards the payment of health insurance premiums. This report can be obtained within the same PERS report as stated in the PERS note. The authority to establish and amend the benefit provision of RHIA resides with the Oregon Legislature. Under ORS 238.420 retirees may receive a subsidy for Medicare supplemental health insurance of up to \$60 per month towards the cost of their health insurance premium under the RHIA. Participating governments are contractually required to contribute to the RHIA at a rate assessed each year by OPERS, currently .59% for tier 1/tier 2 and .5% for OPSRP annual covered payroll. The OPERS Board sets the employer contribution rates based on the annual required contribution of the employers (ARC), an amount actuarially determined in accordance with the parameters of GASB No. 45. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year and amortize any unfunded actuarial liabilities of the plan over a closed period of 10 years. The Port's allocated RHIA unfunded actuarial liability at December 31, 2012, 2011, and 2010 is \$8,974, \$16,248, \$21,343, respectively. The Port's contributions to RHIA for the years ended June 30, 2013, 2012, and 2011 were \$4,397, \$3,765, and \$1,687, respectively, which equaled the required contributions each year.

B. Risk management

The Port is exposed to various risks of loss related to torts; theft of, damage to and destruction of assets; errors and omissions; and natural disasters for which the Port carries commercial insurance.

C. Accounting estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from these estimates.

PORT OF CASCADE LOCKS

Notes to Financial Statements

June 30, 2013

NOTE 3 - OTHER INFORMATION - continued

D. Contingent liabilities

On March 10, 2010, the Port received a letter from the State of Oregon stating that the Port has an indemnity obligation to the State under a lease agreement with the Division of State Lands. The lease was effective from August 1, 1991 and involved a dock on the Willamette River. This area is now subject to an environmental super fund action involving many parties along the Willamette River and significant damages. The Port's liability exposure at this time appears to be limited. It also appears the Port probably has insurance coverage that may cover the claim. This matter may take several years to resolve. The Port has researched insurance coverage and is prepared to proceed when required to do so by the State. At this time the amount of this claim is unknown.

The State of Oregon through the Oregon Department of Transportation (ODOT) identified structural issues on the Bridge of the Gods requiring repairs for heavy traffic prior to June 30, 2013. ODOT claimed the port is responsible to pay a portion of the bridge cost repairs. In the fall of 2013, ODOT repaired the bridge. The Port and ODOT are currently negotiating the amount the Port will pay ODOT for these repairs. The Port estimates these to be approximately \$240,000.

As a result of the repeal of an Oregon statute that exempted the state of Washington toll bridges from taxation several years ago, the state of Washington claims a similar reciprocal Washington statute exempting Oregon toll bridges from Washington taxation was thereafter, and is now, no longer in effect. The state of Washington has asserted a claim against the Port for taxes owed. The validity of the claim is being researched. The amount of the claim is based on toll revenue, and is currently not known.

E. Subsequent events

During the subsequent period, the Port started a repair and maintenance project for structural issues on the Bridge of the Gods. This project is expected to cost just under \$1.2 million. The Oregon Department of Transportation is administering grant funds received for this project of approximately \$900,000 and the Port's cost is expected to be \$240,000. The Port estimates that this bridge repair and maintenance project will result in a loss of \$200,000 in bridge toll revenues.

SUPPLEMENTARY INFORMATION

PORT OF CASCADE LOCKS

SCHEDULE OF REVENUES AND EXPENDITURES
AND CHANGES IN FUND BALANCE - BUDGET AND ACTUAL
REVENUE FUND

FOR THE YEAR ENDED JUNE 30, 2013

	BUDGETED AMOUNTS		ACTUAL AMOUNTS BUDGETARY BASIS	VARIANCE WITH FINAL BUDGET POSITIVE (NEGATIVE)
	ORIGINAL	FINAL		
REVENUES				
Bridge tolls	\$ 1,450,000	\$ 1,450,000	\$ 1,431,605	\$ (18,395)
Marina and camping fees	90,075	90,075	96,716	6,641
Rentals and land leases	164,942	164,942	195,202	30,260
Land and property sales	84,000	84,000	84,850	850
Interest income	3,000	3,000	6,379	3,379
Grants	825,000	825,000	20,945	(804,055)
Property taxes	3,140	3,140	3,069	(71)
Fireworks	4,000	4,000	1,979	(2,021)
Other			6,797	6,797
Total Revenues	2,624,157	2,624,157	1,847,542	(776,615)
EXPENDITURES				
Personal services	1,077,390	1,077,390	1,038,798	38,592
Materials and services	719,737	719,737	747,431	(27,694)
Capital outlay	1,554,000	1,554,000	76,788	1,477,212
Debt service	94,246	94,246	82,006	12,240
Contingency	100,000	100,000		100,000
Total Expenditures	3,545,373	3,545,373	1,945,023	1,600,350
Revenues Over (Under) Expenditures	(921,216)	(921,216)	(97,481)	823,735
OTHER FINANCING SOURCES (USES)				
Loan proceeds	650,000	650,000		(650,000)
Net Change in Fund Balance	(271,216)	(271,216)	(97,481)	173,735
Fund balance - beginning of year	1,300,000	1,300,000	1,472,254	172,254
Fund balance - end of year	\$ 1,028,784	\$ 1,028,784	\$ 1,374,773	\$ 345,989
Revenues over (under) expenses - GAAP basis			\$ (462,391)	
Principal payments on notes payable			(22,870)	
(Decrease) in accrued interest			(12,504)	
Expenses paid for (future) prior periods			9,115	
Capital assets purchased			(51,977)	
Land & property sales - basis in assets sold			136,851	
Depreciation			306,295	
			364,910	
Revenues over (under) expenditures - budget basis			\$ (97,481)	

NOTE 1 - BUDGETARY INFORMATION

Annual budgets are adopted on a basis consistent with Oregon Revised Statutes (ORS 294 - Local Budget Law) for all of the Port's funds. All annual appropriations lapse at fiscal year end.

The proposed budget is presented to the budget committee in April for public hearing. The budget committee reviews the proposed budget and approves a budget document for publication in a local newspaper of record. The Board of Commissioners hold a public hearing and adopts a final budget and levies taxes for that year no later than June 30.

The budget is prepared by category (i.e., personal service, materials and services, capital outlay, debt service and other requirements) within the funds. Adjustments to the budgetary appropriations require approval of the Board of Commissioners in a public hearing. Expenditure appropriations may not be over expended except in the case of grant funding or debt service on new bonded debt issued during the fiscal year. Department directors are permitted to transfer amounts between individual line items within a category group, but may not make adjustments to the categories themselves, which is the legal level of control, without the Board of Commissioner's approval.

The Port had the following expenditures over appropriations in the revenue fund during the current fiscal year:

<u>Expenditure</u>	<u>Final Budgeted Amount</u>	<u>Actual Expenditure</u>	<u>Excess Amount</u>
Materials & Services	\$ 719,737	\$ 747,431	\$ (27,694)

PORT OF CASCADE LOCKS

SCHEDULE OF LONG-TERM DEBT TRANSACTIONS

Year Ended June 30, 2013

<u>Description</u>	<u>Balance 6/30/2012</u>	<u>Additional Long-term Debt</u>	<u>Total Payment</u>	<u>Interest</u>	<u>Principal</u>	<u>Balance 6/30/2013</u>
Note payable - Business Oregon - IFA	\$ 185,383	\$ -	\$ 17,860	\$ 9,269	\$ 8,591	\$ 176,792
Note payable - Business Oregon - IFA	850,000	-	64,145	49,866	14,279	835,721
Total	<u>\$ 1,035,383</u>	<u>\$ -</u>	<u>\$ 82,005</u>	<u>\$ 59,135</u>	<u>\$ 22,870</u>	<u>\$ 1,012,513</u>

PORT OF CASCADE LOCKS

SCHEDULE OF FUTURE REQUIREMENTS FOR
RETIREMENT OF LONG-TERM DEBT

Year Ended June 30, 2013

Year	Note payable - Business Oregon - IFA		Year	Note payable - Business Oregon - IFA	
	Principal	Interest		Principal	Interest
2013-14	\$ 9,021	\$ 8,840	2013-14	\$ 19,782	\$ 36,448
2014-15	9,472	8,389	2014-15	20,667	35,563
2015-16	9,945	7,915	2015-16	21,591	34,639
2016-17	10,442	7,418	2016-17	22,557	33,673
2017-18	10,965	6,896	2017-18	23,566	32,664
2018-19	11,513	6,347	2018-19	24,620	31,610
2019-20	12,088	5,772	2019-20	25,421	30,509
2020-21	12,693	5,167	2020-21	26,872	29,358
2021-22	13,328	4,533	2021-22	28,074	28,156
2022-23	13,994	3,866	2022-23	29,330	26,900
2023-24	14,694	3,167	2023-24	30,642	25,588
2024-25	15,428	2,432	2024-25	32,012	24,218
2025-26	16,200	1,660	2025-26	33,444	22,786
2026-27	17,010	850	2026-27	34,940	21,290
2027-28	-	-	2027-28	36,503	19,727
2028-29	-	-	2028-29	38,136	18,094
2029-30	-	-	2029-30	39,842	16,388
2030-31	-	-	2030-31	41,624	14,606
2031-32	-	-	2031-32	43,486	12,744
2032-33	-	-	2032-33	45,731	10,799
2033-34	-	-	2033-34	47,463	8,767
2034-35	-	-	2034-35	49,587	6,644
2035-36	-	-	2035-36	51,805	4,426
2036-37	-	-	2036-37	54,122	2,108
2037-38	-	-	2037-38	13,904	153
Total	<u>\$ 176,792</u>	<u>\$ 73,251</u>	Total	<u>\$ 835,721</u>	<u>\$ 527,858</u>

PORT OF CASCADE LOCKS

SCHEDULE OF PROPERTY TAX TRANSACTIONS

Year Ended June 30, 2013

	<u>Current Levy and Balance Receivable July 1, 2012</u>	<u>Adjustments</u>	<u>Discount</u>	<u>Collections</u>	<u>Balance Receivable June 30, 2013</u>
2012-13	\$ 3,094	\$ (16)	\$ (77)	\$ (2,923)	\$ 78
2011-12	98	(1)	-	(53)	44
2010-11	56	(1)	-	(28)	27
2009-10	35	-	-	(23)	12
2008-09	10	-	-	(5)	5
2007-08	3	-	-	(1)	2
Prior	1	-	-	-	1
Totals	<u>\$ 3,297</u>	<u>\$ (18)</u>	<u>\$ (77)</u>	<u>\$ (3,033)</u>	<u>\$ 169</u>

INDEPENDENT AUDITOR'S REPORT
REQUIRED BY OREGON STATE REGULATIONS

Onstott, Broehl & Cyphers, P. C.

Certified Public Accountants

KENNETH L. ONSTOTT, c.p.a.
JAMES T. BROEHL, c.p.a.
RICK M. CYPHERS, c.p.a.

WILLIAM S. ROOPER, c.p.a. retired

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Independent Auditor's Report Required by Oregon State Regulations

We have audited the basic financial statements of the Port of Cascade Locks as of and for the year ended June 30, 2013, and have issued our report thereon dated January 16, 2014. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the provisions of the Minimum Standards for Audits of Oregon Municipal Corporations, prescribed by the Secretary of State.

Compliance

As part of obtaining reasonable assurance about whether the Port of Cascade Locks financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grants, including the provisions of Oregon Revised Statutes as specified in Oregon Administrative Rules 162-10-000 through 162-10-320 of the Minimum Standards for Audits of Oregon Municipal Corporations, noncompliance with which could have a direct and material effect on the determination of financial statements amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion.

We performed procedures to the extent we considered necessary to address the required comments and disclosures which included, but were not limited to the following:

- Deposit of public funds with financial institutions (ORS Chapter 295).
- Indebtedness limitations, restrictions and repayment.
- Budgets legally required (ORS Chapter 294).
- Insurance and fidelity bonds in force or required by law.
- Programs funded from outside sources.
- Authorized investment of surplus funds (ORS Chapter 294).
- Public contracts and purchasing (ORS Chapters 279A, 279B, 279C).

In connection with our testing, nothing came to our attention that caused us to believe the Port of Cascade Locks was not in substantial compliance with certain provisions of laws, regulations, contracts, and grants, including the provisions of Oregon Revised Statutes as specified in Oregon Administrative Rules 162-10-000 through 162-10-320 of the Minimum Standards for Audits of Oregon Municipal Corporations except as follows:

- Excess of expenditures over budgeted amounts – see notes to supplemental information on page 28.

Internal Control

In planning and performing our audit of the financial statements, we considered the Port of Cascade Locks internal control over financial reporting (internal control) to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Port's internal control. Accordingly, we do not express an opinion on the effectiveness of the Port's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A material weakness is a deficiency, or combination of deficiencies in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention to those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified. We noted certain other matters that we reported to the Board of Commissioners and Management of the Port of Cascade Locks in a separate letter dated January 16, 2014.

This report is intended solely for the information and use of the Board of Commissioners and Management of the Port of Cascade Locks and the Oregon Secretary of State and is not intended to be and should not be used by anyone other than these parties.

Onstott, Broehl & Cyphers, P.C.

Onstott, Broehl & Cyphers, P.C.
January 16, 2014

KENNETH L. ONSTOTT, c.p.a.
JAMES T. BROEHL, c.p.a.
RICK M. CYPHERS, c.p.a.

WILLIAM S. ROOPER, c.p.a. retired

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To the Board of Commissioners and Management of
Port of Cascade Locks

In planning and performing our audit of the financial statements of the business-type activities of the Port of Cascade Locks as of and for the year ended June 30, 2013, in accordance with auditing standards generally accepted in the United States of America, we considered the Port's internal control over financial reporting (internal control) as a basis for designing auditing procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Port's internal control. Accordingly, we do not express an opinion on the effectiveness of the Port's internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and, therefore, material weaknesses or significant deficiencies may exist that were not identified. However, as discussed below, we identified certain deficiencies in internal control that we consider to be significant deficiencies.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A material weakness is a deficiency, or combination of deficiencies in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. We did not identify any deficiencies in internal control that we consider to be material weaknesses.

A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance. We consider the following deficiencies in the Port's internal control to be significant deficiencies:

Financial Statement Presentation

The Port is currently required to prepare an annual financial report in accordance with generally accepted accounting principles (GAAP). The GAAP financial report includes the financial statements, note disclosures, required supplementary information, and other supplementary information. The Port does not currently have resources or the personnel with the necessary advanced training to stay current with these principles and standards. The Port's personnel do not regularly prepare financial statements and related notes in accordance with GAAP and therefore have contracted with their independent auditors to assist with this process. Although common for organizations of this size, this condition is considered a control deficiency over financial reporting and is required to be reported under professional standards. This deficiency is related specifically to the preparation of GAAP basis financial statements and does not adversely affect the Port's ability to report financial information accurately on the budget basis of accounting.

During our audit, we also became aware of opportunities for strengthening internal control, risk management, and operating efficiency. Comments and recommendations follow.

COMMENTS AND RECOMMENDATIONS

Written comprehensive financial policies

Management of the Port is currently working on a written comprehensive financial policy manual. During the current fiscal year the Port had changes in management and as a result of these management changes, employee duties have changed. Internal control can be improved if financial employee duties and responsibilities are written up and approved. Within this written comprehensive financial policy manual I recommend the following be included among other procedures:

1. All paid invoices should be approved (initialed) by the General Manager. Some of these invoices will also need to be approved (initialed) by other managers (General Manager decides which ones), but ultimately the General Manager has the final approval.
2. Currently the Port requires two signatures on each check. The General Manager should always be one of these check signers along with one of the Commissioners. It may be necessary to select one other employee as an alternate in case the General Manager is not available, but this would only be in a few situations.
3. Bank reconciliations should be approved (initialed) by the General Manager or Finance Manager. Currently bank reconciliations are performed each month and printed for documentation purposes, but these reports need to be initialed for approval by proper management.
4. Payroll transactions need approval by General Manager or Finance Manager each month. Currently the payroll employee performs payroll functions and pays proper payroll and related expenses. The General Manager or Finance Manager should develop a monthly checklist form where each payroll function and payment can be checked off and approved.

Hiring new General Manager

When the time comes to hire a new General Manager, I recommend that the Port put additional emphasis on candidates with a government finance background. Currently the Port does not have a Finance Manager and without a Finance Manager, I feel that it is in the best interest of the Port to hire a new General Manager that possesses some of the skills that a Finance Manager would have.

This communication is intended solely for the information and use of Management, the Board of Commissioners, and others within the organization, and is not intended to be and should not be used by anyone other than these specified parties.

Onstott, Broehl & Cyphers, P.C.

Onstott, Broehl & Cyphers, P.C.
The Dalles, Oregon
January 16, 2014

Bridge of the Gods 8 Ton Weight Restriction: Preliminary Economic Analysis

January 2014



Source: [Washingtonlandscape.blogspot](http://Washingtonlandscape.blogspot.com)

Bruce Sorte
Community Economist
Department of Applied Economics
Oregon State University

Acknowledgments

The author appreciates the many people from business, nonprofit and government organizations who visited with him about how the weight limitations for the Bridge of the Gods are currently and may in the future affect them economically. In addition, Paul Koch, Port of Cascade Locks Interim Manager, and John McSherry, Port of Skamania Executive Director, provided context and quick answers to questions that guided the formal interviews and analysis.

Executive Summary

Regional economies are especially dependent on infrastructure and the efficient movement of supplies and finished products that infrastructure like the Bridge of the Gods (BOG) supports. This analysis estimates the economic impacts of the BOG's weight limitation reduction from 80,000 pounds to 8 tons/16,000 pounds within the regional economy that includes Hood River County, Oregon and Skamania County, Washington (BOG region). It utilizes projections from businesses, nonprofit organizations and government agencies obtained through interviews as to the short and long term impacts.

Those impacts when projected throughout the BOG regional economy were estimated on an annual basis to negatively affect 390 full and part-time jobs, \$72.3 million in sales and most importantly the \$26.7 million of those sales dollars that are income to employees and business owners. This represents a negative shock to 2-3% of the regional economy in the first year and that amount may double if the actual limitations or concerns about future limitations remain in place for more than a year. More specifically, for every ten jobs that are not recruited to or retained within the region in a manufacturing business can reduce the local economy by 16 jobs, \$3.3 million in sales and \$1.1 million of the regional income portion of sales.

Uncertainty about future disruptions can be almost as serious as an actual closer of the Bridge so while getting the work done expeditiously it is also important demonstrate the necessary steps have been taken to avoid this type of problem in the future.

The types of economic effects caused by the reduced weight limitations are listed below. The effects are not evenly distributed across the region. Skamania County is experiencing the highest portion of negative impacts. It is likely that 5-10% of Skamania County's economy is currently being affected and if the limitations persist that percentage may double. Skamania County has a smaller economy than its regional partner Hood River County and may not have the resilience that would allow it to minimize the economic distress caused by this shock.

The fourth and fifth points below may be the areas of greatest concern. Rural economies struggle to develop industry clusters. Industry clusters can significantly

increase the effects of sales as businesses locally purchase and sell an increasing percentage of their inputs or goods and services within the region. To the extent that these backward or supplier and forward or customer linkages can be developed locally, the dollars from the initial sales are respent in the local economy multiplying the effects of the initial production.

Rural economies can reach the scales of production necessary for clusters to develop by working together and that is happening in this region (e.g. wood products and tourism), yet the efficient movement of many of those goods and services rely on the Bridge.

The ability to recruit businesses that can further strengthen those clusters also relies on the Bridge and those businesses' ability to locate any place within the Bridge region knowing they can easily receive and deliver goods and services.

Types of impacts include:

- 1) Reduced toll revenue and spending by the Port of Cascade Locks and respending within the community
- 2) Increased transportation costs for incoming and outgoing shipments for businesses that often have smaller margins to absorb increased costs
- 3) Increased labor costs and production inefficiency as arrival time for suppliers' and customers' trucks becomes less predictable
- 4) Weakening linkages among regional businesses that are critical to the respending and retention of dollars in the local economy
- 5) Reduced certainty for current business expansion plans and business recruitment efforts

Introduction

Economic effects of short term events are very difficult to quantify. This report analyzes the most certain effect – reduced Bridge toll revenue and also estimates the effects of business disruption in manufacturing and tourism both in terms of current activity and reduced growth of the manufacturing (e.g. greater difficulty recruiting leases for the Port of Skamania Industrial Park) and tourism (e.g. congestion effects on Washington State Route 14).

While the toll effects can be reliably predicted, the other effects are based on the limited time period that the weight limitation has been reduced and projections by knowledgeable business and government managers of future consequences. The

estimates in the report rely on the reader to make adjustments based on the reader's knowledge of the regional businesses and economy.

This analysis has four primary objectives:

- 1) Construct a regional input-output model
- 2) Project the trade flows of goods, services and tourism that rely on the Bridge of the Gods
- 3) Ground truth the projected trade flows with 15-20 personal interviews
- 4) Develop an economic shock scenario consulting with community leaders for lowering the weight limits on the Bridge of the Gods
- 5) Using the regional model estimate the economic effects of the shock scenario

The explanations for each objective are organized as subsections below. The terms that are repeatedly used throughout the report include:

- **Bridge of the Gods Region (BOG region):** Hood River and Skamania Counties
- **Output:** Amount spent on products or services or sales within the region. This metric can include significant double counting especially of intermediate goods and services purchased outside region. They are counted as a local sale when they become a part of a locally produced good or service
- **Net Regional Product (Income):** Output minus intermediate goods that are purchased outside the region
- **Employment:** Full and part-time jobs including both those covered by workers compensation and reported by the Oregon and Washington employment departments and uncovered jobs like sole proprietorships
- **Economic Drivers:** Sectors that bring money into the economy from consumers outside the region. Changes to the economic drivers can have structural impacts to the economy

Bridge Regional Economy

The Hood River/Skamania regional economy has transitioned over the last 30 years from a natural resource based manufacturing economy to one that still has strong manufacturing sectors yet relies to an increasing extent on tourism. Tourism has only partially offset the losses experienced by the wood products and construction industries. As the wood products industry contracted, all levels of government and the private sector invested resources to develop the infrastructure (e.g. industrial parks on both sides of the Columbia) necessary to expand or recruit businesses and to create the marketing and administrative support (e.g. Mid-Columbia Economic Development District) necessary for a diverse economy. They were trying to fill the large gap caused by reducing the timber harvests on public lands and the increasing mechanization of the wood products industry.

Based on the most currently available data (2011) from the Minnesota IMPLAN Group and the BOG regional Input-Output Model (I/O Model), that we constructed from that data, the net Bridge regional product and employment are estimated and shown in Table 1. The Real estate & rental sector includes rents, leases and an imputed rent value for owner occupied dwellings so those estimates need to be used with some reservation.

Table 1. Regional Product and Employment by Sector – Sorted by Regional Product

<i>Description</i>	<i>Regional Product (\$)</i>	<i>Employment Full & Part- time Jobs</i>
Total	1,108,806,208	18,561
Manufacturing including Food, Wood Products and all Other	156,487,713	1,438
Government & non NAICs	138,087,249	2,071
Real estate & rental	124,876,668	376
Ag, Forestry, Fish & Hunting	92,367,244	1,729
Health & social services	92,195,448	2,360
Tourism (Visitor purchased Retail trade, Accommodation & food services, and Arts-entertainment & recreation)	84,359,420	2,649
Professional- scientific & tech svcs	76,820,796	1,510
Wholesale Trade	67,403,592	675
Retail trade (resident purchased)	58,620,396	1,391
Other services	37,447,130	813
Construction	34,275,720	807
Finance & insurance	32,624,162	336
Accommodation & food services (resident purchased)	29,020,833	837
Information	21,574,902	148
Utilities	20,624,726	48
Administrative & waste services	13,145,051	329
Transportation & Warehousing	9,093,922	343
Arts- entertainment & recreation (resident purchased)	8,044,899	362
Management of companies	7,807,125	90
Educational svcs	3,647,782	243
Mining	281,429	5

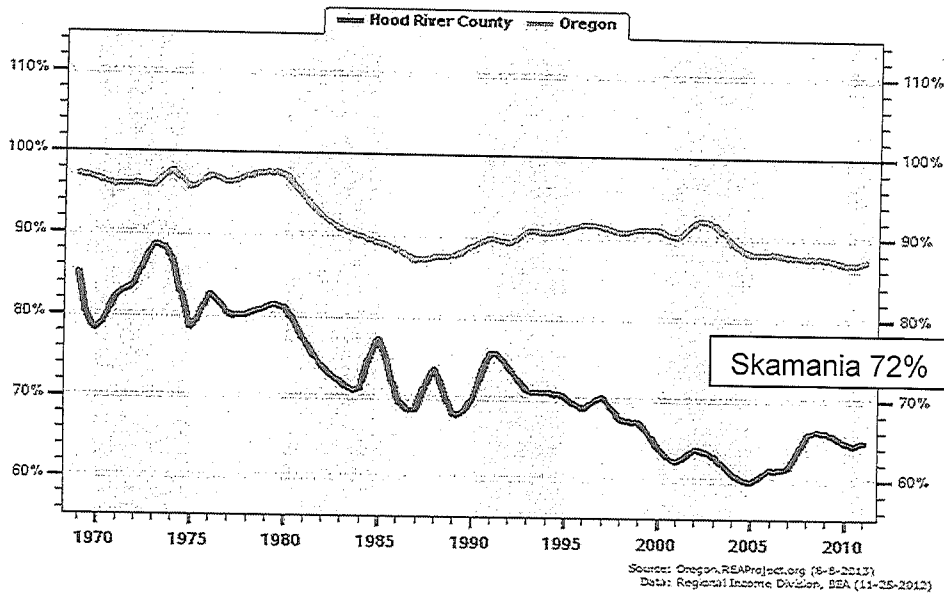
In Table 2 the percentages of the regional economy that are dependent on the economic drivers are listed. These percentages were estimated using the income for both products and services that are exported outside the region or receive income from investments or prior contributions (e.g. Social Security) from outside the region. Note that while tourism is not a designated sector. It includes the exported portions of Accommodation and food services, Arts – entertainment & recreation, and Retail trade. Tourism drives approximately 10.8% of the regional economy. Tourism is the second largest driver, after manufacturing, of the regional economy.

Table 2. Economic Drivers – Portion of Economy Dependent on the Largest Sectors

Sector	Level (%)
Total	100.0
Manufacturing	24.3
Tourism including visitor purchased:	13.7
Retail trade	3.8
Accommodation & food services	6.5
Arts- entertainment & recreation	3.4
Government	12.9
Ag, Forestry, Fish & Hunting	11.5
Professional- scientific & tech svcs	5.8
Health & social services	4.8
Other services (e.g. equip repair, dry cleaning, etc.)	3.5
Wholesale Trade	2.0
Real estate & rental	1.4
Subtotal	79.8
Remaining Sectors and Household Transfer Payments (e.g. Social Security)	20.2

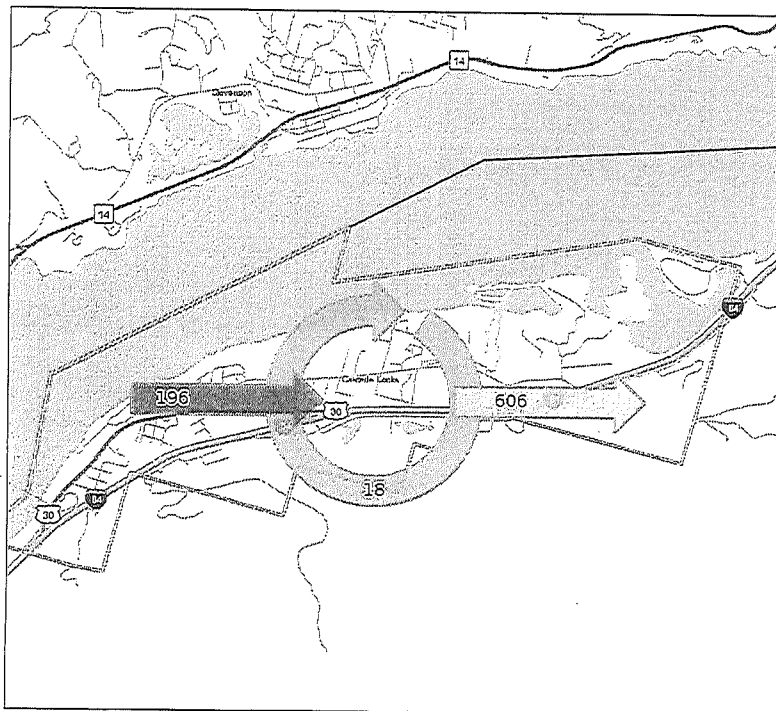
The importance of maintaining the stability of infrastructure and avoiding disruption to the regional economy can be further emphasized the by the gap between the average earnings per job in the counties of the region and the U.S. average earnings per job, which is illustrated in Figure 1. Since the average earnings per job throughout the region are less to much less than the national level, it is very difficult for sectors that depend on the Bridge, primarily manufacturing and tourism, to offset the lost income from the weight reductions.

Figure 1. Average Earnings Per Job as a Percentage of U.S. Average 1969-2012



The regional economy is interdependent and a significant portion of the goods, services and workers that help region function effectively move across the bridge each day. As shown in Figure 2¹, 196 workers who live outside Cascade Locks commute in each day, 606 workers who live in Cascade Locks commute out each day, and 18 workers live and work in Cascade Locks. Not all of those workers are crossing the Bridge or rely on the Bridge, yet many do.

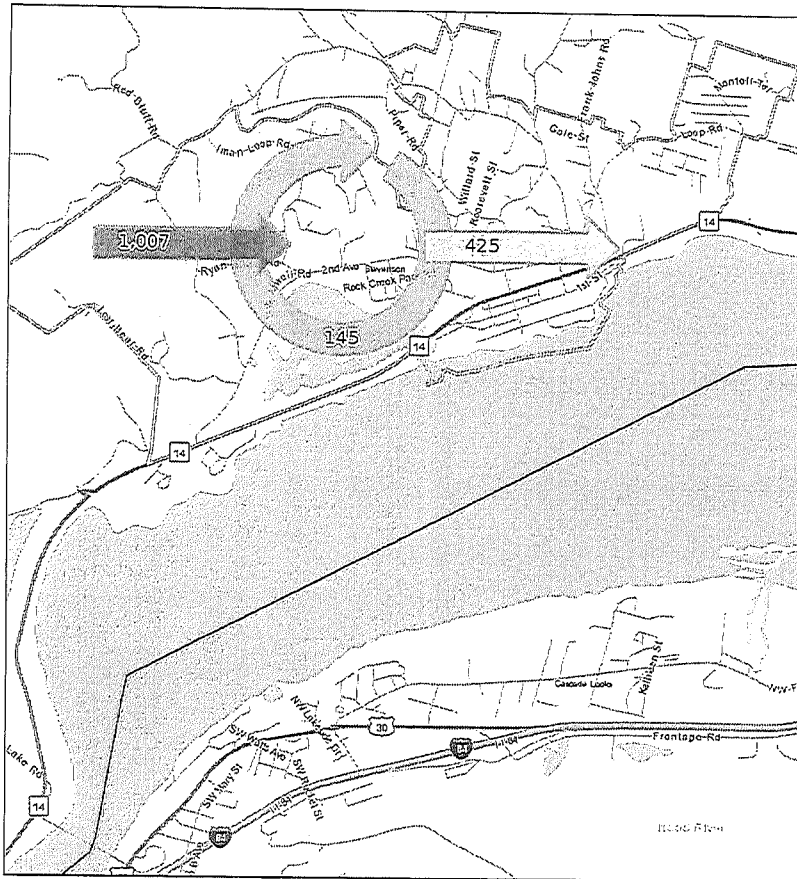
Figure 2. Worker Inflow/Outflow Analysis for Cascade Locks – 2011 data



¹ U.S. Census 2011. *OnTheMap* <http://onthemap.ces.census.gov/>

Figure 3² shows the same type of worker flow analysis for Stevenson, Washington with 1,007 workers commuting in, 425 workers commuting out and 145 workers living and working in Stevenson.

Figure 3. Worker Inflow/Outflow Analysis for Stevenson – 2011 data



Just considering Cascade Locks and Stevenson there are 2,234 commuters using SR14 and/or I-84 each day sharing the roads with the rerouted trucks. When the tourist traffic is included, depending on the season and time of the week, there is significant potential for accidents and delays.

Types of Economic Impacts

Noted above, there are five major types of economic impacts from lowering the weight limitations to 8 tons. In the following sections, they are estimated individually and then summarized.

² Ibid.

Reduced toll revenue and spending by the Port of Cascade Locks

Toll revenue for vehicles that exceed 8 tons was estimated by the Port of Cascade Locks (Port) at \$225,332 per year. In Table 3 the economic impacts to the net regional product caused by that lost revenue are shown. The toll revenue loss was entered in the I/O Model as an output or sales value and with the multiplied effects of that loss, the sales effects were \$313,168. However, due to the double counting that was mentioned earlier and included in sales estimates, the net regional product or income effects are a more accurate measure. The lost multiplied effects of spending within the community of the \$225,332 creates an estimated loss of \$239,120 of income within the region. Much of the spending by folks in the region is for goods and services outside the region, which in this case reduces the losses from multiplied spending.

Table 3. Economic Effects of Reduced Toll Revenue

<i>Sector</i>	<i>Employment Full & Part- time Jobs</i>	<i>Regional Product (\$)</i>
Total	4-5	239,120
Ag, Forestry, Fish & Hunting	<1	303
Mining	<1	1
Utilities	<1	1,777
Construction	<1	1,653
Manufacturing	<1	362
Wholesale Trade	<1	2,998
Retail trade	<1	6,434
Transportation & Warehousing	<1	406
Information	<1	1,368
Finance & insurance	<1	2,884
Real estate & rental	<1	11,480
Professional- scientific & tech svcs	<1	2,772
Management of companies	<1	166
Administrative & waste services	<1	874
Educational svcs	<1	271
Health & social services	<1	6,782
Arts- entertainment & recreation	<1	718
Accommodation & food services	<1	2,967
Other services	<1	1,409
Government & non NAICs	3	193,493

Increased transportation costs for incoming and outgoing shipments and increased labor costs and other production inefficiencies

Business owners and elected and appointed people in government were interviewed to determine the level of disruption they and their customers or constituents are experiencing due to the reduced weight limits for the Bridge.

Most of the rerouting of deliveries that were carried on trucks that exceeded the current Bridge weight limitations has been to the I-205 or Hood River bridges. Both routes required that truckers travel Washington State Route 14 (SR14). This alternate routing forces shippers to change their sequence for and extend the time required to make deliveries. Not only have shipments become more time consuming and costly due to the extra miles travelled, they have become more dangerous and unpredictable. As an example using one of the alternate routes along SR14, over the 24.09 miles³ between Camas, Washington and North Bonneville, Washington there are 90 points of access to the highway⁴ or 3.7 access points per mile. This many accesses points over such a short stretch of road raises safety and congestion concerns for residents and shippers. Many of the businesses that were interviewed have experienced delayed shipments due to this closure of the Bridge to trucks. They also provided examples from the past, even when the Bridge was fully operational, of landslides and traffic accidents that increase as the weather deteriorates over the winter.

Based on the interviews it appears the reduced weight capacity of the Bridge is affecting ten percent of manufacturing production and five percent of the tourism industry. Again the tourism industry includes the Accommodation food services sectors, Arts – entertainment & recreation, and Retail trade sectors. Table 4 shows the economic effects these ten and five percent shocks to manufacturing and tourism respectively are estimated to cause.

³ Mapquest: <http://www.mapquest.com/#d4753e7411331a248f37b2eb>

⁴ Charles Pace/Bruce Sorte telecon September 13, 2013.

Table 4. Ten Percent Shock to Manufacturing and Five Percent Shock to Tourism Portions of the Economic Drivers

<i>Description</i>	<i>Employment Full & Part-Time Jobs</i>	<i>Output or Sales (\$)</i>	<i>Net Regional Product (\$)</i>
Total	390	72,329,652	26,736,200
Ag, Forestry, Fish & Hunting	12	1,196,717	651,402
Mining	<1	3,720	1,508
Utilities	1	809,651	486,797
Construction	4	397,941	177,380
Manufacturing	140	51,524,421	14,913,844
Wholesale Trade	9	1,384,101	922,202
Retail trade	35	2,099,134	1,447,162
Transportation & Warehousing	5	432,416	134,232
Information	2	615,407	280,134
Finance & insurance	4	677,737	336,026
Real estate & rental	4	1,949,393	1,342,648
Professional- scientific & tech svcs	19	1,654,444	928,878
Management of companies	5	738,299	390,979
Administrative & waste services	5	409,084	212,862
Educational svcs	1	40,435	20,203
Health & social services	13	858,019	489,718
Arts- entertainment & recreation	51	2,273,468	1,118,685
Accommodation & food services	68	4,413,274	2,299,923
Other services	6	487,914	265,990
Government & non NAICs	5	364,076	315,624

Consumers, businesses and government agencies are very resilient. If the Bridge repairs are completed and the weight limitation is increased back to 80,000 pounds by January 2014, the impacts will have been concentrated primarily in logging and wood products and may not create lasting damage. If the repairs extend well past January 2014, the tourism sectors may experience progressively more severe negative impacts, as well. Both manufacturing and tourism may face long term challenges to recover to current levels.

Weakened linkages among regional businesses and increased uncertainty for existing and potential businesses that might want to expand or relocate to the region

Business relationships among suppliers and customers are built over many years and are essential for a diverse and resilient economy. As economies have globalized, access to suppliers around the world has grown and local or regional economies have struggled to prevent dollars from “leaking out” of the region. Multipliers that are calculated from the percentage of a sale that is respent locally have declined from the 2-3 range (an additional one or two dollars of respending for each initial sales dollar) to 1.15-1.6.

Excellent infrastructure that provides all types of access among businesses within the region and when necessary outside the region is important to hold onto as many of those local and regional dollars for as long as possible. When it becomes more trouble/cost to reach a regional supplier, suppliers from outside the region become comparably less costly tempting local businesses to spend outside the region. To demonstrate the importance of these relationships or linkages, the I/O Model created for this region has 173 sectors. Wood products manufacturing is linked in some way to 165 or 95% of the sectors in the regional economy.

Many of the regions’ businesses have alternate production or sales facilities amongst which they can assign production or marketing. During the interviews, the businesses expressed a strong loyalty to the Hood River/Skamania or BOG region and a willingness to work through this period. They intend to maintain their current business linkages within the region. However, if the Bridge limitations were to persist for years rather than months, it is tough to imagine that businesses would not be forced to consider their alternatives to retain as much of their often slim profit margins as possible.

Reduced certainty for current business expansion plans and business recruitment efforts

The Port of Skamania and the Port of Cascade Locks own and manage 162 acres and 226 acres respectively of developed (commercial to recreational), shovel-ready and developable land. There is also a significant amount of additional developable private

land in the region. Access is a major variable in determining the value of that property and the related rental or lease rates. While a few month hiatus for the Bridge is unlikely to seriously damage values of the industrial sites, if the weight reduction extends very far into 2014, recruitment efforts may at least be stalled if not abandoned by some companies and leases may be negotiated downward. Again, uncertainty about future disruptions can be almost as serious as an actual closer of the Bridge so while getting the work done expeditiously it is also important demonstrate the necessary steps have been taken to avoid this type of problem in the future.

Conclusion

Infrastructure that provides efficient and reliable access for businesses is essential for an economy to prosper. Infrastructure is built over time to achieve that access and the Bridge of the Gods is an important component of not only the regional economy, it is important to the Washington and Oregon economies. This was demonstrated by asking truck drivers at the toll both for the Bridge their destinations as one can understand when the records from asking truckers their destinations at the toll booth are considered.

The economic effects of changes to infrastructure grow both in breadth (number of businesses affected) and depth (parts of the production processes for each business that are affected). The weight reduction for the Bridge of the Gods once again shows how resourceful people can be in working through a problem. It also shows that people remain optimistic for weeks and often months before they significantly alter their production processes or levels of production.

Businesses are being impacted and those impacts are estimated above, yet they are quite modest compared to how the businesses would respond to weight reductions or travel disruptions that persist or repeat. Unfortunately, many of these businesses needed to order supplies and make sales with delivery and shipping dates well into the future even to this point in the closure period. They may be negatively impacted for some time, though probably at a decreasing rate.

While the estimates in this report cannot be precise, they do point out the continuing importance of manufacturing *see Table 2), to the economy and the how the regional businesses have built linkages amongst each other thereby keeping the dollars circulating in the regional economy. The linkages may weaken and businesses that might be recruited to the area further strengthening those linkages may be less likely to locate in the region if the Bridge of the Gods cannot return to full capacity in the near future.

Bridge of the Gods Interviews 2013

Date _____

Type of Business _____

Introductions/thank you/responses confidential/feel free to pass/questions before we begin

Please explain your business and how long you have been doing business in this region.

What three or four of your costs and three or four types of sales are being affected by an 8 ton limit on the Bridge of the Gods?

How are you adapting or will you adapt to each one?

What percentage will your total sales change on an annual basis from the current reduction and if this weight reduction continues on the bridge beyond December 31st?

Would you consider moving your business if the weight limitation persists? If so how long would it need to last for you to seriously consider that alternative?

Have you considered expanding your business? Has this disruption affected that decision?

What one measure that has been implemented in response to the weight limitation for the bridge has been most helpful to your business?

Are there any additional measures that you think might be tried while the weight limits are reduced that could help limit the impacts to your business?

Do you feel well enough informed about the problems and how they will be addressed? If not, what other ways might information be provided?

Are there other points that you would like to include that I have not covered with these questions?

Thanks again and please let me know if you think of other issues.



Exhibit F

The Agora Platform provides an online marketplace to **advance community and economic development priorities** by **matching community needs with relevant funding sources** across public, private, and philanthropic sectors.

What does the Platform offer?

- greater visibility to community needs and projects
- the opportunity to connect with unique project funding sources
- access to a network of your community's most sophisticated leaders, project owners, funders, and advisors; a network spanning local, regional and national geographies to fund projects in your community

Users can search for and post deals/projects based on a range of investment criteria, as well as search through a database of funders that span the public (federal, state and local), private and philanthropic sectors.

The Platform is the result of a partnership between the Mid-Columbia Economic Development District, various foundations, state governments and the private sector. The MCEDD region was selected as the pilot area for development and deployment of Agora. It is available to capital providers and community leaders strategically charged with economic development in the MCEDD region!

The organizing principles of the Platform are based on the premise that we operate as an economic ecosystem around seven key elements which include **financial capital, an entrepreneurial environment, workforce, regulatory environment, innovation capacity, infrastructure, and quality of life amenities.**

What are Agora's primary goals?

- **improve visibility and awareness** of community priority projects and the funding eco-system
- **reduce system fragmentation and in-efficiency** by leverage and coordination
- **enable measurement and verification**, creating accountability and reinforce the entire cycle

"Agora is a project management tool that encourages us to consider the multifaceted aspects of project development. It is effective in providing avenues of opportunity for community projects needing access to a broader audience. We're just beginning to harness Agora's potential and look forward to continue using it as a project management and funding apparatus." Port of The Dalles, OR

To explore Agora's exciting potential, visit www.agora-platform.com to join! For additional questions or concerns contact Maggie Hanna at maggie@mcedd.org or 541.296.2266.

Agenda Item No. 5f

PORT COMMISSION REPORT

DATE: January 9, 2014

TO: Port Commission **For Commission meeting of January 16, 2014**

FROM: Angie Wilson, QuickBooks Bookkeeper
Melissa Warren, Accounting Specialist

SUBJECT: Six Month Budget Summary Status Report

SYNOPSIS: Attached is a copy of the six-month status report for the Ports 2013-14 Budget. This is a two page document that provides a general overview of the financial condition of the Port. This is not the same as the monthly financial reports that you receive separately. This report is provided to give you a quick overview of the revenue and expenditures for the first half of the budget year.

The first page provides an update of revenues by source and includes a preliminary estimate for Bridge of the Gods revenues through June 31, 2013. This revenue estimate anticipates an increase in the bridge revenues, anticipating an increase in use of the bridge by heavy trucks. This page provides the actual revenue received from bridge tolls and then projects toll revenue from January 2014 through the end of the fiscal year 6/2014.

The second page provides you with an overview of expenses through December 31, 2013. The first column gives you the actual expenses from July 1 through December 31. The second column provides the approved budget figure and the third column provides the balance available for additional expenditure.

Under Other Expenses, the status of the Bridge Fund, Economic Opportunity Line item and General Contingency fund are summarized.

We anticipate the Economic Opportunity Line Item to drop to about \$45,000 given that there will be expenses for WaNaPa street sidewalks and parking to paving yet to come from the line item. There may be other expenses anticipated.

The Bridge Fund has a balance of \$79,310. Yet to come from this fund is the welding for which we have a bid of \$15,000 and we will have to move the bridge other expenses in material and services to this account also, in the amount of \$10,462.01 to date. The new balance will be \$53,847.99.

The General Contingency has a balance of \$70,000.

COMMISSION OPTIONS: None at this time.

RECOMMENDATION: That the Port Commission hear the report, ask questions and then accept the report.

LEGAL ANALYSIS: N/A.

FINANCIAL ANALYSIS: There are no financial implications at this time.

BACKGROUND INFORMATION:

1. This is the first six month report and is designed to inform the Commission of the overall financial health of the Port.
2. The Port currently has \$898,000 in the reserve account.
3. To spend any funds that were not anticipated, such as additional bridge revenue not anticipated in the budget will require a supplemental budget process.

**Port of Cascade Locks
Sixth Month
Budget Overview**

Ordinary Income/Expense	Jul - Dec 13	Budget	\$ Balance
Income			
270 - BRIDGE TOLLS	\$ 651,941.54	\$ 1,301,130.00	\$ 649,188.46
280 - MARINA, PARK & CAMPING FEES	\$ 52,515.26	\$ 86,000.00	\$ 33,484.74
290 - PROPERTY LEASE & RENTAL INCOME	\$ 99,024.74	\$ 208,531.00	\$ 109,506.26
310 - OFFICE & OTHER REVENUE	\$ 3,430.32	\$ 10,000.00	\$ 6,569.68
320 - INTEREST EARNED	\$ 1,559.33	\$ 4,000.00	\$ 2,440.67
332 - GRANTS & CONTRIBUTED CAPITAL	\$ 9,162.00	\$ 56,300.00	\$ 47,138.00
335 - PROPERTY TAXES	\$ 2,759.69	\$ 2,928.00	\$ 168.31
Total Income	\$ 820,392.88	\$ 1,668,889.00	\$ 848,496.12

Bridge of Gods Projected Revenue

Budgeted Toll Revenue 13-14	\$ 1,301,130.00
Toll Revenue Divided by 12 months	\$ 108,427.50

Actual

Jul-13	\$ 142,786.00
Aug-13	\$ 137,293.00
Sep-13	\$ 112,927.00
Oct-13	\$ 104,774.00
Nov-13	\$ 81,379.00
Dec-13	\$ 72,778.00

Projected

Jan-14	\$ 85,000.00
Feb-14	\$ 89,000.00
Mar-14	\$ 100,000.00
Apr-14	\$ 115,000.00
May-14	\$ 145,000.00
Jun-14	\$ 155,000.00

\$ 1,340,937.00

Port of Cascade Locks
Sixth Month

Budget Status Overview

	Jul - Dec 13	Budget	\$ Balance
Expense			
PERSONAL SERVICES	413,008.11	886,250.69	473,242.58
MATERIAL AND SERVICES			
370 · LIABILITY INSURANCE	63,329.46	132,600.00	69,270.54
390 · PROMOTION & ADVERTISING	6,296.79	19,450.00	13,153.21
400 · OFFICE EXPENSES	3,774.00	15,000.00	11,226.00
401 · INFORMATION TECHNOLOGY	1,195.02	19,000.00	17,804.98
402 · DUES & SUBSCRIPTIONS	1,822.00	10,329.00	8,507.00
410 · REPAIRS & MAINTENANCE	31,648.16	49,700.00	18,051.84
420 · SUPPLIES & SMALL TOOLS	4,724.22	34,000.00	29,275.78
430 · UTILITIES & TELEPHONE	39,828.22	80,143.00	40,314.78
440 · PROFESSIONAL SERVICES	18,487.97	57,000.00	38,512.03
450 · CONTRACTED SERVICES	157,038.03	160,794.82	3,756.79
460 · LICENSES & FEES	7,703.03	14,786.00	7,082.97
480 · BRIDGE OTHER EXPENSES	10,462.01		-10,462.01
481 · EMPLOYEE EXPENSES & TRAVEL	7,472.01	28,645.00	21,172.99
482 · COMMUNITY SERVICES	22,286.55	28,500.00	6,213.45
485 · PROPERTY LEASE/RENTALS	5,224.60	14,500.00	9,275.40
486 · TAXES	1,132.35	2,320.00	1,187.65
Total MATERIAL AND SERVICES	382,424.42	666,767.82	284,343.40
Other Expense			
CAPITAL AND GRANTS			
476 · CAPITAL			
520 · GRANT EXPENSES	43,366.72	67,000.00	23,633.28
60504 · Special Bridge Fund	20,689.88	100,000.00	79,310.12
60506 · Economic Develop. Opportunity	33,058.20	100,000.00	66,941.80
General Contingency	30,000.00	100,000.00	70,000.00

Agenda Item #5F.

PORT COMMISSION REPORT

DATE: January 16, 2014

TO: Port Commission **For Commission meeting of October 3, 2013**

FROM: Angie Wilson

SUBJECT: December 2013 Financials

SYNOPSIS: Attached are the financials for the month of December.

Revenue: Average Annualized interest rate for the LGIP account is currently staying at 0.5400%

Maintenance-

62900-Building and Bridge Maintenance has an expense for \$2,300.00. This is for Krieg Millwork for the loft in the shop

63150-Small Tools and supplies has an expense for a paint cabinet for \$1,503.85.

Economic Development-

60506-Economic Development Opportunity has the sidewalk expense for the Shard Driveway paving in the amount of \$6229.55.

INDEX

December Financials 2013-2014	Page
1. Operating Statement - Prior Month Comparison	A 1
2. Balance Sheet - Prior Month Comparison	B 1-2
3. Profit & Loss Budget vs. Actual - Administration	C 1-2
4. Profit & Loss Budget vs. Actual - Economic Development	D 1-2
5. Profit & Loss Budget vs. Actual - Maintenance & Construction	E 1-2
6. Profit & Loss Budget vs. Actual - Port Commission	F 1
7. Profit & Loss Budget vs. Actual - Toll Booth/Bridge	G 1-2
8. Profit & Loss Budget vs. Actual - Total	H 1-3

Operating Statement - Prior Month Comparison

December 2013

	Dec 13	Nov 13	% Change	Dec 12	% Change
Ordinary Income/Expense					
Income					
270 · BRIDGE TOLLS	72,573.29	81,381.58	-10.82%	95,388.81	-23.92%
280 · MARINA, PARK & CAMPING FEES	2,622.37	3,260.39	-19.57%	3,317.44	-20.95%
290 · PROPERTY LEASE & RENTAL INCOME	21,297.96	18,600.20	14.5%	19,730.94	7.94%
310 · OFFICE & OTHER REVENUE	90.00	632.00	-85.76%	600.00	-85.0%
320 · INTEREST EARNED	526.91	503.84	4.58%	623.10	-15.44%
332 · GRANTS & CONTRIBUTED CAPITAL	0.00	6,300.00	-100.0%	6,409.30	-100.0%
335 · PROPERTY TAXES	16.58	2,701.70	-99.39%	16.74	-0.96%
Total Income	97,127.11	113,379.71	-14.34%	126,086.33	-22.97%
Gross Profit	97,127.11	113,379.71	-14.34%	126,086.33	-22.97%
Expense					
PERSONAL SERVICES					
340 · SALARIES AND WAGES	48,119.08	46,161.91	4.24%	70,928.17	-32.16%
350 · PAYROLL TAXES	4,724.97	4,569.23	3.41%	5,285.34	-10.6%
360 · EMPLOYEE BENEFITS & INSURANCE	15,288.65	11,060.19	38.23%	13,282.01	15.11%
362 · PERS	2,173.07	2,086.13	4.17%	3,927.49	-44.67%
Total PERSONAL SERVICES	70,305.77	63,877.46	10.06%	93,423.01	-24.75%
MATERIAL AND SERVICES					
370 · LIABILITY INSURANCE	10,554.91	10,554.91	0.0%	10,336.00	2.12%
390 · PROMOTION & ADVERTISING	1,752.34	215.77	712.13%	2,449.00	-28.45%
400 · OFFICE EXPENSES	306.25	598.63	-48.84%	869.46	-64.78%
401 · INFORMATION TECHNOLOGY	197.56	45.93	330.13%	0.00	100.0%
402 · DUES & SUBSCRIPTIONS	0.00	0.00	0.0%	1,050.00	-100.0%
410 · REPAIRS & MAINTENANCE	4,004.61	2,792.41	43.41%	2,944.07	36.02%
420 · SUPPLIES & SMALL TOOLS	2,048.45	420.74	386.87%	282.38	625.42%
430 · UTILITIES & TELEPHONE	7,488.94	6,057.40	23.63%	7,275.10	2.94%
440 · PROFESSIONAL SERVICES	6,940.00	558.00	1,143.73%	3,414.70	103.24%
450 · CONTRACTED SERVICES	17,273.97	12,392.27	39.39%	15,291.21	12.97%
460 · LICENSES & FEES	202.12	1,854.35	-89.1%	903.87	-77.64%
480 · OTHER EXPENSES	-1.00	0.00	-100.0%	7.00	-114.29%
481 · EMPLOYEE EXPENSES & TRAVEL	751.15	859.78	-12.64%	3,423.97	-78.06%
482 · COMMUNITY SERVICES	0.00	21.25	-100.0%	87.98	-100.0%
485 · PROPERTY LEASE/RENTALS	1,044.92	1,044.92	0.0%	1,014.48	3.0%
486 · TAXES	0.00	0.00	0.0%	126.02	-100.0%
Total MATERIAL AND SERVICES	52,564.22	37,416.36	40.49%	49,475.24	6.24%
Total Expense	122,869.99	101,293.82	21.3%	142,898.25	-14.02%
Net Ordinary Income	-25,742.88	12,085.89	-313.0%	-16,811.92	-53.12%
Other Income/Expense					
Other Expense					
500 · INTEREST					
65100 · Interest Expense Debt Service	3,765.07	3,783.11	-0.48%	6,952.71	-45.85%
Total 500 · INTEREST	3,765.07	3,783.11	-0.48%	6,952.71	-45.85%
CAPITAL AND GRANTS					
476 · CAPITAL					
60500 · Capital Expenditures	0.00	0.00	0.0%	2,663.81	-100.0%
Total 476 · CAPITAL	0.00	0.00	0.0%	2,663.81	-100.0%
Total CAPITAL AND GRANTS	0.00	0.00	0.0%	2,663.81	-100.0%
60506 · Economic Develop. Opportunity	6,229.55	1,734.54	259.15%	0.00	100.0%
Total Other Expense	9,994.62	5,517.65	81.14%	9,616.52	3.93%
Net Other Income	-9,994.62	-5,517.65	-81.14%	-9,616.52	-3.93%
Net Income	-35,737.50	6,568.24	-644.1%	-26,428.44	-35.22%

Balance Sheet - Prior Month Comparison

As of December 31, 2013

	Dec 31, 13	Nov 30, 13	% Change	Dec 31, 12	% Change
ASSETS					
Current Assets					
Checking/Savings					
10 · CASH					
10100 · Cash on Hand	1,100.00	1,100.00	0.0%	1,400.00	-21.43%
10300 · Cash in Bank - CSB	73,663.37	78,816.64	-6.54%	70,733.07	4.14%
10320 · Money Market Account	0.00	0.00	0.0%	49,084.68	-100.0%
10330 · OR Local Investment Pool	1,137,691.56	1,137,163.84	0.05%	1,209,975.29	-5.97%
Total 10 · CASH	1,212,454.93	1,217,080.48	-0.38%	1,331,193.04	-8.92%
Total Checking/Savings	1,212,454.93	1,217,080.48	-0.38%	1,331,193.04	-8.92%
Accounts Receivable					
30 · A/R - Accounts Receivable					
11200 · Accounts Receivable	7,212.71	1,834.90	293.09%	18,987.94	-62.01%
Total 30 · A/R - Accounts Receivable	7,212.71	1,834.90	293.09%	18,987.94	-62.01%
40 · Grants Receivable					
12510 · Grants Receivable	26,276.15	26,276.15	0.0%	32,776.15	-19.83%
Total 40 · Grants Receivable	26,276.15	26,276.15	0.0%	32,776.15	-19.83%
Total Accounts Receivable	33,488.86	28,111.05	19.13%	51,764.09	-35.31%
Other Current Assets					
10502 · A/P Clearing Account	590.28	576.74	2.35%	0.00	100.0%
1499 · Undeposited Funds	0.00	0.00	0.0%	-1,140.00	100.0%
60 · PREPAID EXPENSES					
13300 · Prepaid Health Insurance	-34,636.50	-25,923.42	-33.61%	8,420.34	-511.34%
13500 · Prepaid Liability Insurance	36.08	10,590.99	-99.66%	0.00	100.0%
13700 · Prepaid Rent Expense	4,695.93	5,740.85	-18.2%	4,513.29	4.05%
13800 · Prepaid Miscellaneous Expenses	5,430.19	6,335.21	-14.29%	5,467.06	-0.67%
Total 60 · PREPAID EXPENSES	-24,474.30	-3,256.37	-651.58%	18,400.69	-233.01%
Total Other Current Assets	-23,884.02	-2,679.63	-791.32%	17,260.69	-238.37%
Total Current Assets	1,222,059.77	1,242,511.90	-1.65%	1,400,217.82	-12.72%
Fixed Assets					
70 · Long Term Fixed Assets					
	4,007,724.19	4,007,724.19	0.0%	4,429,728.67	-9.53%
Total Fixed Assets	4,007,724.19	4,007,724.19	0.0%	4,429,728.67	-9.53%
TOTAL ASSETS	5,229,783.96	5,250,236.09	-0.39%	5,829,946.49	-10.29%
LIABILITIES & EQUITY					
Liabilities					
Current Liabilities					
Accounts Payable					
100 · A/P - ACCOUNTS PAYABLE					
20800 · Accounts Payable	56,381.80	13,968.35	303.64%	2,134.31	2,541.69%
Total 100 · A/P - ACCOUNTS PAYABLE	56,381.80	13,968.35	303.64%	2,134.31	2,541.69%
Total Accounts Payable	56,381.80	13,968.35	303.64%	2,134.31	2,541.69%
Other Current Liabilities					
115 · Contractual Payments Payable					
20808 · Retainage Payable	0.00	0.00	0.0%	5,000.00	-100.0%
Total 115 · Contractual Payments Payable	0.00	0.00	0.0%	5,000.00	-100.0%
120 · ACCRUED EXPENSES					
20032 · Oregon Workers Comp.	233.65	155.15	50.6%	206.19	13.32%
20075 · Flex 125 Plan Payable	0.00	0.00	0.0%	691.66	-100.0%
20200 · Accrued Payroll	27,128.44	26,300.31	3.15%	0.00	100.0%
20400 · P.E.R.S. Payable	2,402.21	2,355.38	1.99%	4,273.36	-43.79%
21000 · Medical Insurance Payable	638.36	618.80	3.16%	481.55	32.56%
23100 · Accrued Personal Paid Leave	29,213.25	29,213.30	0.0%	29,824.57	-2.05%
Total 120 · ACCRUED EXPENSES	59,615.91	58,642.94	1.66%	35,477.33	68.04%
125 · ACCRUED INTEREST PAYABLE					
23200 · Accrued Interest Payable	2,403.25	16,617.20	-85.54%	17,622.10	-86.36%
Total 125 · ACCRUED INTEREST PAYABLE	2,403.25	16,617.20	-85.54%	17,622.10	-86.36%

PORT OF CASCADE LOCKS
Balance Sheet - Prior Month Comparison
As of December 31, 2013

	Dec 31, 13	Nov 30, 13	% Change	Dec 31, 12	% Change
130 · DEFERRED REVENUES					
21610 · Deferred Revenue	0.00	0.00	0.0%	3,226.73	-100.0%
21611 · Deferred Revenue - Marina	0.00	1,848.37	-100.0%	0.00	0.0%
Total 130 · DEFERRED REVENUES	0.00	1,848.37	-100.0%	3,226.73	-100.0%
2100 · Payroll Liabilities	1,900.00	0.00	100.0%	0.00	100.0%
Total Other Current Liabilities	63,919.16	77,108.51	-17.11%	61,326.16	4.23%
Total Current Liabilities	120,300.96	91,076.86	32.09%	63,460.47	89.57%
Long Term Liabilities					
150 · NOTES PAYABLE - LT					
25052 · OECCD Loan Payable	167,771.19	176,791.81	-5.1%	176,791.81	-5.1%
25061 · IFA - Herman Creek Flex Bldg	825,938.75	830,856.86	-0.59%	845,292.46	-2.29%
Total 150 · NOTES PAYABLE - LT	993,709.94	1,007,648.67	-1.38%	1,022,084.27	-2.78%
Total Long Term Liabilities	993,709.94	1,007,648.67	-1.38%	1,022,084.27	-2.78%
Total Liabilities	1,114,010.90	1,098,725.53	1.39%	1,085,544.74	2.62%
Equity					
190 · Net Assets					
36000 · Unrestricted	1,082,716.99	1,082,716.99	0.0%	1,079,998.46	0.25%
36001 · Investment in Fixed Assets	2,137,433.06	2,137,433.06	0.0%	2,137,433.06	0.0%
36002 · Contributed Fixed Assets	398,847.35	398,847.35	0.0%	398,847.35	0.0%
Total 190 · Net Assets	3,618,997.40	3,618,997.40	0.0%	3,616,278.87	0.08%
3900 · Retained Earnings	572,771.52	572,771.52	0.0%	1,035,163.25	-44.67%
39000 · Change in Net Assets	0.00	0.00	0.0%	139.56	-100.0%
Total 39000 · Change in Net Assets	0.00	0.00	0.0%	139.56	-100.0%
Net Income	-75,995.86	-40,258.36	-88.77%	92,820.07	-181.87%
Total Equity	4,115,773.06	4,151,510.56	-0.86%	4,744,401.75	-13.25%
TOTAL LIABILITIES & EQUITY	5,229,783.96	5,250,236.09	-0.39%	5,829,946.49	-10.29%

Profit & Loss Budget vs. Actual-ADMINISTRATION

July through December 2013

	Administration			
	Jul - Dec 13	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
270 · BRIDGE TOLLS				
40100 · Bridge Tolls	0.00	351,287.79	-351,287.79	0.0%
Total 270 · BRIDGE TOLLS	0.00	351,287.79	-351,287.79	0.0%
290 · PROPERTY LEASE & RENTAL INCOME				
41700 · Land Leases & Rentals	4,500.00			
45605 · AWI/SWCG Additional Annual Rev.	28,924.21	54,000.00	-25,075.79	53.56%
Total 290 · PROPERTY LEASE & RENTAL INCOME	33,424.21	54,000.00	-20,575.79	61.9%
310 · OFFICE & OTHER REVENUE				
40200 · TV & Film	787.00			
42510 · General Office Revenue	111.65	6,000.00	-5,888.35	1.86%
45500 · Fireworks Revenue	2,531.67	4,000.00	-1,468.33	63.29%
Total 310 · OFFICE & OTHER REVENUE	3,430.32	10,000.00	-6,569.68	34.3%
320 · INTEREST EARNED				
41600 · Interests Earned	3,109.92	4,000.00	-890.08	77.75%
Total 320 · INTEREST EARNED	3,109.92	4,000.00	-890.08	77.75%
332 · GRANTS & CONTRIBUTED CAPITAL				
49788 · OPP - Strategic Planning	0.00	50,000.00	-50,000.00	0.0%
Total 332 · GRANTS & CONTRIBUTED CAPITAL	0.00	50,000.00	-50,000.00	0.0%
335 · PROPERTY TAXES				
43500 · Property Taxes	2,756.24	2,888.00	-131.76	95.44%
43600 · Prior Year Taxes	3.45	40.00	-36.55	8.63%
Total 335 · PROPERTY TAXES	2,759.69	2,928.00	-168.31	94.25%
Total Income	42,724.14	472,215.79	-429,491.65	9.05%
Gross Profit	42,724.14	472,215.79	-429,491.65	9.05%
Expense				
520 · GRANT EXPENSES				
64653 · Strategic Planning	33,814.22	67,000.00	-33,185.78	50.47%
Total 520 · GRANT EXPENSES	33,814.22	67,000.00	-33,185.78	50.47%
PERSONAL SERVICES				
340 · SALARIES AND WAGES				
57000 · Salaries & Wages	0.00			
57004 · Admin. Department				
790 · Administrative Assistant	30,169.47	63,240.00	-33,070.53	47.71%
791 · Accounting Specialist	45,526.72	77,388.00	-31,861.28	58.83%
792 · General Manager	8,646.10	68,500.00	-59,853.90	12.62%
57004 · Admin. Department - Other	442.50			
Total 57004 · Admin. Department	84,784.79	209,128.00	-124,343.21	40.54%
Total 340 · SALARIES AND WAGES	84,784.79	209,128.00	-124,343.21	40.54%
350 · PAYROLL TAXES				
57100 · Payroll Tax Expense	6,702.56	15,998.30	-9,295.74	41.9%
57400 · Workers Comp	730.39	668.19	62.20	109.31%
57500 · Unemployment Expense-State	96.39	208.50	-112.11	46.23%
Total 350 · PAYROLL TAXES	7,529.34	16,874.99	-9,345.65	44.62%
360 · EMPLOYEE BENEFITS & INSURANCE				
57200 · Employee Health Insurance	18,398.88	13,485.51	4,913.37	136.43%
57201 · Employee Dental Insurance	2,140.18	2,017.49	122.69	106.08%
57250 · Life Insurance	0.00	0.00	0.00	0.0%
57255 · Accident Insurance	0.00	0.00	0.00	0.0%
57257 · Disability Insurance	917.91	1,824.78	-906.87	50.3%
Total 360 · EMPLOYEE BENEFITS & INSURANCE	21,456.97	17,327.78	4,129.19	123.83%
362 · PERS				
57300 · PERS Expense	5,486.35	18,309.02	-12,822.67	29.97%
Total 362 · PERS	5,486.35	18,309.02	-12,822.67	29.97%
Total PERSONAL SERVICES	119,257.45	261,639.79	-142,382.34	45.58%

City of Cascade Locks
Profit & Loss Budget vs. Actual-ADMINISTRATION

July through December 2013

Administration

	Jul - Dec 13	Budget	\$ Over Budget	% of Budget
MATERIAL AND SERVICES				
390 · PROMOTION & ADVERTISING				
60100 · Advertising	1,707.08	4,000.00	-2,292.92	42.68%
Total 390 · PROMOTION & ADVERTISING	1,707.08	4,000.00	-2,292.92	42.68%
400 · OFFICE EXPENSES				
63700 · Office Supplies	1,627.04	4,500.00	-2,872.96	36.16%
63900 · Postage	454.42	3,000.00	-2,545.58	15.15%
Total 400 · OFFICE EXPENSES	2,081.46	7,500.00	-5,418.54	27.75%
401 · INFORMATION TECHNOLOGY				
63710 · Computer Hardware & Software	197.56	2,000.00	-1,802.44	9.88%
Total 401 · INFORMATION TECHNOLOGY	197.56	2,000.00	-1,802.44	9.88%
402 · DUES & SUBSCRIPTIONS				
61200 · Dues & Subscriptions	222.00	3,697.00	-3,475.00	6.01%
Total 402 · DUES & SUBSCRIPTIONS	222.00	3,697.00	-3,475.00	6.01%
410 · REPAIRS & MAINTENANCE				
63000 · Vehicles, Fuel & Maintenance	0.00	0.00	0.00	0.0%
Total 410 · REPAIRS & MAINTENANCE	0.00	0.00	0.00	0.0%
420 · SUPPLIES & SMALL TOOLS				
63150 · Supplies & Small Tools	394.92	2,000.00	-1,605.08	19.75%
Total 420 · SUPPLIES & SMALL TOOLS	394.92	2,000.00	-1,605.08	19.75%
430 · UTILITIES & TELEPHONE				
64100 · Telephones	8,103.14	20,000.00	-11,896.86	40.52%
64500 · Utilities	5,667.39	9,145.00	-3,477.61	61.97%
Total 430 · UTILITIES & TELEPHONE	13,770.53	29,145.00	-15,374.47	47.25%
440 · PROFESSIONAL SERVICES				
60200 · Audit Fees	0.00	16,000.00	-16,000.00	0.0%
Total 440 · PROFESSIONAL SERVICES	0.00	16,000.00	-16,000.00	0.0%
450 · CONTRACTED SERVICES				
60700 · Contracted Services	68,287.15	60,728.00	7,559.15	112.45%
Total 450 · CONTRACTED SERVICES	68,287.15	60,728.00	7,559.15	112.45%
460 · LICENSES & FEES				
62800 · Licenses & Fees	1,593.99	806.00	787.99	197.77%
63650 · Bank & Merchant Fees	5,108.96	11,000.00	-5,891.04	46.45%
Total 460 · LICENSES & FEES	6,702.95	11,806.00	-5,103.05	56.78%
481 · EMPLOYEE EXPENSES & TRAVEL				
61500 · Employee Education	363.74	2,000.00	-1,636.26	18.19%
64200 · Travel	2,384.46	6,500.00	-4,115.54	36.68%
Total 481 · EMPLOYEE EXPENSES & TRAVEL	2,748.20	8,500.00	-5,751.80	32.33%
482 · COMMUNITY SERVICES				
62050 · Fireworks Expense	13,090.83	12,500.00	590.83	104.73%
Total 482 · COMMUNITY SERVICES	13,090.83	12,500.00	590.83	104.73%
Total MATERIAL AND SERVICES	109,202.68	157,876.00	-48,673.32	69.17%
Total Expense	262,274.35	486,515.79	-224,241.44	53.91%
Net Ordinary Income	-219,550.21	-14,300.00	-205,250.21	1,535.32%
Net Income	-219,550.21	-14,300.00	-205,250.21	1,535.32%

Profit & Loss Budget vs. Actual-ECONOMIC DEVELOPMENT

July through December 2013

	Economic Development			
	Jul - Dec 13	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
270 · BRIDGE TOLLS				
40100 · Bridge Tolls	0.00	194,384.65	-194,384.65	0.0%
Total 270 · BRIDGE TOLLS	0.00	194,384.65	-194,384.65	0.0%
290 · PROPERTY LEASE & RENTAL INCOME				
41702 · Utility Income from Lease	56.78			
41700 · Land Leases & Rentals	65,265.19	154,531.00	-89,265.81	42.23%
Total 290 · PROPERTY LEASE & RENTAL INCOME	65,321.97	154,531.00	-89,209.03	42.27%
Total Income	65,321.97	348,915.65	-283,593.68	18.72%
Gross Profit	65,321.97	348,915.65	-283,593.68	18.72%
Expense				
PERSONAL SERVICES				
340 · SALARIES AND WAGES				
57001 · Economic Development				
780 · Economic Development Manager	31,385.26	47,500.00	-16,114.74	66.07%
781 · Marketing Manager	21,645.79	42,000.00	-20,354.21	51.54%
Total 57001 · Economic Development	53,031.05	89,500.00	-36,468.95	59.25%
Total 340 · SALARIES AND WAGES	53,031.05	89,500.00	-36,468.95	59.25%
350 · PAYROLL TAXES				
57100 · Payroll Tax Expense	3,904.97	6,846.75	-2,941.78	57.03%
57400 · Workers Comp	187.08	286.40	-99.32	65.32%
57500 · Unemployment Expense-State	53.76	89.50	-35.74	60.07%
Total 350 · PAYROLL TAXES	4,145.81	7,222.65	-3,076.84	57.4%
360 · EMPLOYEE BENEFITS & INSURANCE				
57200 · Employee Health Insurance	17,252.49	13,269.69	3,982.80	130.01%
57201 · Employee Dental Insurance	1,341.47	1,083.00	258.47	123.87%
57250 · Life Insurance	0.00	0.00	0.00	0.0%
57255 · Accident Insurance	0.00	0.00	0.00	0.0%
57257 · Disability Insurance	623.38	1,055.46	-432.08	59.06%
Total 360 · EMPLOYEE BENEFITS & INSURANCE	19,217.34	15,408.15	3,809.19	124.72%
362 · PERS				
57300 · PERS Expense	1,552.41	5,396.85	-3,844.44	28.77%
Total 362 · PERS	1,552.41	5,396.85	-3,844.44	28.77%
Total PERSONAL SERVICES	77,946.61	117,527.65	-39,581.04	66.32%
MATERIAL AND SERVICES				
390 · PROMOTION & ADVERTISING				
63960 · Marketing Expense	184.77	15,000.00	-14,815.23	1.23%
63950 · Promotional Expense	3,137.64			
60100 · Advertising	1,222.00			
Total 390 · PROMOTION & ADVERTISING	4,544.41	15,000.00	-10,455.59	30.3%
400 · OFFICE EXPENSES				
63700 · Office Supplies	134.34	500.00	-365.66	26.87%
63900 · Postage	1,090.21	6,000.00	-4,909.79	18.17%
Total 400 · OFFICE EXPENSES	1,224.55	6,500.00	-5,275.45	18.84%
402 · DUES & SUBSCRIPTIONS				
61200 · Dues & Subscriptions	1,600.00	6,632.00	-5,032.00	24.13%
Total 402 · DUES & SUBSCRIPTIONS	1,600.00	6,632.00	-5,032.00	24.13%
430 · UTILITIES & TELEPHONE				
64100 · Telephones	1,237.34	2,000.00	-762.66	61.87%
Total 430 · UTILITIES & TELEPHONE	1,237.34	2,000.00	-762.66	61.87%
440 · PROFESSIONAL SERVICES				
62700 · Legal Fees	392.00	1,000.00	-608.00	39.2%
Total 440 · PROFESSIONAL SERVICES	392.00	1,000.00	-608.00	39.2%
450 · CONTRACTED SERVICES				
60700 · Contracted Services				

Profit & Loss Budget vs. Actual-ECONOMIC DEVELOPMENT

July through December 2013

	Economic Development			
	Jul - Dec 13	Budget	\$ Over Budget	% of Budget
63395 · Engineer	0.00	0.00	0.00	0.0%
63390 · Modspace	0.00	0.00	0.00	0.0%
60700 · Contracted Services - Other	41,177.22	48,756.00	-7,578.78	84.46%
Total 60700 · Contracted Services	41,177.22	48,756.00	-7,578.78	84.46%
Total 450 · CONTRACTED SERVICES	41,177.22	48,756.00	-7,578.78	84.46%
460 · LICENSES & FEES				
62800 · Licenses & Fees	1,070.48			
Total 460 · LICENSES & FEES	1,070.48			
481 · EMPLOYEE EXPENSES & TRAVEL				
61500 · Employee Education	450.00	1,500.00	-1,050.00	30.0%
64200 · Travel	1,993.86	10,000.00	-8,006.14	19.94%
Total 481 · EMPLOYEE EXPENSES & TRAVEL	2,443.86	11,500.00	-9,056.14	21.25%
482 · COMMUNITY SERVICES				
60600 · Community Services	9,195.72	16,000.00	-6,804.28	57.47%
Total 482 · COMMUNITY SERVICES	9,195.72	16,000.00	-6,804.28	57.47%
485 · PROPERTY LEASE/RENTALS				
62600 · Leases/Rentals	6,269.52	14,500.00	-8,230.48	43.24%
Total 485 · PROPERTY LEASE/RENTALS	6,269.52	14,500.00	-8,230.48	43.24%
486 · TAXES				
64000 · Property Taxes	0.00	0.00	0.00	0.0%
Total 486 · TAXES	0.00	0.00	0.00	0.0%
Total MATERIAL AND SERVICES	69,155.10	121,888.00	-52,732.90	56.74%
Total Expense	147,101.71	239,415.65	-92,313.94	61.44%
Net Ordinary Income	-81,779.74	109,500.00	-191,279.74	-74.69%
Other Income/Expense				
Other Expense				
500 · INTEREST				
65100 · Interest Expense Debt Service	22,886.43	0.00	22,886.43	100.0%
Total 500 · INTEREST	22,886.43	0.00	22,886.43	100.0%
CAPITAL AND GRANTS				
476 · CAPITAL				
60500 · Capital Expenditures	0.00	0.00	0.00	0.0%
Total 476 · CAPITAL	0.00	0.00	0.00	0.0%
Total CAPITAL AND GRANTS	0.00	0.00	0.00	0.0%
60506 · Economic Develop. Opportunity	33,058.20	100,000.00	-66,941.80	33.06%
Total Other Expense	55,944.63	100,000.00	-44,055.37	55.95%
Net Other Income	-55,944.63	-100,000.00	44,055.37	55.95%
Net Income	-137,724.37	9,500.00	-147,224.37	-1,449.73%

Profit & Loss Budget vs. Actual-MAINTENANCE

July through December 2013

Ordinary Income/Expense	Maintenance and Construction			
	Jul - Dec 13	Budget	\$ Over Budget	% of Budget
Income				
270 · BRIDGE TOLLS				
40100 · Bridge Tolls	0.00	286,702.62	-286,702.62	0.0%
Total 270 · BRIDGE TOLLS	0.00	286,702.62	-286,702.62	0.0%
280 · MARINA, PARK & CAMPING FEES				
41400 · Docking Fee Revenue	3,056.00	2,000.00	1,056.00	152.8%
42000 · Camping Fees	19,357.82	29,000.00	-9,642.18	66.75%
42100 · Moorage	12,924.44	28,500.00	-15,575.56	45.35%
42101 · Marina Electric Revenue	900.00	2,500.00	-1,600.00	36.0%
42102 · Marina Gate Key Revenue	125.00			
42200 · Marine Park Rentals & Fees	16,327.00	24,000.00	-7,673.00	68.03%
Total 280 · MARINA, PARK & CAMPING FEES	52,690.26	86,000.00	-33,309.74	61.27%
290 · PROPERTY LEASE & RENTAL INCOME				
41702 · Utility Income from Lease	278.56			
Total 290 · PROPERTY LEASE & RENTAL INCOME	278.56			
332 · GRANTS & CONTRIBUTED CAPITAL				
49789 · Waterline Replacement Marine	2,862.00			
42350 · Marina Maintenance-OSMB	6,300.00	6,300.00	0.00	100.0%
Total 332 · GRANTS & CONTRIBUTED CAPITAL	9,162.00	6,300.00	2,862.00	145.43%
Total Income	62,130.82	379,002.62	-316,871.80	16.39%
Gross Profit	62,130.82	379,002.62	-316,871.80	16.39%
Expense				
PERSONAL SERVICES				
340 · SALARIES AND WAGES				
57000 · Salaries & Wages	0.00			
57003 · Maintenance Labor				
783 · Maintenance Worker	50,039.57	113,588.00	-63,548.43	44.05%
785 · Maint. & Const. Manager	14,999.44	50,000.00	-35,000.56	30.0%
Total 57003 · Maintenance Labor	65,039.01	163,588.00	-98,548.99	39.76%
57005 · Toll Taker	0.00			
Total 340 · SALARIES AND WAGES	65,039.01	163,588.00	-98,548.99	39.76%
350 · PAYROLL TAXES				
57100 · Payroll Tax Expense	4,913.73	12,514.47	-7,600.74	39.26%
57400 · Workers Comp	4,371.97	6,953.51	-2,581.54	62.87%
57500 · Unemployment Expense-State	64.22	164.25	-100.03	39.1%
Total 350 · PAYROLL TAXES	9,349.92	19,632.23	-10,282.31	47.63%
360 · EMPLOYEE BENEFITS & INSURANCE				
57200 · Employee Health Insurance	9,543.83	21,001.44	-11,457.61	45.44%
57201 · Employee Dental Insurance	1,257.34	2,472.00	-1,214.66	50.86%
57250 · Life Insurance	0.00	0.00	0.00	0.0%
57255 · Accident Insurance	0.00	0.00	0.00	0.0%
57257 · Disability Insurance	667.01	1,772.28	-1,105.27	37.64%
Total 360 · EMPLOYEE BENEFITS & INSURANCE	11,468.18	25,245.72	-13,777.54	45.43%
362 · PERS				
57300 · PERS Expense	1,023.16	7,258.67	-6,235.51	14.1%
Total 362 · PERS	1,023.16	7,258.67	-6,235.51	14.1%
Total PERSONAL SERVICES	86,880.27	215,724.62	-128,844.35	40.27%
MATERIAL AND SERVICES				
370 · LIABILITY INSURANCE				
62300 · Liability Insurance	23,861.46	53,628.00	-29,766.54	44.49%
Total 370 · LIABILITY INSURANCE	23,861.46	53,628.00	-29,766.54	44.49%
390 · PROMOTION & ADVERTISING				
60100 · Advertising	25.00	300.00	-275.00	8.33%
Total 390 · PROMOTION & ADVERTISING	25.00	300.00	-275.00	8.33%
410 · REPAIRS & MAINTENANCE				

Profit & Loss Budget vs. Actual-MAINTENANCE

July through December 2013

	Maintenance and Construction			
	Jul - Dec 13	Budget	\$ Over Budget	% of Budget
62900 · Building & Bridge Maintenance	11,657.37	15,200.00	-3,542.63	76.69%
63000 · Vehicles, Fuel & Maintenance	6,362.44	13,000.00	-6,637.56	48.94%
63100 · Equipment Maintenance	2,826.68	5,500.00	-2,673.32	51.39%
63350 · Grounds & Parking Lot Maint.	10,597.27	10,000.00	597.27	105.97%
63500 · Marina & Boat Launch/Restroom	3,384.40	6,000.00	-2,615.60	56.41%
Total 410 · REPAIRS & MAINTENANCE	34,828.16	49,700.00	-14,871.84	70.08%
420 · SUPPLIES & SMALL TOOLS				
63150 · Supplies & Small Tools	3,154.25	10,000.00	-6,845.75	31.54%
63155 · Restroom Supplies	878.91	7,500.00	-6,621.09	11.72%
Total 420 · SUPPLIES & SMALL TOOLS	4,033.16	17,500.00	-13,466.84	23.05%
430 · UTILITIES & TELEPHONE				
64100 · Telephones	769.68	1,800.00	-1,030.32	42.76%
64500 · Utilities	20,315.32	40,000.00	-19,684.68	50.79%
Total 430 · UTILITIES & TELEPHONE	21,085.00	41,800.00	-20,715.00	50.44%
450 · CONTRACTED SERVICES				
60700 · Contracted Services	795.00			
Total 450 · CONTRACTED SERVICES	795.00			
460 · LICENSES & FEES				
62800 · Licenses & Fees	0.00	2,980.00	-2,980.00	0.0%
Total 460 · LICENSES & FEES	0.00	2,980.00	-2,980.00	0.0%
481 · EMPLOYEE EXPENSES & TRAVEL				
61500 · Employee Education	0.00	500.00	-500.00	0.0%
62500 · Substance Screens	186.75	250.00	-63.25	74.7%
64200 · Travel	510.74	500.00	10.74	102.15%
64400 · Uniforms	0.00	1,000.00	-1,000.00	0.0%
Total 481 · EMPLOYEE EXPENSES & TRAVEL	697.49	2,250.00	-1,552.51	31.0%
486 · TAXES				
63550 · Transient Room Tax	1,132.35	2,320.00	-1,187.65	48.81%
Total 486 · TAXES	1,132.35	2,320.00	-1,187.65	48.81%
Total MATERIAL AND SERVICES	86,457.62	170,478.00	-84,020.38	50.72%
Total Expense	173,337.89	386,202.62	-212,864.73	44.88%
Net Ordinary Income	-111,207.07	-7,200.00	-104,007.07	1,544.54%
Net Income	-111,207.07	-7,200.00	-104,007.07	1,544.54%

Profit & Loss Budget vs. Actual-Commission

July through December 2013

	Port Commission		
	Jul - Dec 13	Budget	% of Budget
Ordinary Income/Expense			
Income			
270 · BRIDGE TOLLS			
40100 · Bridge Tolls	0.00	54,845.00	0.0%
Total 270 · BRIDGE TOLLS	0.00	54,845.00	0.0%
Total Income	0.00	54,845.00	0.0%
Gross Profit	0.00	54,845.00	0.0%
Expense			
PERSONAL SERVICES			
350 · PAYROLL TAXES			
57400 · Workers Comp	57.30	20.00	286.5%
Total 350 · PAYROLL TAXES	57.30	20.00	286.5%
360 · EMPLOYEE BENEFITS & INSURANCE			
57250 · Life Insurance	0.00	0.00	0.0%
Total 360 · EMPLOYEE BENEFITS & INSURANCE	0.00	0.00	0.0%
Total PERSONAL SERVICES	57.30	20.00	286.5%
MATERIAL AND SERVICES			
430 · UTILITIES & TELEPHONE			
64100 · Telephones	267.00	1,080.00	24.72%
Total 430 · UTILITIES & TELEPHONE	267.00	1,080.00	24.72%
440 · PROFESSIONAL SERVICES			
62700 · Legal Fees	18,095.97	40,000.00	45.24%
Total 440 · PROFESSIONAL SERVICES	18,095.97	40,000.00	45.24%
450 · CONTRACTED SERVICES			
60700 · Contracted Services	25,500.00	25,500.00	100.0%
Total 450 · CONTRACTED SERVICES	25,500.00	25,500.00	100.0%
481 · EMPLOYEE EXPENSES & TRAVEL			
61500 · Employee Education	360.00	2,245.00	16.04%
64200 · Travel	1,182.46	4,000.00	29.56%
Total 481 · EMPLOYEE EXPENSES & TRAVEL	1,542.46	6,245.00	24.7%
Total MATERIAL AND SERVICES	45,405.43	72,825.00	62.35%
Total Expense	45,462.73	72,845.00	62.41%
Net Ordinary Income	-45,462.73	-18,000.00	252.57%
Net Income	-45,462.73	-18,000.00	252.57%

Profit & Loss Budget vs. Actual-TOLL BOOTH
July through December 2013

	Toll Booth/Bridge			
	Jul - Dec 13	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
270 · BRIDGE TOLLS				
40100 · Bridge Tolls				
40110 · Bridge Annual Pass	360.00			
40100 · Bridge Tolls - Other	651,377.04	413,909.94	237,467.10	157.37%
Total 40100 · Bridge Tolls	651,737.04	413,909.94	237,827.10	157.46%
Total 270 · BRIDGE TOLLS	651,737.04	413,909.94	237,827.10	157.46%
Total Income	651,737.04	413,909.94	237,827.10	157.46%
Gross Profit	651,737.04	413,909.94	237,827.10	157.46%
Expense				
PERSONAL SERVICES				
340 · SALARIES AND WAGES				
57003 · Maintenance Labor				
Total 57003 · Maintenance Labor	0.00			
57005 · Toll Taker				
784 · Bridge Flaggers	3,729.00	45,360.00	-41,631.00	8.22%
57005 · Toll Taker - Other	84,431.54	179,892.00	-95,460.46	46.94%
Total 57005 · Toll Taker	88,160.54	225,252.00	-137,091.46	39.14%
Total 340 · SALARIES AND WAGES	88,160.54	225,252.00	-137,091.46	39.14%
350 · PAYROLL TAXES				
57100 · Payroll Tax Expense	6,759.80	17,231.81	-10,472.01	39.23%
57400 · Workers Comp	631.64	2,479.88	-1,848.24	25.47%
57500 · Unemployment Expense-State	88.38	224.75	-136.37	39.32%
Total 350 · PAYROLL TAXES	7,479.82	19,936.44	-12,456.62	37.52%
360 · EMPLOYEE BENEFITS & INSURANCE				
57200 · Employee Health Insurance	27,632.46	26,755.20	877.26	103.28%
57201 · Employee Dental Insurance	2,173.38	2,006.40	166.98	108.32%
57250 · Life Insurance	0.00	0.00	0.00	0.0%
57255 · Accident Insurance	0.00	0.00	0.00	0.0%
57257 · Disability Insurance	797.99	1,657.92	-859.93	48.13%
Total 360 · EMPLOYEE BENEFITS & INSURANCE	30,603.83	30,419.52	184.31	100.61%
362 · PERS				
57300 · PERS Expense	3,857.54	15,730.67	-11,873.13	24.52%
Total 362 · PERS	3,857.54	15,730.67	-11,873.13	24.52%
Total PERSONAL SERVICES	130,101.73	291,338.63	-161,236.90	44.66%
MATERIAL AND SERVICES				
370 · LIABILITY INSURANCE				
62300 · Liability Insurance	39,468.00	78,972.00	-39,504.00	49.98%
Total 370 · LIABILITY INSURANCE	39,468.00	78,972.00	-39,504.00	49.98%
390 · PROMOTION & ADVERTISING				
60100 · Advertising	20.30	150.00	-129.70	13.53%
Total 390 · PROMOTION & ADVERTISING	20.30	150.00	-129.70	13.53%
400 · OFFICE EXPENSES				
63700 · Office Supplies	373.18	1,000.00	-626.82	37.32%
63900 · Postage	94.81			
Total 400 · OFFICE EXPENSES	467.99	1,000.00	-532.01	46.8%
401 · INFORMATION TECHNOLOGY				
63710 · Computer Hardware & Software	997.46	17,000.00	-16,002.54	5.87%
Total 401 · INFORMATION TECHNOLOGY	997.46	17,000.00	-16,002.54	5.87%
410 · REPAIRS & MAINTENANCE				
62900 · Building & Bridge Maintenance	0.00	0.00	0.00	0.0%
Total 410 · REPAIRS & MAINTENANCE	0.00	0.00	0.00	0.0%
420 · SUPPLIES & SMALL TOOLS				
63150 · Supplies & Small Tools	296.14	1,000.00	-703.86	29.61%
63750 · Bridge Ticket Supplies	0.00	13,500.00	-13,500.00	0.0%
Total 420 · SUPPLIES & SMALL TOOLS	296.14	14,500.00	-14,203.86	2.04%
430 · UTILITIES & TELEPHONE				
64100 · Telephones	300.00			

PORT OF CASCADE LOCKS
Profit & Loss Budget vs. Actual-TOLL BOOTH
 July through December 2013

	Toll Booth/Bridge			
	Jul - Dec 13	Budget	\$ Over Budget	% of Budget
64500 · Utilities	3,168.35	6,118.00	-2,949.65	51.79%
Total 430 · UTILITIES & TELEPHONE	3,468.35	6,118.00	-2,649.65	56.69%
450 · CONTRACTED SERVICES				
60700 · Contracted Services	7,776.66	25,810.82	-18,034.16	30.13%
Total 450 · CONTRACTED SERVICES	7,776.66	25,810.82	-18,034.16	30.13%
480 · OTHER EXPENSES				
50500 · Bridge Refund/Other Expenses				
50502 · Bridge Other Expense	9,012.76			
50500 · Bridge Refund/Other Expenses - Other	1,410.00			
Total 50500 · Bridge Refund/Other Expenses	10,422.76			
50600 · Cash Over/Short	9.25			
60300 · Bad Debt Expense & NSF Checks	30.00			
Total 480 · OTHER EXPENSES	10,462.01			
481 · EMPLOYEE EXPENSES & TRAVEL				
62500 · Substance Screens	40.00	150.00	-110.00	26.67%
64400 · Uniforms	0.00	0.00	0.00	0.0%
Total 481 · EMPLOYEE EXPENSES & TRAVEL	40.00	150.00	-110.00	26.67%
Total MATERIAL AND SERVICES	62,996.91	143,700.82	-80,703.91	43.84%
6560 · Payroll Expenses	0.00			
Total Expense	193,098.64	435,039.45	-241,940.81	44.39%
Net Ordinary Income	458,638.40	-21,129.51	479,767.91	-2,170.61%
Other Income/Expense				
Other Expense				
CAPITAL AND GRANTS				
476 · CAPITAL				
60504 · Special Bridge Fund	20,689.88	100,000.00	-79,310.12	20.69%
Total 476 · CAPITAL	20,689.88	100,000.00	-79,310.12	20.69%
Total CAPITAL AND GRANTS	20,689.88	100,000.00	-79,310.12	20.69%
Total Other Expense	20,689.88	100,000.00	-79,310.12	20.69%
Net Other Income	-20,689.88	-100,000.00	79,310.12	20.69%
Net Income	437,948.52	-121,129.51	559,078.03	-361.55%