



PUBLIC MEETING: Port Commission Action Meeting

DATE: Tuesday **June 18, 2024, 6 PM**

LOCATION: Cascade Locks City Hall 140 Wa Na Pa St, Cascade Locks, OR 97014

<https://us02web.zoom.us/j/85806615790>

AGENDA

- 1) Commission meeting called to order
 - a. Pledge of Allegiance
 - b. Roll Call
 - c. Modifications, Additions and Changes to the Agenda
- 2) Public Comment (Speakers may be limited to three (3) minutes)
- 3) Consent Agenda (**Consent Agenda may be approved in its entirety in a single motion. Items are considered routine. Any Commissioner may take a motion to remove any items from the Consent Agenda for individual discussion).
 - a. Approval of minutes for Commission Meeting from May 21, 2024 and June 3, 2024 as well as Special Commission Meeting on May 30, 2024 – [Page 2](#)
 - b. Ratification of bills in the amount of \$587,313.90 – [Page 9](#)
 - c. Approval of payroll for June 4, 2024 in the amount of \$41,449.47
- 4) Business Action Items
 - a. Adoption of 2024-2029 Port of Cascade Locks Strategic Business Plan – [Page 11](#)
 - b. Approve Employee Handbook Update – [Page 65](#)
 - c. Approve Letter of Support for Hood River-White Salmon Bridge Authority Funding Request – [Page 144](#)
- 5) Special Presentation and Reports by outside resources, staff, and Government Officials
 - a. Legislative Update – Dan Mahr
 - b. Grants Discussion – Genevieve Scholl
 - i. Port Economic Development Grant Program FY 24-25 – [Page 150](#)
 - ii. Port Grant Funding Targets for Year 1 – [Page 155](#)
 - c. Introduction and Overview of Executive Director Performance Evaluation – Mark Knudson, Senior Consultant – SDAO – [Page 157](#)
- 6) Discussions
 - a. Community Picnic
- 7) Executive Session under ORS.192.660(2)(p) To consider matters relating to cyber security infrastructure and responses to cyber security threats
- 8) Departmental Updates
- 9) Executive Director Report
- 10) Commissioner Comments
- 11) Adjournment

IMPORTANT DATES

Wednesday, June 19, 2024

Port Office closed in observance of Juneteenth

Friday, June 21, 2024

Bridge of the Gods Centennial Celebration Sub-Committee Kickoff Meeting



PUBLIC MEETING: Port Commission Meeting

DATE: Tuesday **May 21, 2024, 6 PM**

LOCATION: Cascade Locks City Hall 140 Wa Na Pa St, Cascade Locks, OR 97014

<https://us02web.zoom.us/j/85806615790>

MINUTES

- 1) Commission meeting called to order 6:00 PM
 - a. Pledge of Allegiance
 - b. Roll Call
 - i. President Lorang
 - ii. Vice-President Klute
 - iii. Commissioner Nance
 - iv. Commissioner Peterson
 - v. Commissioner Thweatt
 - vi. Members of the Staff and Other Support – Executive Director Jeremiah Blue; Deputy Executive Director Genevieve Scholl; Secretary Keriane Stocker; Operations Manager Parker Nelson; Accounting Specialist Melissa Warren
 - vii. Members of the Public – Janice Crane, Executive Director – Cascade Locks Historical Museum; Lindsay McClure, Energy & Project Manager – Hood River County Energy Council ; Eric Strid, Co-Chair – Hood River County Energy Council; via Zoom – Chris Matlock; iPhone
 - c. Modifications, Additions and Changes to the Agenda
- 2) Public Comment (Speakers may be limited to three (3) minutes)
- 3) Consent Agenda (***)Consent Agenda may be approved in its entirety in a single motion. Items are considered routine. Any Commissioner may take a motion to remove any items from the Consent Agenda for individual discussion).
 - a. Approval of minutes for Commission Meeting from May 7, 2024 and Budget Meeting on May 14, 2024
 - b. Ratification of bills in the amount of \$1,518,646.84
 - c. Approval of payroll for March 20th in the amount of \$36,469.77, for April 4th in the amount of \$38,488.09, for April 19th in the amount of \$36,637.46, for May 3rd in the amount of \$36,273.40, and for May 17th in the amount of \$37,379.54

C PETERSON MADE A MOTION TO APPROVE THE CONSENT AGENDA AS STATED; VP KLUTE SECONDED; Passed Unanimously

- 4) Special Presentation and Reports by outside resources, staff and Government Officials
 - a. FY 2023-24 Grant Recipient Reports
 - i. DED Scholl reported that she had invited Port grant recipients to present updates on the work that has been accomplished with the grants that were given by the Port for the current fiscal year. Hood River County Energy Council spoke first. Strid joined McClure in the presentation. They explain that the backbone of their funding comes from annual contributions from local governing bodies. This local support is crucial because it allows them to prioritize what matters most to the communities. It also strengthens their position when seeking additional funding from external sources.

Crane, representing the Cascade Locks Historical Museum, reported on the \$20,000 grant awarded. Crane highlighted her achievements in securing grants for new exhibits and success in connecting local businesses with valuable resources. Crane also mentioned improvements to the museum's internal operations by redoing the entire filing system, streamlining administrative processes and significantly improving the museum's ability to quickly answer inquiries, as well as providing customer service on behalf of the Port. ED Blue added that the Port relies on the museum for many of its historical inquiries regarding the bridge and park.

- b. Bridge of the Gods Signage Update
 - i. OM Nelson reported that the Bridge of the Gods sign is outdated and needs replacing. The Port is seeking proposals for a new sign that is both informative and attractive for the many visitors who use the bridge. Staff has received proposals from two (2) sign companies and will keep the Commission informed about the process.
- 5) Open Public Hearing for Approved Budget FY 2024-25
 - a. P Lorang invited the public to make a comment or ask questions regarding the budget for 2024-2025 under ORS.294.473, at 7:01 pm.
 - b. Public hearing closed at 7:03 pm.
- 6) Business Action Items
 - a. Adopt Resolution 2024-2
 - i. ED Blue reported that, following a comprehensive review and deliberation, the Port Budget Committee voted to recommend the approved budget for adoption by the Commission.

VP KLUTE MADE A MOTION TO ADOPT RESOLUTION 2024-2 A RESOLUTION BY THE PORT OF CASCADE LOCKS PORT COMMISSION ADOPTING THE 2024-2025 BUDGET, MAKING APPROPRIATIONS, IMPOSING PROPERTY TAXES FOR THE YEAR 2024-2025 AND ADOPTING CERTAIN POLICIES; C THWEATT SECONDED; Passed Unanimously

- b. Approve Employee Handbook Update
 - i. DED Scholl requested further Commission review and input to the draft. Currently, the section of draft regarding the current practice of the Port paying the unpaid portion of family leave and employee benefits, is also under legal review. Staff is looking for permission input on whether the Port should keep the practice as it is now or change it so that during the unpaid portion of family leave and employees benefits would not continue to accrue and the health insurance would only be available to employees through COBRA. A discussion followed and concluded with a consensus for the policy to state that insurance coverage will extend twelve (12) weeks after leave however coverage will be decided on a case-by-case basis, after the twelve (12) weeks.

C Peterson mentioned including Generative AI in the policy.

C Thweatt commented that she was disappointed to see that her concerns regarding the harassment policy were not included. DED Scholl apologized for the oversight as it should have been edited.

C THWEATT MADE A MOTION TO APPROVE THE EMPLOYEE HANDBOOK, WITH EDITS AND SUBJECT TO LEGAL REVIEW AND EXECUTIVE DIRECTOR'S APPROVAL WITH AN EFFECTIVE DATE OF JULY 1, 2024; VP KLUTE SECONDED; C THWEATT REVOKED HER MOTION AFTER DISCUSSION

- c. Approve Acceptance of Senate Bill 5701 General Fund Grant

- i. ED Blue reported that the Port has successfully secured a significant grant under Senate Bill 5701 of the 2024 Regular Session. The State of Oregon’s Department of Transportation appropriated \$6,000,000 from the General Fund to fund the Bridge of the Gods Seismic Resilience & Preservation Study project.

C NANCE MADE A MOTION TO APPROVE THE ACCEPTANCE OF SENATE BILL 5701 GENERAL FUND GRANT; C PETERSON SECONDED; Passed Unanimously

d. Executive Director Report

- i. A report was distributed at the meeting.

ED Blue also requested to move the first meeting of June to a day early, June 3rd, as he will be attending the PNWA Summer Conference in Clarkston on June 4th.

e. Commissioner Comments and Sub-committee Reports

- i. VP Klute noted that Captain Tom Day celebration as well as Oregon Heritage Award celebration for JoAnn Wittenberg is coming up. VP Klute informed that the museum is bringing back the Pony Party which will be held on July 6th. VP Klute also mentioned that she is looking to schedule the first meeting for the Bridge of the Gods Centennial Celebration Sub-Committee, sometime next week.
- ii. C Nance expressed his thanks to the Budget Committee. He also commented that he attended the pFriem barbecue and mentioned that he inquired with ED Blue if the Port was charging parking because the event was busy and parking was full. C Nance also wondered about the possibility of putting EV charging stations in the Business Park, or even down in Marine Park. ED Blue stated that he will check with the City Administrator about details on the city’s EV charging station.
- iii. C Peterson stated that Nwta spent 120 hours on easyCLIMB over the weekend. C Peterson reported that the Shahala HOA held a Firewise USA meeting for the neighborhood. C Peterson also mentioned that the Hood River County Sheriff’s Office is holding a free boat inspection at the boat ramp on May 26th, and that the Mitchell Point Tunnel should be opening in June.
- iv. C Thweatt gave her thanks that the Natural Disaster Mitigation Plan is being worked on. C Thweatt also expressed her gratitude that P Lorang, ED Blue and DED Scholl attended the Washington Public Ports Association (“WPPA”) spring meeting conference in Stevenson. C Thweatt mentioned that she joined the Bradford Island Restoration Advisory Board and will be doing a site tour on June 11th. C Thweatt commented that the Gorge Canoe Club (“GCC”) held their first race for the Vortex Race series, for the season, and gave commendation to Maddie Spoto as the organizer. Lastly, C Thweatt added that she saw a post for the Festival of Nations on June 15th.
- v. P Lorang noted some details about Festival of Nations during previous years. P Lorang commented that enjoyed the WPPA conference, as well as the GCC pancake breakfast.

7) Adjournment 8:05 pm

Port of Cascade Locks

Port Commission President
Brad Lorang

Port Commission Secretary
Albert Nance

Date Signed

Date Signed



PUBLIC MEETING: Port Commission Meeting

DATE: Monday **June 3, 2024, 6 PM**

LOCATION: House 3 503 SW Portage Rd, Cascade Locks, OR 97014

<https://us02web.zoom.us/j/85806615790>

MINUTES

- 1) Commission meeting called to order 6:00 PM
 - a. Roll Call
 - i. President Lorang (via Zoom)
 - ii. Vice-President Klute
 - iii. Commissioner Nance
 - iv. Commissioner Peterson
 - v. Commissioner Thweatt
 - vi. Members of the Staff and Other Support – Executive Director Jeremiah Blue; Deputy Executive Director Genevieve Scholl; Secretary Keriane Stocker; Operations Manager Parker Nelson; Accounting Specialist Melissa Warren; Tommy Brooks, Attorney (via Zoom)
 - vii. Members of the Public – (via Zoom) Cesar Estrada
 - b. Modifications, Additions and Changes to the Agenda
- 2) Public Comment (Speakers may be limited to three (3) minutes)
- 3) Business Action Items
 - a. Adopt Resolution 2024-3
 - i. DED Scholl explained that due to event bookings exceeding expectations, the Events department needs extra funds to cover a one-time upfront payment for existing events under their revised commission structure (half paid upfront, half later). To address this without exceeding their overall budget, a transfer from the Parking budget is proposed. Parking has unspent funds allocated for enforcement personnel that won't be used this year, making this transfer a way to utilize those funds and ensure the Events department meets its commission obligations.

C THWEATT MADE A MOVE TO APPROVE RESOLUTION 2024-3 TRANSFERRING ALLOCATIONS WITHIN THE 2023-2024 BUDGET; C PETERSON SECONDED; Passed Unanimously

- 4) Executive Session under ORS 192.660 (2)(e) To conduct deliberations with persons designated by the governing body to negotiate real property transactions, ORS 192.660 (2)(f) To consider information or records that are exempt by law from public inspection and ORS 192.660 (2)(h) Legal counsel regarding litigation or likely litigation to be filed
 - a. Recess from Regular Session, into Executive Session at 6:11 PM
 - b. Recess out of Executive Session, into Regular Session at 6:56 PM
 - c. ED Blue reported that during the May 7th meeting, the Commission was introduced to Emily Reed of Columbia Gorge Tourism Alliance, Kathy Fitzpatrick from Gorge Translink, and Sophie Miller of Skamania County Senior Services Program Manager, who raised awareness for the need of improved public transportation in the Columbia River Gorge. Following the presentation, ED Blue was instructed to put together an intergovernmental agreement ("IGA") between the Port and Skamania County Transit and is now presenting it to the Commission.

C PETERSON MADE A MOTION TO APPROVE THE INTERGOVERNMENTAL AGREEMENT BETWEEN HOOD RIVER COUNTY TRANSPORTATION DISTRICT FOR TOLL WAIVERS AND THE PORT OF CASCADE LOCKS AS STATED; C NANCE SECONDED; Passed Unanimously

- 5) Executive Director Report
 - a. A report was distributed at the meeting.

- 6) Commissioner Comments and Sub-committee Reports
 - a. C Nance commented that he met with Ted Dodd of NWTa about LapQuest. C Nance expressed his thanks for everyone who was involved in the Captain Tom Day celebration. C Nance also informed that the Cascade Locks Elementary is doing an art walk.
 - b. C Thweatt expressed her enjoyment of Captain Tom Day. C Thweatt mentioned the Phase 1 environmental impact study and noted that she had many questions about it which she will send over to DED Scholl.
 - c. C Peterson gave a reminder that the Hood River Garbage is holding a hazardous waste pick-up on Saturday at 10:00 am.
 - d. P Lorang commented that he is still recovering from COVID.
 - e. VP Klute asked about Flex 6. ED Blue replied that the Port currently has two (2) proposals for the Commission to look at, however neither of them are fully ideal. VP Klute also inquired about bridge lighting and Christmas lighting. ED responded that he and OM Nelson just had a meeting with a couple of companies however they were only general conversations about the product and services they provided.

- 7) Adjournment 7:28 pm

Port of Cascade Locks

Port Commission President
Brad Lorang

Port Commission Secretary
Albert Nance

Date Signed

Date Signed



PUBLIC MEETING: Port Commission Special Meeting

DATE: Tuesday **May 30, 2024, 12 PM**

LOCATION: <https://us02web.zoom.us/j/85806615790>

MINUTES

- 1) Commission meeting called to order 12:01 PM
 - a. Roll Call
 - i. President Lorang
 - ii. Vice-President Klute
 - iii. Commissioner Nance
 - iv. Commissioner Peterson
 - v. Commissioner Thweatt
 - vi. Members of the Staff and Other Support – Executive Director Jeremiah Blue; Secretary Keriane Stocker
 - b. Members of the Public
 - c. Modifications, Additions and Changes to the Agenda
- 2) Public Comment (Speakers may be limited to three (3) minutes)
- 3) Business Action Items
 - a. Declare May 30th "Captain Tom Day"

VP KLUTE MADE A MOTION TO ACCEPT THE PROCLAMATION OF COMMENDATION AND APPRECIATION OF CAPTAIN TOM CRAMBLETT FOR MERITORIOUS SERVICE TO THE PORT OF CASCADE LOCKS AND HAVE THIS DAY, MAY 30TH, BE CAPTAIN TOM DAY; C NANCE SECONDED; Passed Unanimously

- 4) Adjournment 12:07 pm

Port of Cascade Locks

Port Commission President
Brad Lorang

Port Commission Secretary
Albert Nance

Date Signed

Date Signed

Port of Cascade Locks

Bill List

From 5/17/2024

To 6/12/2024

Alfonso Barron	Expense Report	40.00
Amazon Capital Services	Supplies	666.87
Bio-Med Testing Service	Drug Testing	45.00
Blue Mountain Networks	Phone Service	1,608.20
Business Oregon	Loan # 649-01-01 Payoff	49,820.80
C2 Recreation Consulting	General Contractor for trails project	356.25
Cable Huston	Legal Fees	3,514.00
Petty Cash	Toll Ticket Refunds, Postage	268.11
Century Link	Phone Service	126.98
Cingular	Phone Service	821.54
City - Cascade Locks	Utilities	7,246.51
Coburn Electric	Foot Bridge Repair	8,500.00
Columbia Ace Hardware	Maint Supplies	1,285.44
Columbia Gorge News	Budget Ad	234.00
Dennis Snyder Jr. Contractors	Mowing property east of fire hall	850.00
Dennis V Snyder 3rd	Event Services	125.74
DOGAMI-Mined Land	Quarry Permit	1,464.62
Durham & Bates Insurance	Bridge Insurance	37,673.60
ERS	Man lift rental	1,662.50
FNBO 1	Phone Service, Flowers, Events-Tom	852.52
FNBO 2	QB, Zoom, Office Supplies	962.92
FNBO 3	Maint Supplies, Room at SDAO, Meals	1,370.53
FNBO 4	Flybook, QB, Exact, Grant Watch	1,799.27
Genevieve Scholl	Expense Report	100.00
Gorges Beer Co	Tom Employee Recognition	976.00
Home Depot	Maint Supplies	73.37
Hood River Garbage	Services	640.86
Hood River Supply	Maint Supplies	404.27
Jeanetta Blue	Expense Report	100.00
Jeremiah Blue	Expenses Report	841.76
JettlyLight	Paint for the Sternwheeler	9,331.59
Joanne Wallace	Expense Report	145.00
John Blackwell	Expense Report	40.00
Karissa Moore	Event Refund	300.00
Kerlane Stocker	Expenses Report	206.54
Les Schwab Tire Center	Maint Supplies	987.64
Mahr Strategies	Lobbying Services	6,000.00
Melissa Warren	Expense Report	197.10
Merina+Co	Accenting Services	33,789.45
Michael-Alan Mechanical Inc	Flex 2 HVAC Replacement	15,165.50
Moda Health	Dental Insurance	743.00

Port of Cascade Locks

Bill List

From 5/17/2024

To 6/12/2024

Moss Adams	2023 Strategic Planning	4,606.34
NAPA Gorge Auto Parts	Maint Supplies	22.98
ONSITE Supply House	Maint Supplies	705.21
Oregon Department of Revenue	Payroll Taxes	9,427.45
ODOT	Fuel	312.64
Oregon State Forester	Fire Protection	1,262.11
Parker Nelson	Expense Report	100.00
Parsons Transportation Group	Foot Bridge Engineering	4,620.68
PERS	PERS	6,609.77
Print It	Supplies	186.00
Ricoh USA	Copier Lease	324.72
ROTO Rooter	Flex 4 blockage cleared	540.00
SAIF Corporation	Workers Camp 24-25	14,326.10
Sierra Springs	Monthly Water	182.37
SST/Security Systems	Keys	8.00
Staples Business Advantage	Office Supplies	105.80
Tenneson Engineering	Engineering Services	1,575.00
The Port of Hood River	BreezeBy Tolls	7,843.03
Todd Mohr	Expense Report	100.00
Umpqua Bank	Flex 5 Laon Payment	304,544.64
United States Treasury	Payroll Taxes	33,444.19
US Postmaster-Cascade Locks	Postage	528.00
Veritiv	Restroom Supplies	851.39
Western Display Fireworks	Fireworks Show 2024 2nd installment	3,750.00
	TOTAL	<u>\$ 587,313.90</u>

PORT COMMISSION REPORT

TO: PORT COMMISSION

FROM: JEREMIAH BLUE, EXECUTIVE DIRECTOR

SUBJECT: ADOPTION OF 2024-2029 PORT OF CASCADE LOCKS STRATEGIC BUSINESS PLAN

DATE: JUNE 18, 2024

Introduction:

The Moss Adams consulting team has now received all Commissioners' feedback as well as Oregon Business Development Department ("OBDD")'s evaluation and the community survey results. OBDD had no notes on the draft and the community survey results were resoundingly positive. Moss Adams' Strategy & Operations Senior, Annie Fadley, is present to review the community survey results with the Commission.

The Port of Cascade Locks Strategic Business plan was developed through a collaborative process involving Port leadership and staff, Cascade Locks residents, other businesses, and public sector stakeholders and is now ready for adoption.

Recommendation:

Adopt the 2024-2029 Port of Cascade Locks Strategic Business.

Commission Options:

1. Adopt the 2024-2029 Port of Cascade Locks Strategic Business.
2. Do not adopt.
3. Other.



PORT OF CASCADE LOCKS

Strategic Plan

FY 2024 – 2029



WELCOME

Dear Cascade Locks community,

We know that creating a strong roadmap for our future is critical to ensure that we can build on our successes, learn from our challenges, and continue to create economic opportunity in our beautiful region. With that in mind, we are pleased to present the Port of Cascade Locks' Strategic Plan for 2024-2029. This plan sets a course of action for the next five years by establishing priority goals for the Port, outlining the actions we will take to effectively achieve those goals, and setting up a framework to measure our progress and share it with the community.

The plan is organized into the following sections:

- Introduction
 - Port History and Mission
 - Port Geography
 - Our Community
 - Port Leadership and Staff
 - Strategic Planning Process
- Strategic Plan Framework
 - Vision
 - Mission
 - Values
- Strategic Goals and Objectives
 - Goal 1: Maintain Port Assets
 - Goal 2: Facilitate Economic Development Through Strategic Management of Port-Owned Buildings and Land
 - Goal 3: Encourage Economic Development by Supporting Recreation and Tourism
 - Goal 4: Strengthen and Modernize Internal Operations
- Appendices
 - Appendix A: Situational Analysis

- Appendix B: Policy Context
- Appendix C: Community Context
- Appendix D: Port Facilities and Property
- Appendix E: Additional Port Plans

Port leadership and staff, Cascade Locks residents, other businesses, and public sector stakeholders all had a hand in shaping this plan. We are extremely grateful to the members of our community who shared their voices and for their engagement in this work.

The planning process aimed to balance and prioritize the many critical needs of the Port and the community. While this plan is the first step, the real work is ahead as we turn this roadmap into a reality. We see a bright future for the Port and know that together, we can create a community where everyone can thrive.

Thank you for your support as we continue this journey together.



Brand Lorang
President, Position #2



Pamela Thweatt
Position #5



Rob Peterson
Treasurer, Position #4



Albert Nance
Secretary, Position #3



Carrie Klute
Vice President, Position #1

Jeremiah Blue
Executive Director

INTRODUCTION

PORT HISTORY AND MISSION

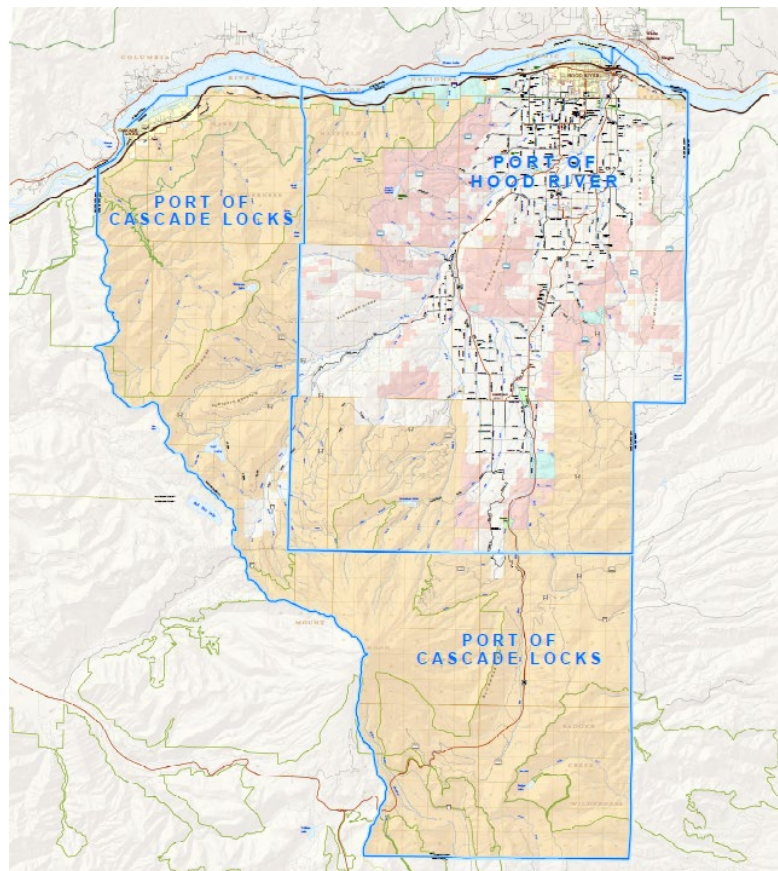
The Port of Cascade Locks sits on the southern bank of the Columbia River in Hood River County, Oregon. The Port and the City of Cascade locks are approximately forty miles east of Portland, the state's largest metropolitan region. The Columbia River Gorge is the native land of the Confederated Tribes of the Warm Springs, the Yakama Nation, the Nez Perce Tribe, and the Confederated Tribes of the Umatilla Indian Reservation.

The Port was originally established in 1937 to improve navigation channels through the Columbia River. The Port took ownership of the original lock facility, known as the Cascade Locks, from the U.S. Army Corps of Engineers in 1939 following the construction of the Bonneville Dam. Since then, the Port has continuously evolved, launching numerous initiatives and developing facilities to drive economic growth in the region.

Just as in 1896 when the locks were built to facilitate trade and economic development, the purpose of the Port of Cascade Locks today is to promote economic growth, recreation, and tourism within the Columbia River Gorge.

PORT GEOGRAPHY

The Port District encompasses approximately 347 square miles, reaching from the Columbia River in the north to the County's southern line at the summit of Mt. Hood. The District is bordered on the west by the Multnomah



County line and on the east by the Port of Hood River District and the Wasco County line.

OUR COMMUNITY

Conveniently situated 44 miles from Portland, the residents of Cascade Locks value the area's pace of life and natural beauty. As a renowned recreation destination, the economy of Cascade Locks is primarily driven by tourism and outdoor recreation. This can lead to seasonal economic fluctuation based on tourism activity; however, in a growing remote work environment, the region has become highly sought after by remote workers looking for a recreation-based lifestyle.

The City of Cascade Locks is home to 1,509 residents. Of the working population in the City, the majority are employed by private companies. There is a relatively high proportion of local, state, and federal government workers compared to the rest of Hood River County. The leading industries in the region are retail trade; arts, entertainment, recreation, accommodation, and food services; and educational services, health care, and social assistance.

Detailed community context is provided in [Appendix C: Community Context](#).

PORT LEADERSHIP AND STAFF

The Port of Cascade Locks is governed by a Port Commission as mandated by the Oregon Revised Statutes (ORS) 777. The chief responsibility of the Port Commission is to create policy for the Port of Cascade Locks. The Commission is made up of five members elected by the voters of the Port of Cascade Locks District.

To be elected to the Board, an individual must be qualified under ORS guidelines and must be a resident of the Port District. Each Commissioner serves a four-year term of office that begins on July 1st of the year elected. Swearing-in of newly elected Commissioners takes place at the first regular meeting in July.

In the event an elected Commissioner cannot complete the term of office, a new member is appointed to the position by the remaining members of the Board. This member serves until the next regularly scheduled Port election.

Port operations are led by a management team comprised of the Executive Director and Deputy Executive Director.

POLICIES AND PROCEDURES

Commission policies and procedures were comprehensively updated in 2023 to ensure alignment with the Port's mission statement and to delineate the management structure and division of authority between management and the Commission. These updated policies strongly encourage ongoing development and training for Port Commissioners to ensure they understand their roles and responsibilities and Port-specific subject matter. The Port has well-established governance policies that explicitly address the division of authority, Commission conflict of interest, the requirement for following proper procedures, and a clear definition of fiduciary responsibility.

In addition, the Port has updated its operating policies and procedures as recently as 2022. Ongoing work is underway to methodically review and update all policies and procedures, to ensure alignment with the goals and objectives outlined in the updated Strategic Business Plan.

STRATEGIC PLANNING PROCESS

This plan was developed collaboratively between the Port Commission, Port management, and community members.

The Port District and the Port Commission grounded the strategic business plan in the Port's history, its assets, the local conditions, and the Port's position in the community. In 2023, the City of Cascade Locks completed an update to its strategic plan, the results of that work were also used to inform the development of this plan.

The strategic business plan draft was developed through a series of public work sessions with the Port Commission and management team. The draft plan was presented to the community through an online survey in May-June 2024 and adjustments were made to account for stakeholder input. The plan will be finalized and adopted by the Commission in June 2024.

STRATEGIC FRAMEWORK

Our strategic plan is grounded in the Port's **vision** (the ideal state of the community in the future), our **mission** (how we plan to achieve our vision), and **values** (the principles by which we strive to work).

VISION

Our vision is that the Port will serve as a dynamic hub for economic development, blending commerce and recreation to enhance the livability of our community. With the Port's support, Cascade Locks will be known as a vibrant, business-friendly, and environmentally sustainable city that offers an exceptional quality of life for current and future generations.

MISSION

Through partnerships, care for our community, and preservation of the Bridge of the Gods, the Port is an engine for economic growth, recreation, and tourism within the Columbia River Gorge.

VALUES

As Port professionals, we are ...

Collaborative

Our community is our greatest strength. We strive to build high-quality relationships between the Port and our stakeholders—including residents, business owners, and regional partners including the City, County, and Tribal nations.

Accountable

We act ethically and transparently. We take responsibility for our actions and communicate intentionally with all stakeholders to embody a culture of openness, accountability, and integrity.

Adaptable

By embracing innovation and strategy, we strive to anticipate the needs of our community now and for generations to come.

Considerate

We create an environment based on mutual respect, inclusion, and equitable treatment of all people.

Effective

As stewards of public resources, we make informed, data-driven decisions to ensure the organization remains environmentally and financially sustainable now and into the future.

STRATEGIC GOALS AND OBJECTIVES

With input from Port Commissioners, management, staff, and community members, we have set the following strategic goals to guide our work for the next five years:

1

Maintain Port Assets

Ensure the ongoing care and maintenance of all Port assets, including critical infrastructure like the Bridge of the Gods.

2

Facilitate Economic Development Through Strategic Management of Port-Owned Buildings and Land

Leverage the Port's ownership of buildings and property to contribute to business and community growth.

3

Encourage Economic Development by Supporting Recreation and Tourism

Keep Cascade Locks a world-class recreation destination for our community and others.

4

Strengthen and Modernize Internal Operations

Support our employees—the heart of Port service delivery—by continuing to improve our technology and processes.

In the next section, we have listed each goal along with the specific objectives and priority actions that the Port can take to accomplish each goal.

1

Maintain Port Assets

Ensure the ongoing care and maintenance of all Port assets, including critical infrastructure like the Bridge of the Gods.

OBJECTIVES & STRATEGIES

A. Maintain the Bridge of the Gods

Ensure the continued operation and maintenance of the Bridge of the Gods, which is a critical infrastructure asset for the community.

- Continue biennial inspections of the bridge to track and monitor repair and rehabilitation items.
- Continue regular Bridge and road maintenance work based on the information garnered by the \$6 million appropriation.
- Conduct site and soil assessments to analyze the bridge's structural integrity and identify seismic vulnerabilities to inform targeted preservation efforts.
- Pursue an additional \$6 million to fund capital improvement projects, preservation, and seismic and safety upgrades over the next three years.
- Continue development of a long-range funding plan to secure approximately \$90 million to fund major preservation and enhancement efforts over the next 15 years.
- Based on the results of initial studies, and the availability of additional funds, work with the Bridge Engineer to update the 15-year bridge plan to outline the projects, costs, and timeline, for bridge preservation and enhancement.
- Deploy the updated plan for the maintenance, repair, and rehabilitation of the Bridge of the Gods, to extend the serviceable life of the bridge to at least 125 years (through the year 2051).

The 15-year Bridge Plan is developed and maintained separately from the strategic business plan and referenced in Appendix E: Additional Port Plans section.

B. Strengthen the Port's Asset Management Program

Develop and implement an updated Capital Improvement Plan to ensure the long-term resilience of the public assets stewarded by the Port.

- Perform a facilities condition assessment and safety assessment to identify comprehensive maintenance needs, safety enhancements, and required financial investments.
- Based on the facilities assessment, develop a prioritized maintenance schedule to manage the full scope of routine maintenance activities.
- Develop a capital improvement plan outlining the prioritized order for major upcoming infrastructure projects.
- Continue to fully fund and implement in-progress capital projects, including:
 - Marina and Marine Park water, sewer, and electrical utility improvements
 - Refurbishing and maintaining the Sternwheeler
 - Marine Park, Marina Beach, Thunder Island, and industrial park improvements
 - Support the development of a City Visitor Center Commercial Building
 - Herman Creek Cove mitigation project and enhancement of Herman Creek recreational amenities
 - Completing the Cascade Locks Trail Network in partnership with OPRD, USFS, NW Trail Alliance
 - Developing recreational amenities for the Pacific Crest Trail, including a restroom

KEY PERFORMANCE INDICATORS

- Complete geological studies
- Funds to complete near-term minor repairs
- Updated 15-year bridge plan
- Updated funding strategy to secure investment for major projects
- Adopted Capital Improvement Plan
- Condition assessment ratings of facilities and assets

2

Facilitate Economic Development Through Strategic Management of Port-Owned Buildings and Land

Leverage the Port's ownership of buildings and property to contribute to business and community growth.

OBJECTIVES & STRATEGIES

C. Develop a Comprehensive Land Use Strategy

Create a unified land use strategy that maximizes the complementary use of industrial, commercial, residential, and recreational land.

- Complete a feasibility study to determine options for the optimal use of Port-owned land.
- Develop a comprehensive land use plan to ensure strategic and intentional development of the Port's lands that maximizes the complementary use of industrial, commercial, and recreational land and explores re-zoning possibilities.
 - Explore the option of engaging an urban planner or similar expert to facilitate the development of this plan.
- Continue efforts to ensure all available industrial and commercial spaces are appropriately rented, with a focus on Flex 6.
 - Strive to attract businesses that generate more than 1 living-wage full-time equivalent (FTE) per 1000 square feet.
 - Explore Flex 6 modifications to achieve full occupancy, including evaluating market demand, feasibility, funding potential for cold/dry storage for the beverage industry, and relocation of Port/City administration offices.
- Facilitate partnerships between public entities, private developers, and community stakeholders to collaborate on land development projects,

leveraging resources, expertise, and funding to achieve shared objectives while ensuring transparency and accountability.

- Complete a financial analysis of the Port's debt schedule.

D. Support Local Housing Efforts

Determine the optimal way for the Port to actively help resolve the lack of affordable housing within the Cascade Locks community.

- Complete a feasibility study to determine options for how the Port could utilize the residentially zoned land that it owns.
- Based on the results of the feasibility study, select a course of action to utilize the residentially zoned land that enables the Port to actively support affordable housing development while staying within the Port's mission and legal scope of authority.

E. Support Downtown Revitalization

Partner with the City and other key collaborators to support the downtown revitalization efforts.

- Pursue acquiring and redeveloping vacant buildings and properties within the downtown core to support economic development and community needs.
- Provide financial or technical support for the establishment of a Chamber of Commerce or similar entity.
- Collaborate with the City on its downtown revitalization plan.

F. Strengthen Collaboration with Key Partners

Build strong partnerships and collaborative relationships with key stakeholders to support economic and community development.

- Actively participate in the Hood River Economic Development Group, Mid-Columbia Economic Development District, and other regional efforts to coordinate economic development initiatives.
- Enhance Tribal relationships and partnerships to support economic development for mutual benefit. Activities may include establishing regular collaboration meetings with Tribal partners.

- Continue regular coordination/communication with Port partners in the region—including the Port of Hood River, Port of The Dalles, and Port of Skamania.
- Continue efforts to coordinate with the City of Cascade Locks and the Cascade Locks Planning Commission to encourage economic development, including holding regular collaboration meetings between the Port Commission and City Council.
- Continue and expand current efforts to collaborate with local businesses and current tenants to support business expansion. This will be supported by the development of a chamber of commerce or similar entity and may also include performing a business retention and expansion survey to better understand needs.
- Establish a bi-state advisory committee focused on Bridge of the Gods, or reactivate the Bridge Task Force to facilitate collaboration, guidance, and direction as major improvement projects and funding are pursued.
- Strengthen relationships with legislative stakeholders at the county, state, and federal levels through our lobbyist and Pacific Northwest Waterways Association (PNWA).
- Work with the Pacific Crest Trail Association, ODOT, and other partners to advance the goal of adding a pedestrian lane to enhance walking safety.

KEY PERFORMANCE INDICATORS

- Completion of comprehensive land use plan
- Increased percent tenancy of industrial and commercial spaces
- Decreased number of vacant buildings in the downtown core
- Establishment of a bi-state advisory group

3

Encourage Economic Development by Supporting Recreation and Tourism

Support local businesses by attracting visitors to Cascade Locks' world-class recreation.

OBJECTIVES & STRATEGIES

G. Activities and Events

Attract more visitors to the region to support economic activity.

- Plan for and celebrate the Bridge of the God's Centennial (2026).
- Support and promote regional tourism through marketing, event partnership, and wayfinding signage.
- Provide capacity-building support to enable other local organizations to take on leadership for community events.
- Determine the feasibility of constructing small retail kiosks for tourism-based micro enterprises like food carts.
- Develop a communication and marketing plan to support community engagement in activities and events.

H. Marine Park and Marina

Enhance the experience for locals and visitors to the Marine Park and Marina.

- Seek funding for, and install, shore power to support the Sternwheeler dock and the future American Cruise Lines (ACL) docking area.
- Continue the current partnership with the ACL to complete their docking area and explore options to fully leverage the project to enhance the visitor experience and promote economic activity.
- Complete accessibility enhancements for the park including the playground and other park assets.
- Complete the Marina Trail Network project.

- Revisit marina rates and cost recovery strategy. Make rate adjustments to ensure that marina activities are generating revenue for the Port.
- Revisit bridge beautification and accessibility.

I. Sternwheeler

Ensure the Sternwheeler remains an asset to the community.

- Continue to allocate sufficient funds to the Sternwheeler maintenance fund.
- Continue to manage the Port's contractual relationship with the Sternwheeler's private operator.

J. Campground(s), Parks, and Open Spaces

Explore opportunities to increase campground revenue and expand other recreational facilities.

- If recommended in the best use feasibility study outlined in Goal 2, pursue recreation grants to support the expansion of the campground.
- Upgrade the campground so all sites have electrical and water connections. Winterize restroom and shower facilities.
- Explore the possibility of developing an RV park at the industrial park or Herman Creek Road
- Evaluate campground rates for comparability with similar sites and consider adjustments that balance revenue generation goals and occupancy.
- Develop east-side recreational facilities, including paving of the Herman Creek Cove parking lot, water access at Government Cove, mountain biking and hiking trail development and improvements, and other visitor amenities.

K. Venue Rental

Increase local tourism through high-quality venue rentals.

- Review venue rental rates and cost recovery strategy. Make rate adjustments to ensure that these activities are actively generating revenue for the Port.
- Complete needed capital improvement projects to ensure that rental venues are well-positioned to decrease costs, increase efficiency, and enhance the visitor experience including accessibility.

KEY PERFORMANCE INDICATORS

- Campground and venue rental revenue
- Sternwheeler revenue trends
- Completion of the Marina Trail Network project
- Number of tourists to the region

4

Strengthen and Modernize Internal Operations

Support our employees—the heart of Port service delivery—by continuing to improve our technology and processes.

OBJECTIVES & STRATEGIES

L. Maximize Port Revenue

Review new and current initiatives to maximize revenue and increase the return on investment of staff time and Port resources.

- Update the Port's grant program including methods for identification, pursuit, and administration to strengthen the overall grant strategy to help achieve the goals identified in the plan.
- In collaboration with the city and other public sector partners, develop a community strategic investment plan, often required by granting agencies, to enhance the Port's ability to attain grants.
- Continue to prioritize maintaining financial reserves in accordance with the Port's financial policies.
- Continue current efforts to assess new initiatives and projects for opportunities to maximize revenue, drive economic growth, and contribute to the community of Cascade Locks.

M. Strengthen and Support Port Staff

Attract, retain, and develop a highly skilled and motivated workforce that can effectively carry out the organization's mission and goals.

- Continue current efforts to review job descriptions and perform a salary and compensation study to ensure that staff have clear roles and responsibilities that are well aligned with compensation.
 - Based on results, address compensation gaps and update job descriptions.

- Evaluate the benefits of implementing a merit and certification-based compensation system.
- Continue efforts to provide annual cost of living adjustments (COLA) to maintain pace with market rates.
- Develop a staffing plan accounting for new major initiatives, to ensure that appropriate staffing support (whether internal hires or via contractors) is both identified and budgeted for.
- Provide continuing education and training opportunities for staff to strengthen job performance and assist in career advancement within the Port.

N. Improve Internal Technology and Processes

Improve the efficiency and effectiveness of internal systems and processes to enhance organizational performance.

- Continue current efforts to update Port financial policies and procedures.
- Update the Port's Employee Handbook and Performance Evaluation documents.
- Continue efforts to reconcile balance sheets and payment software.
- Continue efforts to improve financial data access and integrity from the Port's updated campsite reservation system.
- Update and digitize public records archives to ensure compliance with Oregon Administrative Rules and ease of access.
- Develop and implement a system to track lease and contract dates and automated reminders to trigger late fees and all other important contract dates.
- Digitize the maintenance schedule with automated alerts and reminders.
- Annually evaluate payment vendor contracts to optimize costs.

O. Improve Financial Reporting

Improve the quality and timeliness of financial reporting to stakeholders.

- Develop and maintain a multi-year financial forecast to comprehensively manage funding requirements to maintain operations.
- Present quarterly financial progress reports with budget-to-actuals to the Commission and the public.

- Take steps to improve data integrity and increase the validity and usefulness of financial reports, leveraging the new accountant consultant.
- Engage the newly established Finance Sub-Committee to ensure annual audits are up-to-date and submitted on time.
- Devise grant agreement project and contracts/matching funds tracking system to ensure timely and complete reporting on all grant-funded projects.
- Implement a formal application and project reporting process for the Port-funded grant program and Community Benefit Initiative.

P. Support the Port Commission

Support the effective functioning of the Port Commission, which serves as the governing body of the Port.

- Conduct annual planning sessions with Commissioners to prioritize annual goals, discuss new initiatives, and strengthen relationships.
- Develop onboarding materials and provide annual training about Port operations, initiatives, and programs for new and current Commission members to continue growing internal knowledge and expertise of the Port.
- Enable Port Commissioners to attend conferences, meetings, and other events focused on strengthening the Port's networks, partnerships, and professional development.

KEY PERFORMANCE INDICATORS

- Completion of compensation studies every 3-5 years
- Completion of backlog audits, and timely completion of current and future audits
- Development of regular financial reporting including budget updates
- Development of commissioner onboarding and training materials
- Presence of updated financial policies and procedures

APPENDIX A: SITUATIONAL ANALYSIS

Strength, Weakness, Opportunity, & Threat (SWOT) Analysis

A SWOT analysis is a method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats that face an organization. The analysis presents a snapshot of where the Port is during the strategic plan development process and informs ongoing strategic planning and decision-making.

STRENGTHS

- Ability to deploy capital, borrowing capacity, and creditworthiness
- Bridge of the Gods for both tourism and commerce connecting Oregon and Washington
- Commitment to community engagement including information sharing through the newsletter and attendance at community meetings, as well as community events
- Eligibility for federal funding
- Engaged Commission that is invested in the community, aligned with the vision of the Port, and committed to the future of the Port
- Engaged legislators
- Productive relationships with residents, business owners, City staff, City Council, Port staff, and our Gorge neighbors.
- Proximity to other Columbia Gorge destinations such as Multnomah Falls, the Pacific Crest Trail, and others
- Recreational space and assets including the park, marina, campground, and available developable land
- Scenic beauty, water access, walkability, hiking and biking trails
- Staff collaboration, skillset, and commitment to excellent service delivery

WEAKNESSES

- Backlog of audits and financial reporting that impact public records and transparency initiatives
- Bridge deterioration and increased maintenance costs
- Compact downtown core (potential conflict between residential and commercial uses)

- Depreciation of Port assets
- Lack of financial forecast
- Low level of advocacy at the federal level for the Pacific Crest Trail crossing
- Outdated and inefficient internal processes and procedures
- Outdated roles and responsibilities as the Port has grown its staffing and operations
- Pedestrian safety and access to Bridge of the Gods
- Rising cost of maintaining Port assets, particularly the Marine Park
- Staff and leadership turnover and potential loss of institutional knowledge
- Staffing for all operations and initiatives including toll functions
- Sternwheeler winter condition
- Unclear path to further develop Port assets
- Unfavorable lease contract terms

OPPORTUNITIES

- Bi-state relationship to advance future Bridge initiatives
- Bring in more Transient Occupancy Tax funds from the construction of additional local hotels
- Collaboration with the City and other regional partners
- Development of the industrial park and other available land
- Expanding campground or other recreational opportunities/facilities
- Expansion of Business Oregon funding
- Ownership of residentially zoned land
- Shifts in local demographics and resident needs
- State expansion of affordable housing funds
- Tourism growth

THREATS

- Bridge accident or failure
- Community safety and enforcement activities
- Global economic issues that impact local businesses such as supply chain, inflation, and recession
- Insufficient affordable housing

- Lack of local infrastructure such as healthcare, financial, and consumer businesses within the City
- Natural disaster
- Rising construction and maintenance costs
- State and local legislation
- Tourism impacts on local residents

Key Priorities

The most prominent issue facing the Port is the future of the Bridge of the Gods. The Bridge of the Gods is one of three essential bridges that cross the Columbia within the Columbia Gorge National Scenic Area. Approximately 1.6 million vehicles and \$35 million in goods transit the Bridge annually. In addition, the Bridge is an important segment of the famous Pacific Crest Trail, used by both pedestrians and cyclists.

For nearly 100 years, the Bridge has been an icon of the Gorge providing bi-state access for local industry, residents and visitors, worker commute, and emergency response. The Port has made regular investments in proactive maintenance of the Bridge; however, the Bridge is nearing the end of its design life and is vulnerable to modern-day hazards. The Bridge now requires a substantial investment to extend its useful life, maintain its safe and reliable functionality, and role at the center of the local economy.

In early March 2024, the Port received \$6 million in State of Oregon funds to initiate a series of studies to better inform the long-range Bridge plan. This includes extensive studies to inform a detailed 15-year maintenance plan to extend the life of the Bridge and enhance safety. The Port's goal is to ensure the Bridge remains in service for at least the next fifty years.

For this effort, the \$6 million in funding from the State of Oregon is just the beginning. These funds will enable the Port to conduct the necessary engineering studies and achieve design acceptance for minor improvements. To carry out capital improvement projects, it's estimated that the Port will need an additional \$6 million in the near term, and potentially up to \$100 million to complete a Phase 2 level seismic upgrade, should the Port choose to pursue that course of action. As outlined in this plan, it is a year-one goal of the Port to set up a bi-state bridge user advisory committee, establish working partnerships with the State of Washington (WSDOT) and the Southwest Washington Regional Transportation Council (SWRTC), and gain additional financial support from the state.

Preserving the Bridge for the next generation is the biggest priority facing the Port, however, it is only one part of the Port's overall investment in promoting economic growth in the region. This plan outlines the funding, partnerships, and strategy required for the long-term preservation of the Bridge while thoughtfully balancing the continued development of the Port's programs and initiatives for the benefit of the community of Cascade Locks.

Demand Analysis

The Port of Cascade Locks is strategically positioned to leverage an array of market opportunities driven by its geographic location, land holdings, partnerships, and commitment to fiscal responsibility. Recognizing the potential for further expansion, particularly within the recreational and business sectors, the Port is actively engaged in initiatives aimed at enhancing its appeal to visitors, residents, and investors alike.

In addition to the undying allure of the Columbia River Gorge, key initiatives continue to draw interest and activity to the area. These include campground and venue enhancements, the annual PCT Day celebration, revitalization of the Sternwheeler, and marina upgrades.

With approximately 15,000 feet of waterfront property, industrial lands, and strategically located retail spaces, the Port is also well-positioned to cater to a wide range of business development needs to meet market demands.

In line with fostering an environment conducive to growth, the Port Commissioners have prioritized responsiveness to emerging market trends and an exploration of innovative ideas. A comprehensive assessment of market opportunities, informed by inputs from stakeholders including the Port, staff, city officials, state representatives, and public feedback, underscores several key avenues for strategic growth.

Natural Beauty, Recreation, Culture, and History

The region's natural assets, coupled with its rich cultural heritage, underpin an array of recreational opportunities. The Port manages several recreation-focused assets including the campground, marina, park, and event venues. Existing attractions, such as biking, sailing, fishing, hiking, and birdwatching, alongside historical landmarks such as the Historic Locks and the iconic Bridge of the Gods, provide a strong foundation to grow tourism. Remote work and a desire for a recreational lifestyle continue to draw permanent residents to the area. The imminent completion of the Troutdale to Hood River Historic Columbia River Highway State Trail connection is

poised to enhance the area's appeal further. The plan builds on the Port's current assets and programs and considers innovative opportunities to grow recreation and tourism in the area.

Industrial Opportunities

The Port's Industrial Park includes over 100 acres of developable land. Together the Herman Creek Business Park properties offer significant acreage ready for investment or development. The Port's main priority is to lease the 43,000 sq ft Flex 6 space. Based on past efforts to attract large businesses to the area to lease the full space and current market demand conditions it is more likely that the Port will be successful in dividing the space and identifying mid-, to small-size businesses. This strategy aligns to bring additional services to the region including healthcare, banking, or other local infrastructure such as grocery and retail.

The proximity of the Port to major interstates I-84 and the Portland Airport helps make the space more attractive to potential businesses. Further investment is supported by ongoing zoning modifications that aim to enhance attractiveness for potential users.

Commercial & Residential Development

A comprehensive approach to development recognizes that promoting industrial development requires more than just the infrastructure related to that industry itself. It also requires a supportive network of housing, amenities, and services that residents need to thrive. This holistic perspective acknowledges that sustainable growth relies on meeting more than just the business needs of the community.

Therefore, alongside industry development, this plan considers investments in housing, infrastructure, transportation, and recreational facilities to ensure the well-being and satisfaction of residents. This approach fosters a vibrant and resilient urban environment where businesses can flourish, and residents can enjoy a high quality of life. Thoughtful investments in community development can help build a strong full-time resident population. This helps mitigate the seasonal extremes of tourism and helps to diversify the region's overall economy.

District Needs

To effectively address the economic needs of the community, this plan outlines projects and strategies that capitalize on the Port's existing assets, capacity, and resources while remaining responsive to community demand and economic trends. Two goal areas address enhancing the Port's role as a hub for tourism and

recreation. By partnering with local businesses and community organizations, the Port can work with the city, community, Tribal partners, and local businesses to create a vibrant destination that offers a variety of leisure activities, dining options, and cultural experiences, contributing to job creation opportunities and supporting the growth of tourism-related businesses.

This plan also outlines a path for the Port to explore opportunities to diversify its economic base. Attracting new industries and businesses that align with market demand and the region's strengths, as well as pursuit of additional grant funds can help strengthen the Port's financial portfolio. This involves targeted efforts to attract companies in sectors such as technology, manufacturing, and logistics, leveraging the Port's transportation infrastructure and strategic location. By offering incentives, streamlined permitting processes, and access to business support services, the Port and its public partners the City of Cascade Locks and the Planning Commission, can create an attractive environment for investment and job creation. Furthermore, the Port can collaborate with local educational institutions to develop workforce training programs tailored to the needs of emerging industries, ensuring that residents have the skills and opportunities to participate in the new economy. Through strategic planning and partnerships, the Port can play a central role in driving economic growth and prosperity for the community.

Port Impact on Jobs

Job creation is an integral part of the Port's strategic business plan. Detailed further in Community Context, while the overall unemployment rate for the city has decreased since 2020 (19.8% to 10.4%), it remains more than three times higher than state and county averages. Industry focus has also seen a slight shift from the Accommodations and Food Services to Manufacturing. As the Port invests in economic growth, there is an intentional focus on supporting businesses and industries that provide full-time, living-wage positions.

The Port employs approximately 25 full-time and part-time employees to manage its operations, programs, and services. There are eight tenants of Port-owned buildings who, combined, provide 18 local full-time positions within Cascade Locks as well as an additional 71, full-time positions located in nearby Hood River, Portland, and elsewhere.

Risk Analysis

One pressing concern is the condition of the Bridge of the Gods, which poses safety risks and necessitates increased maintenance expenditures, potentially straining the

Port's budget. A significant incident resulting in a complete shutdown of the bridge is a critical risk to the region. Rising maintenance costs for Port assets, particularly recreational properties, further exacerbate financial pressures and may divert resources from other critical initiatives essential for economic development.

The future of the bridge hinges on joint efforts and collaboration between several key stakeholders including the State of Oregon, State of Washington, Tribal Nations, and the Federal Government. Availability of funding, agreement on the long-term plan, and execution of the work hinges on political goodwill across parties, which is vulnerable to change.

Beyond the bridge, the challenges of insufficient affordable housing, inadequate local infrastructure to meet basic human needs, rising construction costs, and the impacts of tourism on local residents highlight the complex interplay between economic development and community well-being. These conditions necessitate a holistic approach to address both economic and social needs while fostering inclusive growth and resilience. Navigating these risks requires a concerted effort to build institutional capacity, enhance governance structures, and foster collaboration with stakeholders to ensure the Port's long-term sustainability and success.

APPENDIX B: POLICY CONTEXT

This strategic business plan has been prepared with funding from the Oregon Business Development Department (OBDD). In 2010, OBDD, the Oregon Department of Transportation, and the Oregon Infrastructure Finance Authority adopted a new strategic plan, *Ports 2010: A New Strategic Business Plan for Oregon's Statewide Port System*. *Ports 2010* was created to define the State's future role, interest, and investment in the statewide port system based on a realistic assessment of port markets and economic and business development opportunities. This plan is based on the template for Port Strategic Plans provided in *Ports 2010*.¹ The Port is committed to following the objectives and activities outlined in this plan.

Planning and Environmental Compliance Issues

Oregon has long had a statewide land use structure that has been a model for the nation, and each port district is obliged to conform to the state's land use laws and policies. Statewide goals that inform this plan include the following:²

Goal 5: Open Spaces, Scenic and Historic Areas, and Natural Resources. This goal covers more than a dozen natural and cultural resources such as wildlife habitats and wetlands. It establishes a process for each resource to be inventoried and evaluated. If a resource or site is found to be significant, a local government has three policy choices: preserve the resource, allow proposed uses that conflict with it, or strike a balance between the resource and the uses that would conflict with it.

Goal 8: Recreation Needs. This goal calls for each community to evaluate its areas and facilities for recreation and develop plans to deal with the projected demand for them. It also sets forth detailed standards for expedited siting of destination resorts.

¹ Ports 2010, A New Strategic Business Plan for Oregon's Statewide Port System. <https://www.oregon.gov/biz/Publications/Ports/2010PortPlan.pdf>

² A Summary of Oregon's Statewide Planning Goals, <https://www.oregon.gov/lcd/OP/Documents/goalssummary.pdf>

Goal 9: Economy of the State. This goal calls for diversification and improvement of the economy. It asks communities to inventory commercial and industrial lands, project future needs for such lands, and plan and zone enough land to meet those needs.

Goal 10: Housing. This goal specifies that each city must plan for and accommodate needed housing types, such as multifamily and manufactured housing. It requires each city to inventory its buildable residential lands, and plan and zone enough buildable land to meet those needs. It also prohibits local plans from discriminating against needed housing types.

Goal 12: Transportation. This goal aims to provide “a safe, convenient and economic transportation system.” It asks for communities to address the needs of the “transportation disadvantaged.” This plan takes transportation and different transportation modes into full account.

Other Local and Regional Plans

To the extent possible, this plan is consistent with local and regional planning policies and goals.

City of Cascade Locks

Virtually all of Port of Cascade Locks' property and holdings are located within the urban growth boundary of the City of Cascade Locks. Given the overlapping jurisdictions and the close historical relationship between the City and the Port, it is the City's planning documents that are most relevant.

A draft version of the City's most recent strategic plan was published in September 2023.³ In its plan, the City notes that the Port is a willing partner in its dedication to economic development, particularly for commercial and industrial development, and that the City and the Port work closely together on several projects aimed at

³ City of Cascade Locks Strategic Plan, Draft Report, September 2023, [https://www.cascade-locks.or.us/vertical/sites/%7BCBA69777-87EC-4CCE-94AE-A171F7FE7A86%7D/uploads/Cascade_Locks_Strategic_Plan_\(final_draft\).pdf](https://www.cascade-locks.or.us/vertical/sites/%7BCBA69777-87EC-4CCE-94AE-A171F7FE7A86%7D/uploads/Cascade_Locks_Strategic_Plan_(final_draft).pdf)

bringing prosperity to Cascade Locks in the form of year-round family wage jobs, strategic investments, and quality infrastructure for the community.

The City's plan includes the Port as a partner to implement the remaining recommendations of 'Connect Cascade Locks 2021' by 2031. The City writes, "The Connect Cascade Locks plan has lots of great recommendations for enhancing the bicycle and pedestrian experience in Cascade Locks. The City should work with the Port of Cascade Locks to develop new recreation opportunities and maintenance strategies."

The City's plan was informed by a community outreach process that included a public survey intended to identify residents' priorities. Key insights gained from the community survey as reported in the plan, and relevant to this plan, include:

- There are clear areas for improvement in government service provision, particularly land use planning
- Residents were split between those who have been in the community for a long time and new residents, and between those who commute elsewhere for jobs and those who work locally or are retired
- Newer residents were more likely to rate Cascade Locks as an "excellent" or "good" place to call home than long-term residents
- Most respondents owned their homes, which spoke to Cascade Locks' affordability and attractiveness as a place to call home. For those who live here, recreational opportunities, a sense of community, and ease of movement/scale of the town are the most valued characteristics of the community
- Respondents were clear that they are interested in government interventions to support downtown enhancement/development, affordable housing, and business recruitment
- The highest stated priorities for the next ten years are improving the Downtown area and ensuring public safety, which go hand-in-hand. Attracting living wage jobs, diversifying the economy, and ensuring that the community has the utility infrastructure to attract those jobs and businesses were the next highest priorities.

Residents also raised several key community goals relevant to this plan, such as addressing rundown and abandoned buildings on Main Street, management of excessive traffic, parking solutions associated with expanding tourism and business

development, and a desire for essential services for families like childcare, banks, and grocery stores.

The Port collaborated with the Project Steering Committee to provide input on the City's plan.

Hood River County

The Hood River County 2023-2025 Strategic Plan does not specifically address the Port of Cascade Locks or its operation.⁴ However, the plan emphasizes the County's goals of supporting economic growth and high-quality job generation and increasing housing diversity and affordability. To do this, the County plans to review the economic drivers of the County and develop an economic profile, revisit its roles in supporting the increase of the County's housing supply throughout the region, evaluate the transportation system to leverage existing housing and support the cities' efforts to increase housing opportunities.

Columbia River Gorge National Scenic Area Management Plan

All of the Port of Cascade Locks' property and holdings are located within the Columbia River Gorge National Scenic Area. As with the City, the Port District and the Scenic Area have overlapping jurisdictions. The National Scenic Area has a Management Plan mandated by Congress to ensure that the land in the Scenic Area is used consistently with the purposes and standards of the Scenic Area Act. The Gorge Commission and the US Forest Service created the Plan jointly. The original plan was adopted in 1991, and the most recent version was adopted in October 2020.⁵

The Gorge Management Plan focuses on conserving open spaces and restricting development to urban areas while maximizing recreation and economic development opportunities. However, the mutual concern with recreation and

⁴ Hood River County 2023-2025 Strategic Plan Report, https://www.hoodrivercounty.gov/vertical/Sites/%7B4BB5BFDA-3709-449E-9B16-B62A0A0DD6E4%7D/uploads/Hood_River_Country_Strategic_Plan_Summary_Report_8.16.23.pdf

⁵ [Management Plan for the Columbia River Gorge National Scenic Area](#), Gorge Commission

quality of life provides ample opportunity for consultation and for each to be as effective as possible.

The Act intended to create a balance between environment and economic development. The Port's property does not fall within the jurisdiction of the scenic area; it is all within the urban area. It is therefore under the jurisdiction of the City of Cascade Locks and Hood River County, not the Columbia River Gorge National Scenic Area.

Political Context and Analysis

The Port partners with several regional stakeholders to find common areas of interest and maximize beneficial impacts for local communities. Those groups can be categorized as either government or non-governmental.

The Port's main government partners include Hood River County, the City of Cascade Locks, the State of Oregon, the federal government, Tribal governments, and the Columbia River Gorge Commission. Also included are interests across the river including Skamania County, the City of Stevenson, and the State of Washington.

The Port has relationships to some extent with each of these organizations. Oregon Department of Transportation (ODOT), Washington Department of Transportation (WSDOT), and Business Oregon.

Significant turnover at the commission and staff levels provides opportunities to build, strengthen, or reset relationships where needed. Each relationship deserves consideration and assessment, looking for areas of policy or project overlap, prioritizing government affairs work, and directing resources.

Non-Governmental Organizations (NGOs) partners include the Pacific Crest Trail Association, Northwest Trail Alliance, Pacific Northwest Waterways Association, Friends of the Columbia River Gorge, Union Pacific Railroad, Columbia River Inter-Tribal Fishing Commission, the Mid-Columbia Economic Development District, Skamania County Economic Development Council, Columbia Gorge Racing Association (CGRA) and Gorge Canoe Club (GCC). The Port's new business plan can catalyze efforts to re-engage with regional stakeholders.

APPENDIX C: COMMUNITY CONTEXT

This section ties the activities of the Port to the economic needs and opportunities in the community we serve.

Demographic and Economic Profile

The City of Cascade Locks is home to 1,509 residents with a median age of 46.9. The City is located in the Columbia River Gorge National Scenic Area, which attracts visitors from around the world for its scenic beauty, hiking trails, and waterfalls. The City is also home to the Bridge of the Gods, which is a part of the Pacific Crest Trail. The economy of Cascade Locks is primarily driven by tourism and outdoor recreation.

According to the U.S. Census, the median household income in Cascade Locks is \$62,195. 23% of residents have obtained a bachelor's degree or higher.⁶ The poverty rate was estimated at 7.2% in the 2020 Census. The homeownership rate is 75.3%, higher than the Hood River County rate of 68.3%.

The City has a relatively high proportion of local, state, and federal government workers (18.1%) compared to the County (11.7%), but the vast majority (69.1%) of workers are employed by private companies. The leading industries are retail trade (22.2%), arts, entertainment, recreation, accommodation, and food services (22.1%), and educational services, health care, and social assistance (12.4%).

The average commute time to work from the City is 22 minutes, and about 2/3 of workers drive to work alone (notably, 0% are reported in the Census as taking public transportation).

The following charts were presented to the Port Commission by regional economist Dallas Fridley in January 2024.

⁶ https://data.census.gov/profile/Cascade_Locks_CCD,_Hood_River_County,_Oregon?q=060XX00US4102790476

2022 ALL INDUSTRIES EMPLOYMENT & PAY – CASCADE LOCKS CITY LIMITS

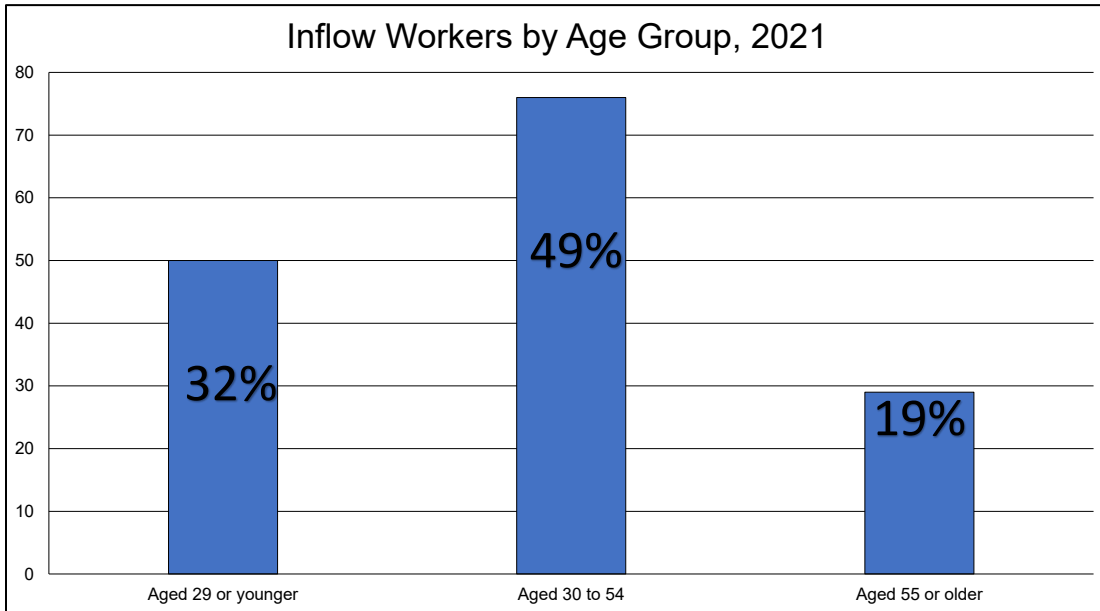
2022 Employment, Payroll and Average Wages				
Industry	Units	Jobs	Payroll	Average Wage
Total All Industries	40	321	\$13,173,239	\$41,038
All Private	35	265	\$9,467,810	\$35,728
Manufacturing	4	85	\$3,736,230	\$43,956
Retail Trade	5	30	\$693,240	\$23,108
Accommodation and Food Services	7	71	\$2,275,588	\$32,051
All Other Private	19	79	\$2,762,752	\$34,972
Government	5	56	\$3,705,429	\$66,168
<i>*units with jobs</i>				

An average private industry unit in the City is nine jobs. Hood River County's average wage is 18% higher than the City's at \$48,404 (+\$7,366).

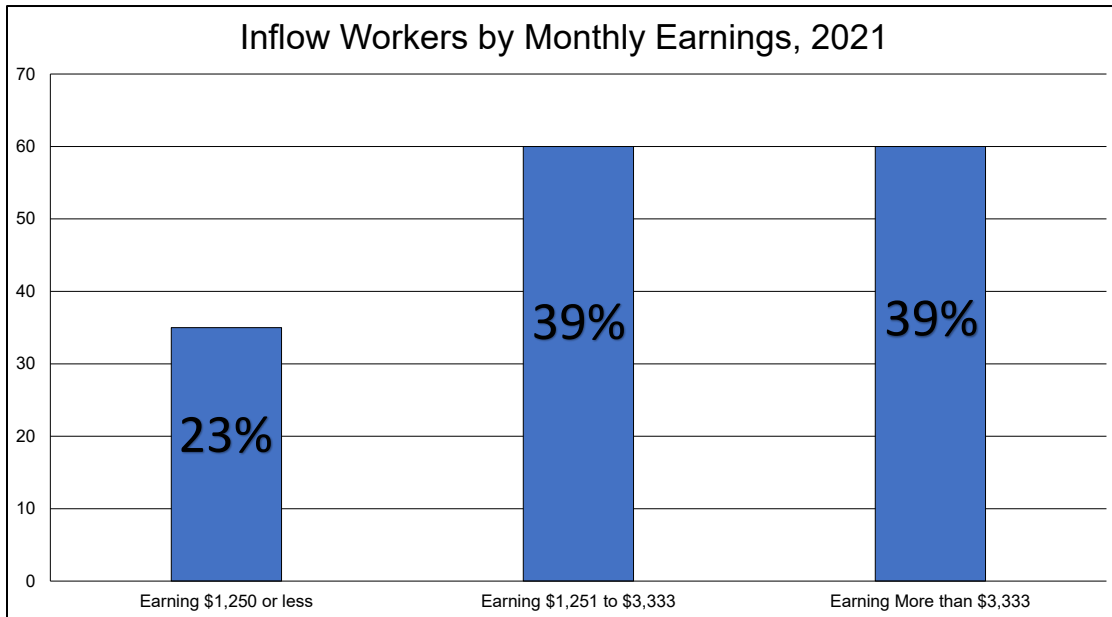
CASCADE LOCKS MAJOR INDUSTRY EMPLOYERS, 2022

Manufacturing		
Company Name	NAICS	Industry
Brigham Fish Products Inc	311710	Seafood Product Preparation and Packaging
Thunder Island Brewing Company	312120	Breweries
Lignetic'S Inc	321999	All Other Miscellaneous Wood Product
Chinook Sailing Products Inc	339920	Sporting and Athletic Goods
Retail		
Company Name	NAICS	Industry
Columbia Market	445110	Supermarkets and Other Grocery
C River Enterprises Inc	447110	Gasoline Stations with Convenience
Nexgen Team Llc	447110	Gasoline Stations with Convenience
Wind Mountain Inc	453220	Gift, Novelty, and Souvenir
Addco Lease Co	454110	Electronic Shopping and Mail-Order Houses
Accommodation and Food Services		
Company Name	NAICS	Industry
Bridge Of The Gods Motel & Rv Park	721110	Hotels and Motels
Charburger/Best Western Columbia Ri	721110	Hotels and Motels
Columbia Gorge Inn Llc	721110	Hotels and Motels
Cascade Locks Koa Incorporated	721211	RV Parks and Campgrounds
Haechandle Inc	722513	Limited-Service Restaurants
Thirsty Cafe Coffee Bar Llc	722515	Snack and Nonalcoholic Beverage Bars
Tg Ventures Llc	721211	RV Parks and Campgrounds

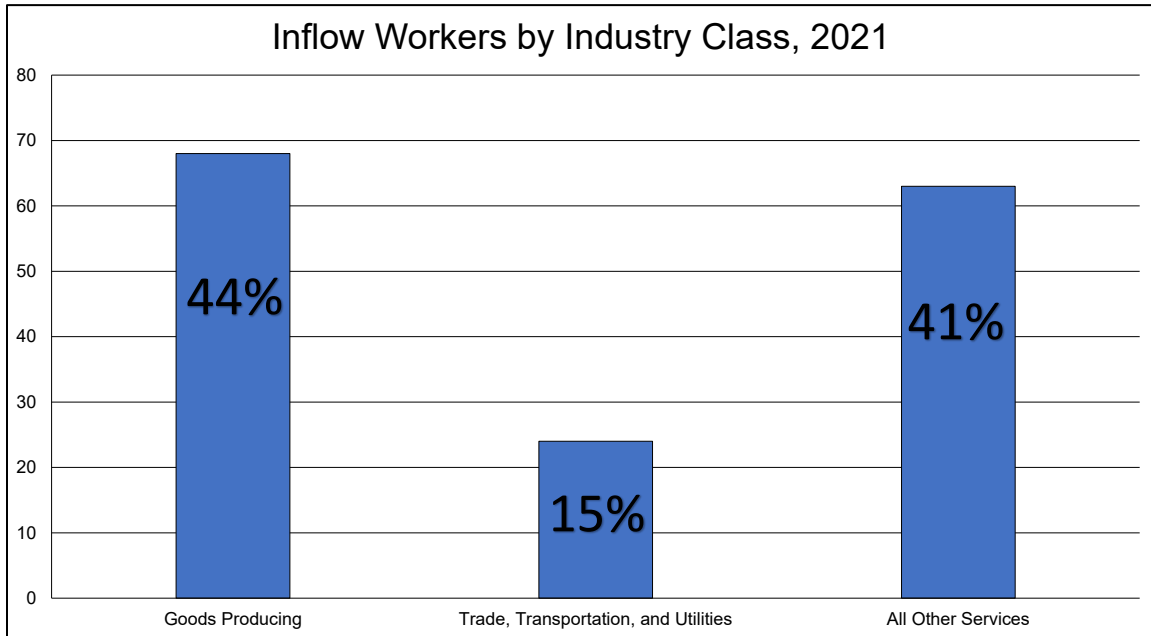
CASCADE LOCKS AGE PROFILE INFLOW WORKERS



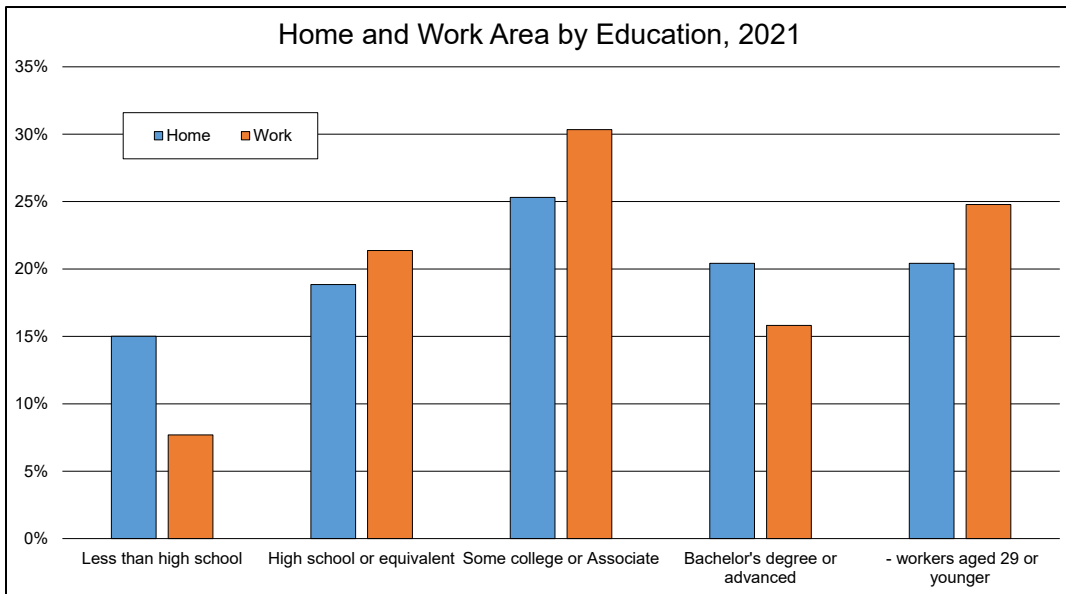
CASCADE LOCKS EARNINGS PROFILE OF INFLOW WORKERS



CASCADE LOCKS INFLOW WORKERS BY INDUSTRY CLASS

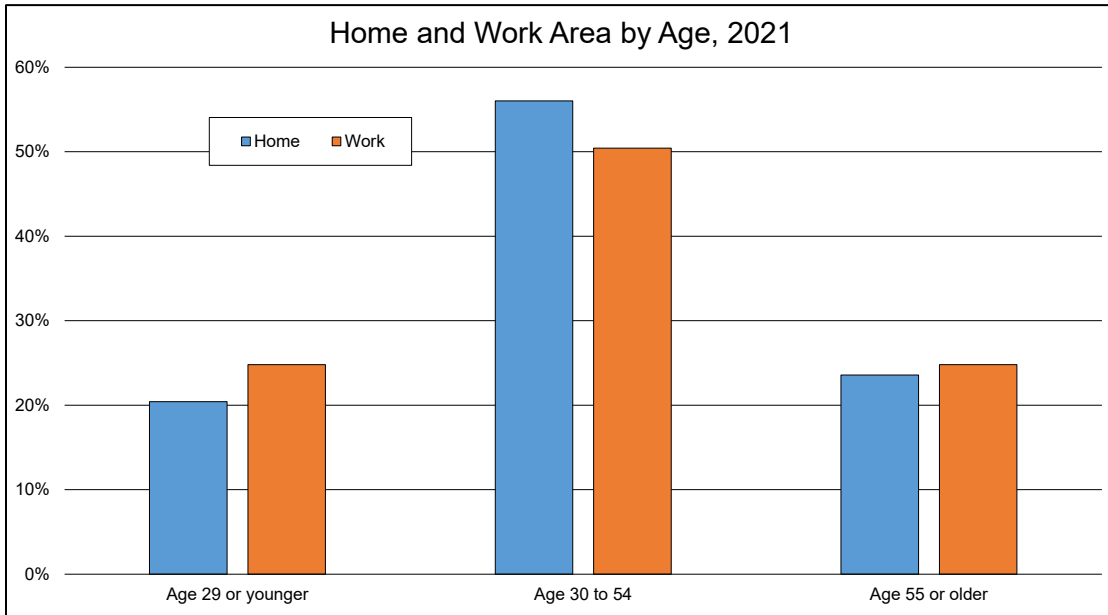


CASCADE LOCKS EDUCATIONAL ATTAINMENT

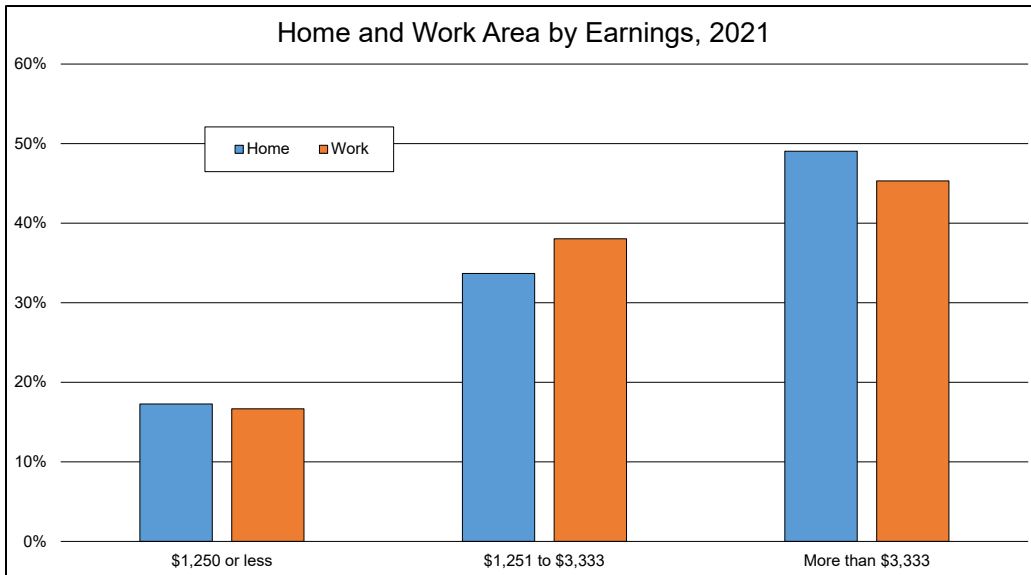


In the above chart and the following two charts, 'Home Destination' represents workers who live in Cascade Locks, and 'Work Destination' represents workers who are employed in Cascade Locks.

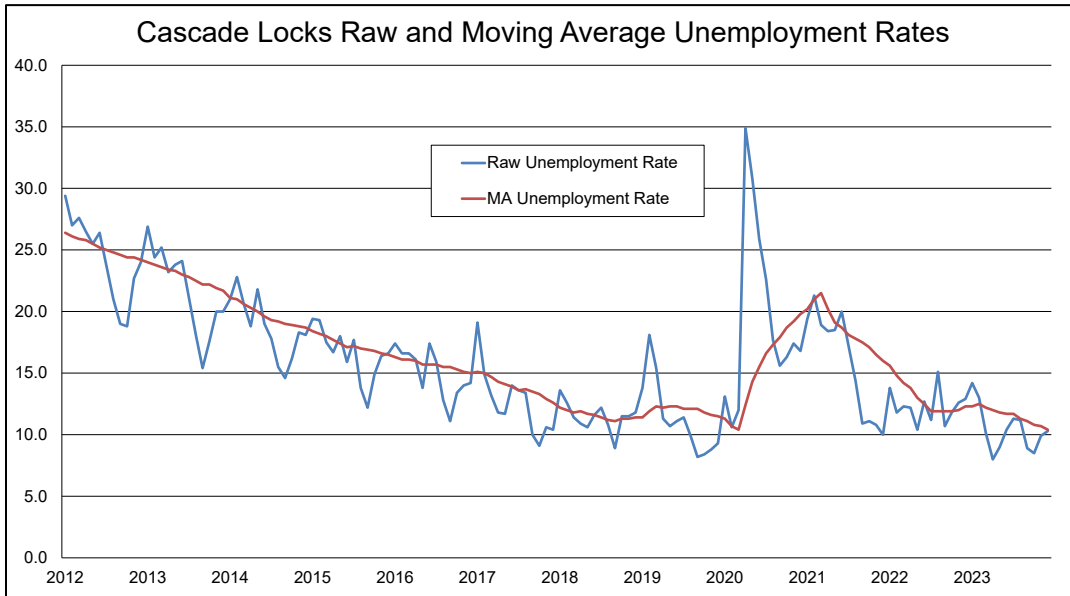
CASCADE LOCKS WORKER AGE



CASCADE LOCKS EARNINGS

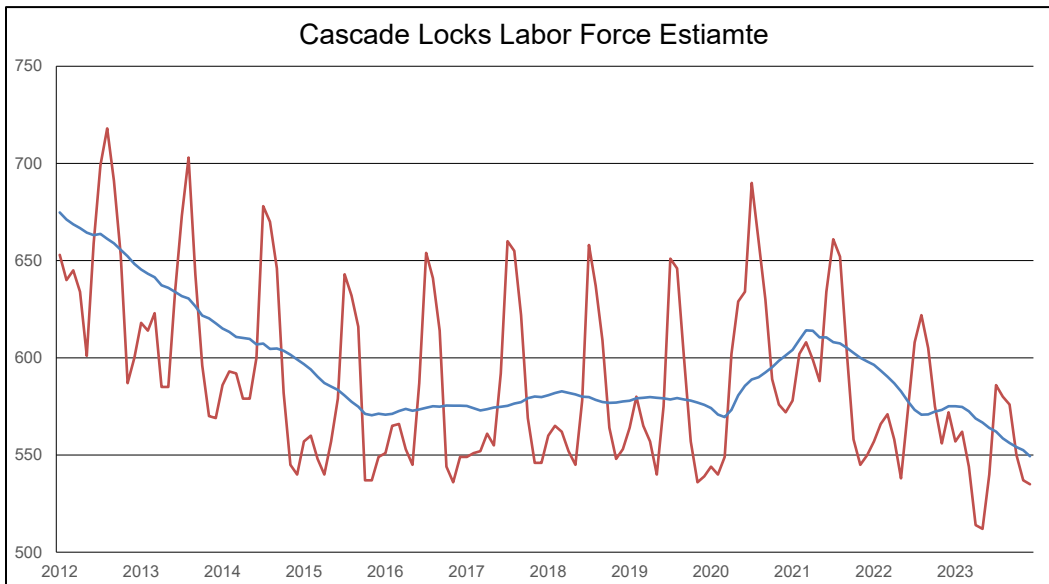


CASCADE LOCKS RAW AND MOVING AVERAGE UNEMPLOYMENT RATES



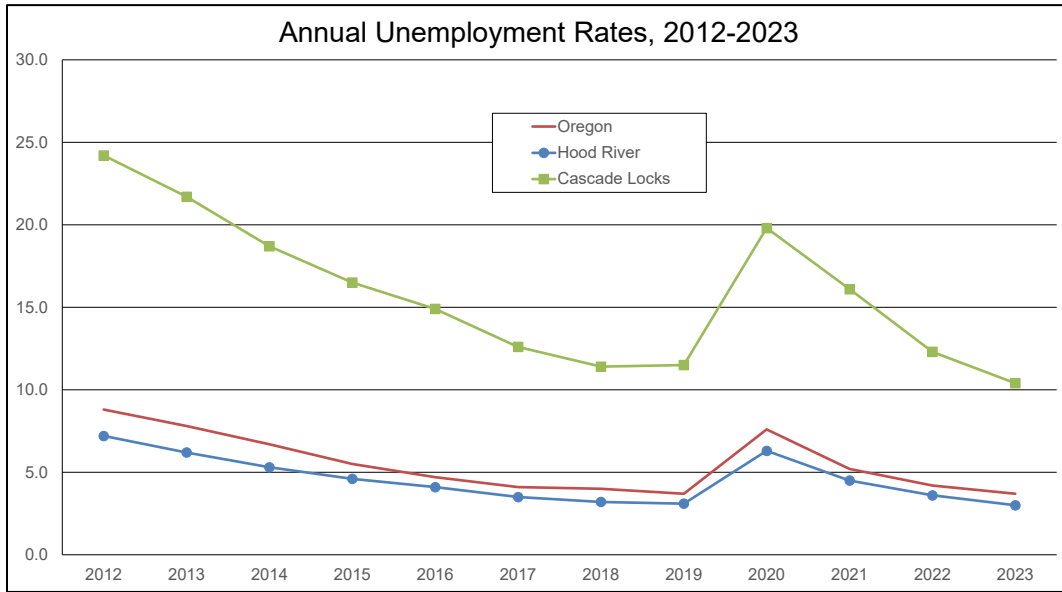
The 2023 annual unemployment rate of 10.4% is lower than the 2019 rate (11.5%).

CASCADE LOCKS LABOR FORCE



The 2023 labor force participation of 549 is a slight decline from 2019 (576).

CASCADE LOCKS ANNUAL UNEMPLOYMENT RATES, 2012-2023



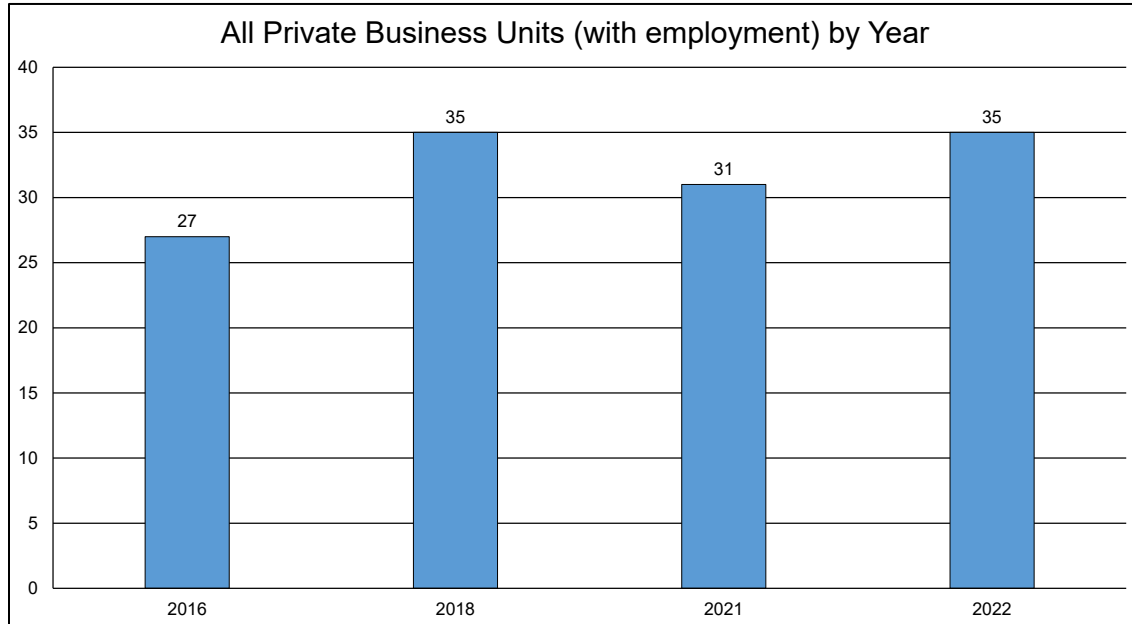
The City's annual unemployment rate is consistently higher than the state and county. The City's rate in 2023 was 10.4% (down from 19.8% in 2020), while the statewide rate was 3.7% (7.6% in 2020), and the Hood River County rate was 3% (6.3% in 2020).

POPULATION GROWTH

Population Estimates for Oregon and Hood River County				
	July 1, 2022 Population	July 1, 2023 Population	Net Change	Percent Change
Oregon	4,269,529	4,291,525	21,996	0.5%
Hood River County	24,290	24,406	116	0.5%
City of Cascade Locks	1,395	1,400	5	0.4%
City of Hood River	8,483	8,577	94	1.1%
Unincorporated	14,412	14,429	17	0.1%

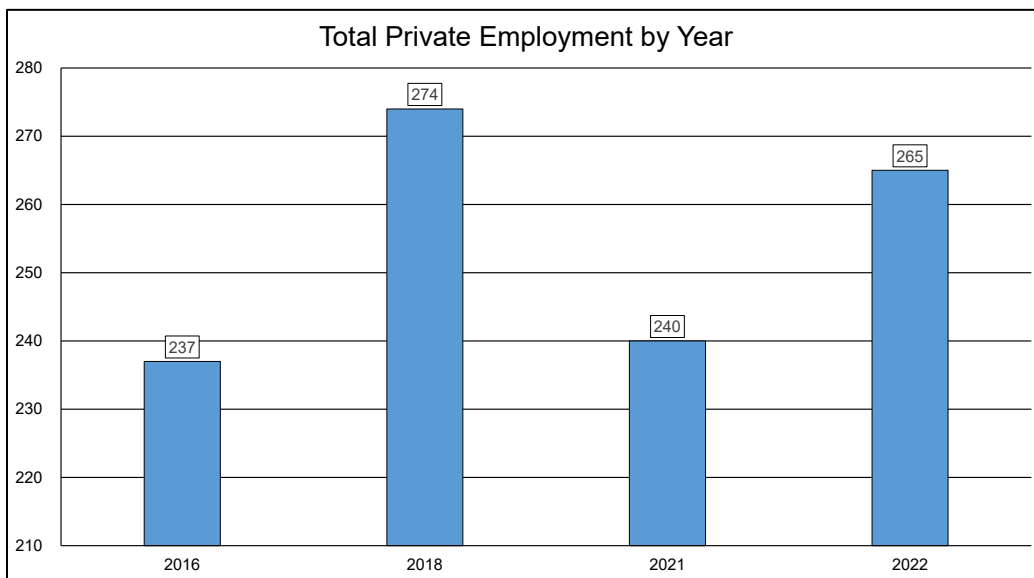
Key Industry Trends

CASCADE LOCKS TOTAL PRIVATE BUSINESS UNITS/GROWTH



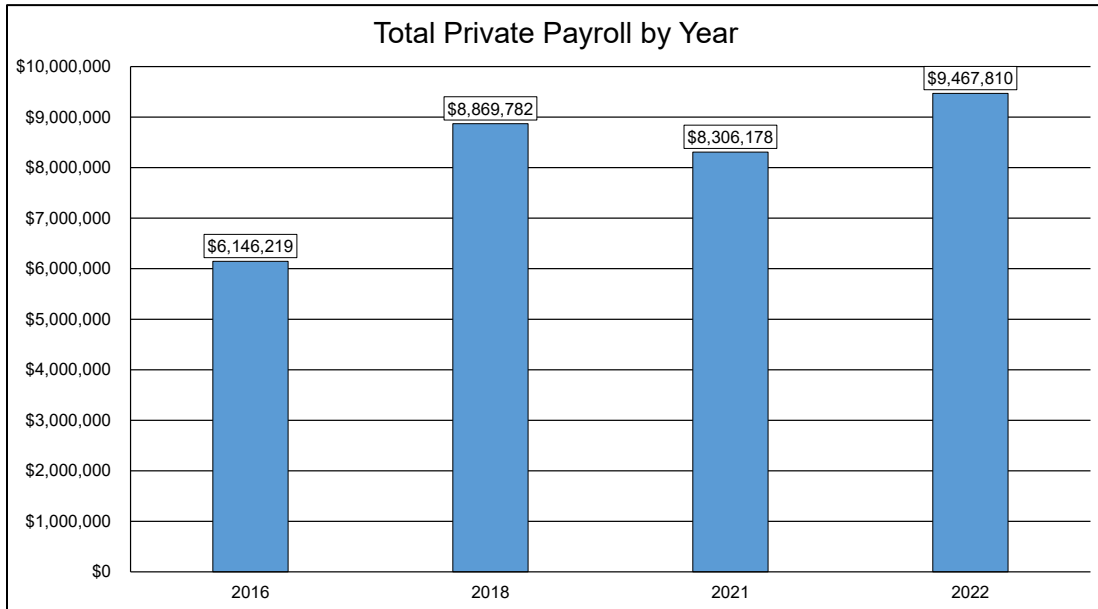
In the chart above, 35 units are equal to about 2.4% of Hood River County's private industry total employment.

CASCADE LOCKS TOTAL PRIVATE INDUSTRY EMPLOYMENT



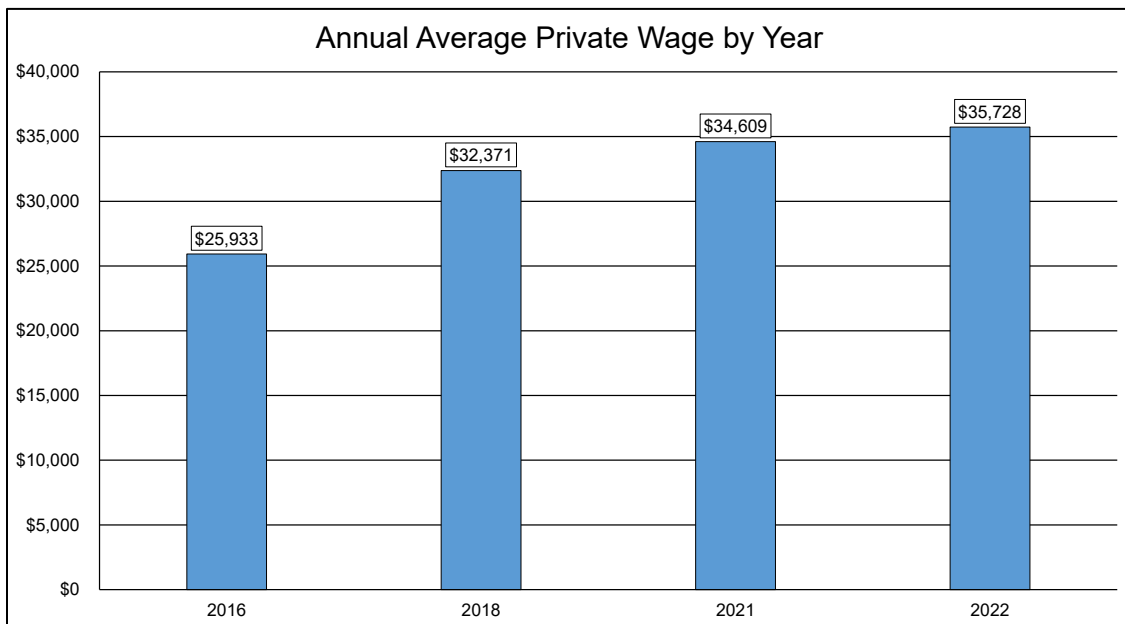
The City experienced a net loss of nine private industry jobs between 2018 and 2022. 265 jobs represent 2.1% of Hood River County's private industry total employment.

CASCADE LOCKS TOTAL PRIVATE INDUSTRY PAYROLL/GROWTH



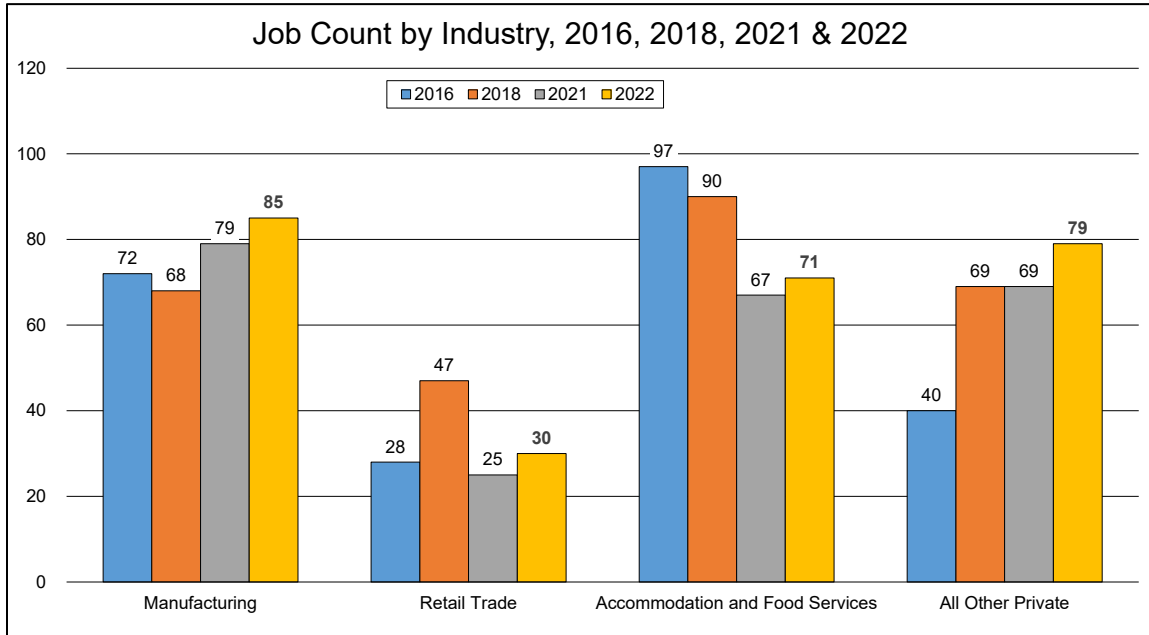
Private payroll in the City is up \$0.6 million since 2018 (+6.7%). \$9.5 million payroll represents about 1.6% of Hood River County's private industry payroll total.

CASCADE LOCKS AVERAGE PRIVATE INDUSTRY WAGE



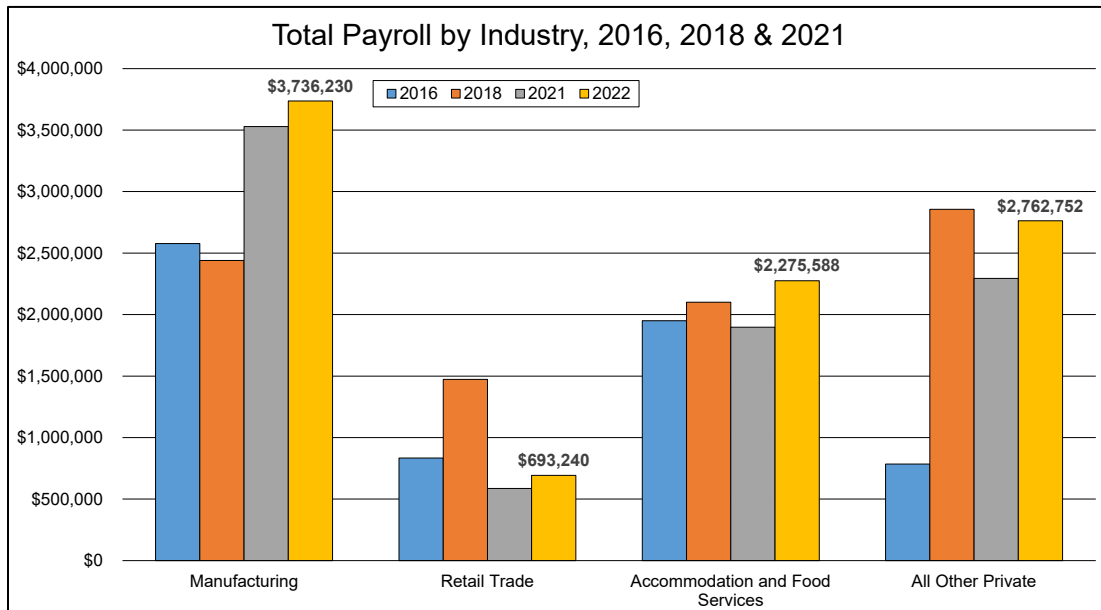
The average private wage is up \$3,357 since 2018 (10.4% increase).

CASCADE LOCKS MAJOR INDUSTRY EMPLOYMENT OVER TIME



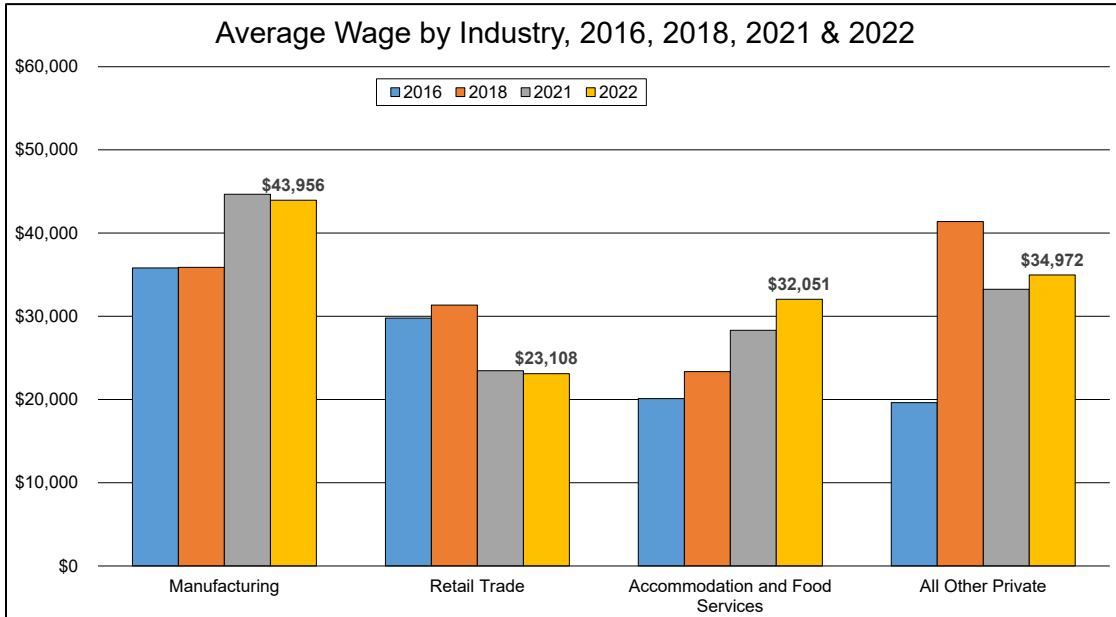
Manufacturing jobs have increased by 25% (+17), AFS jobs have decreased by 21% (-19), and all other private jobs have increased by 14% (+10) since 2018.

CASCADE LOCKS MAJOR INDUSTRY PAYROLLS OVER TIME



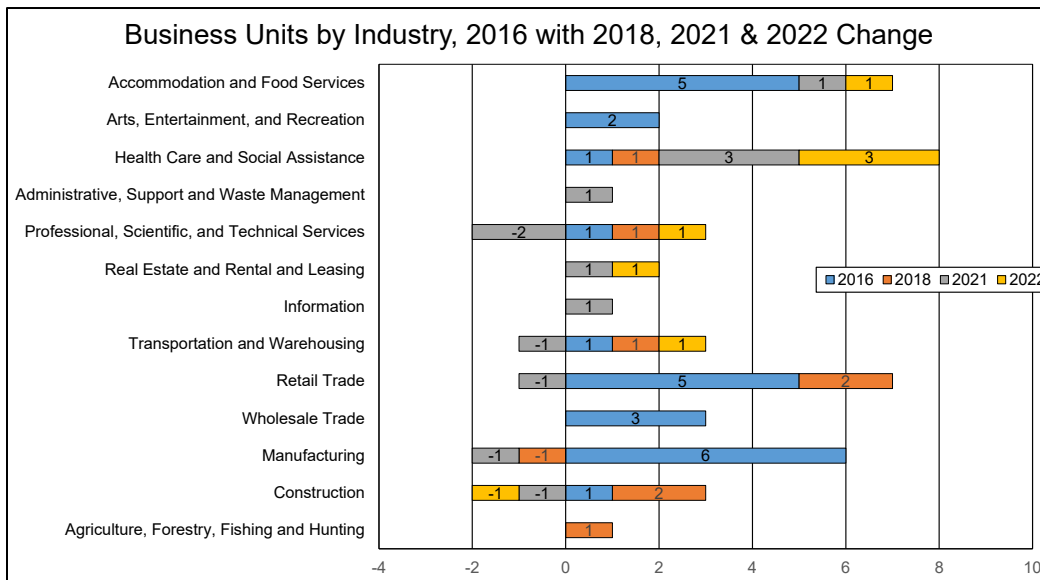
Manufacturing payroll has increased by 53% (+\$1.3 million), retail trade payroll has decreased by 53% (-\$0.8 million), and all other private payrolls have decreased by 3% (-\$0.6 million) since 2018.

CASCADE LOCKS MAJOR INDUSTRY ANNUAL WAGES OVER TIME



Manufacturing average wages have increased 23% (+\$8,076), retail trade average wages have decreased 26% (-\$8,233), AFS wages have increased 37% (+\$8,707) and all other private average wages have decreased 16% (-\$6,418) since 2018

CASCADE LOCKS BUSINESS UNIT GROWTH/LOSS BY INDUSTRY



CASCADE LOCKS JOB FLOW IN 2021

Inflow/Outflow Report: City of Cascade Locks		
Selection Area Labor Market Size (Primary Jobs)		
	2021	
	Count	Share
Employed in the Selection Area	174	100.0%
Living in the Selection Area	479	
Net Job Inflow (+) or Outflow (-)	-305	-
In-Area Labor Force Efficiency (Primary Jobs)		
	Count	Share
Living in the Selection Area	479	100.0%
Living and Employed in the Selection Area	19	4.0%
Living in the Selection Area but Employed Outside	460	96.0%
In-Area Employment Efficiency (Primary Jobs)		
	Count	Share
Employed in the Selection Area	174	100.0%
Employed and Living in the Selection Area	19	10.9%
Employed in the Selection Area but Living Outside	155	89.1%

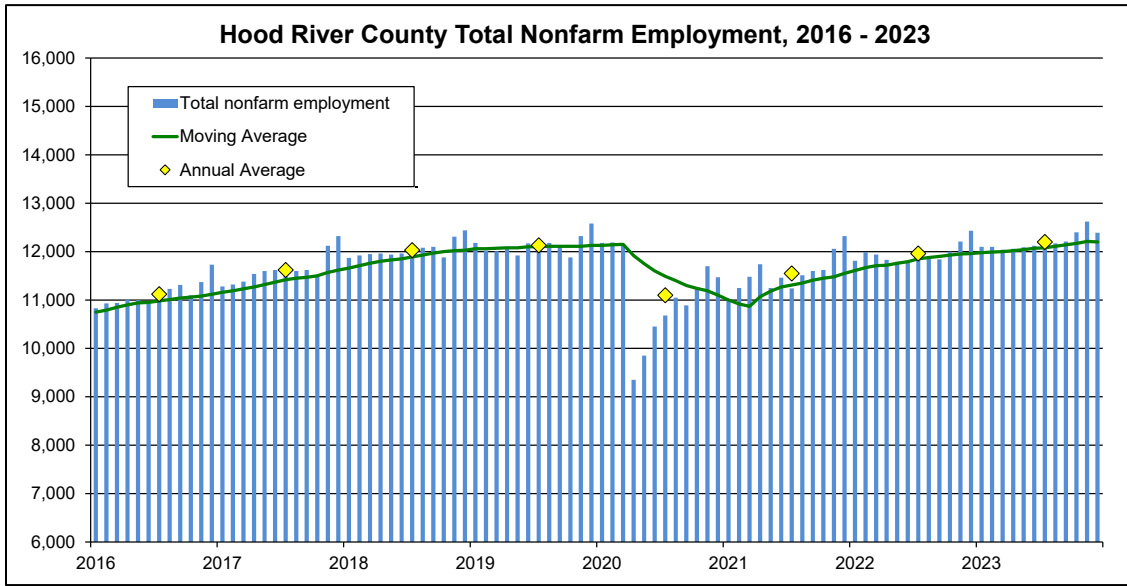
CASCADE LOCKS JOB FLOW BY COUNTY IN 2021

Jobs Counts by Place, Where Workers Live - Primary Jobs		
	2021	
	Count	Share
Cascade Locks city, OR	23	9.8%
Portland city, OR	21	9.0%
Hood River city, OR	15	6.4%
Mount Hood CDP, OR	9	3.8%
Parkdale CDP, OR	8	3.4%
The Dalles city, OR	8	3.4%
Carson CDP, WA	7	3.0%
Odell CDP, OR	5	2.1%
Stevenson city, WA	5	2.1%
Longview city, WA	4	1.7%

Jobs Counts by Place, Where Workers are Employed - Primary Jobs		
	2021	
	Count	Share
Hood River city, OR	94	16.4%
Portland city, OR	40	7.0%
The Dalles city, OR	31	5.4%
Cascade Locks city, OR	23	4.0%
Odell CDP, OR	19	3.3%
Salem city, OR	8	1.4%
Gresham city, OR	7	1.2%
Bend city, OR	6	1.0%
Hillsboro city, OR	6	1.0%
Beaverton city, OR	5	0.9%

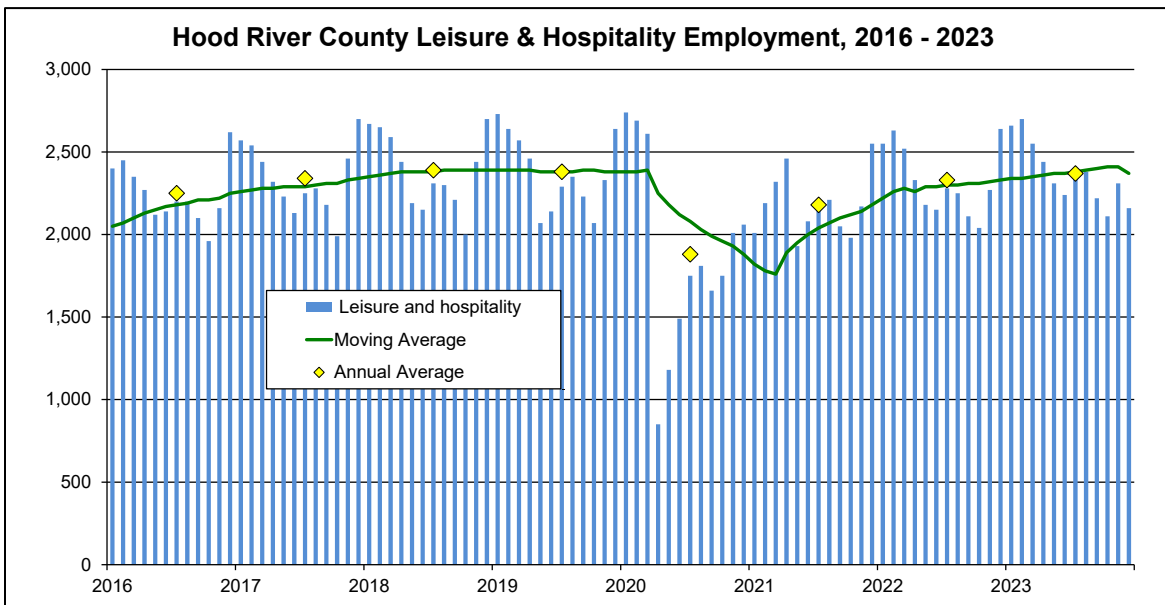
The City's median household income of \$62,195 is lower than the Hood River County median of \$80,254.

HOOD RIVER COUNTY 2023 NONFARM EMPLOYMENT = 12,200



The County gained 12,130 jobs in 2019 (+70, 0.6%).

HOOD RIVER COUNTY 2022 LEISURE AND HOSPITALITY = 2,340



The County gained 2,380 jobs in 2019 (+10, or 0.4%).

HOOD RIVER COUNTY 2021-2031 FORECAST: 10% GROWTH

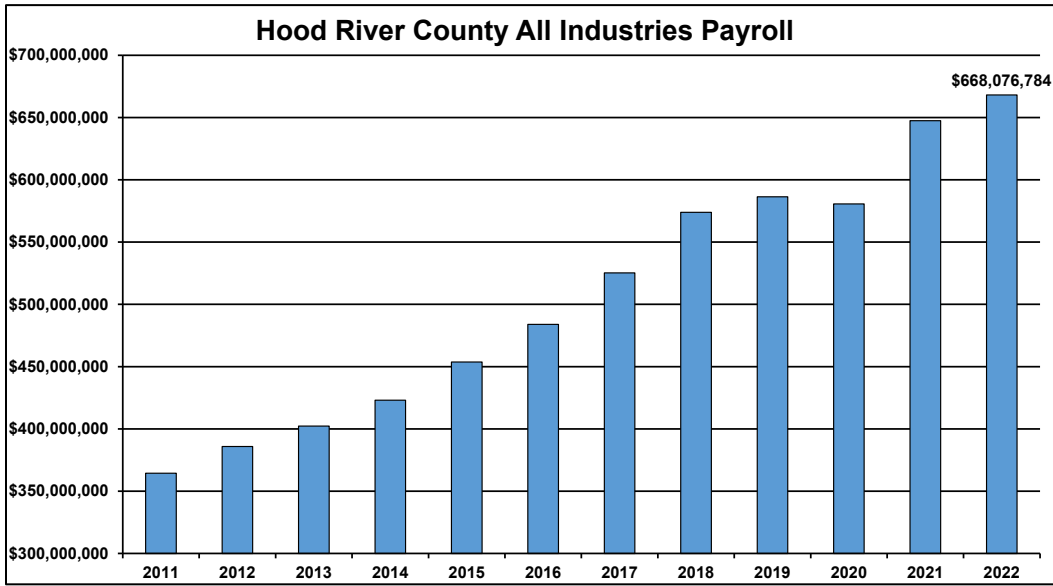
Industry Employment Projections, 2022-2032				
Gilliam, Hood River, Sherman, Wasco, and Wheeler Counties				
	2022	2032	Change	% Change
Total employment	30,540	33,290	2,750	9%
Total payroll employment	27,850	30,460	2,610	9%
Total private	23,990	26,330	2,340	10%
Natural resources and mining	3,640	4,030	390	11%
Mining and logging	80	80	0	0%
Construction	1,120	1,280	160	14%
Manufacturing	2,400	2,530	130	5%
Trade, transportation, and utilities	4,780	5,000	220	5%
Wholesale trade	690	740	50	7%
Retail trade	3,290	3,370	80	2%
Transportation, warehousing, and utilities	810	890	80	10%
Information	410	480	70	17%
Financial activities	710	730	20	3%
Professional and business services	1,890	2,130	240	13%
Private educational and health services	4,330	4,930	600	14%
Leisure and hospitality	3,820	4,250	430	11%
Other services	890	970	80	9%
Government	3,860	4,130	270	7%
Self-employment	2,690	2,830	140	5%

The total employment projection for the state of Oregon is +10%.

HOOD RIVER COUNTY 2021 COVERED EMPLOYMENT AND WAGES

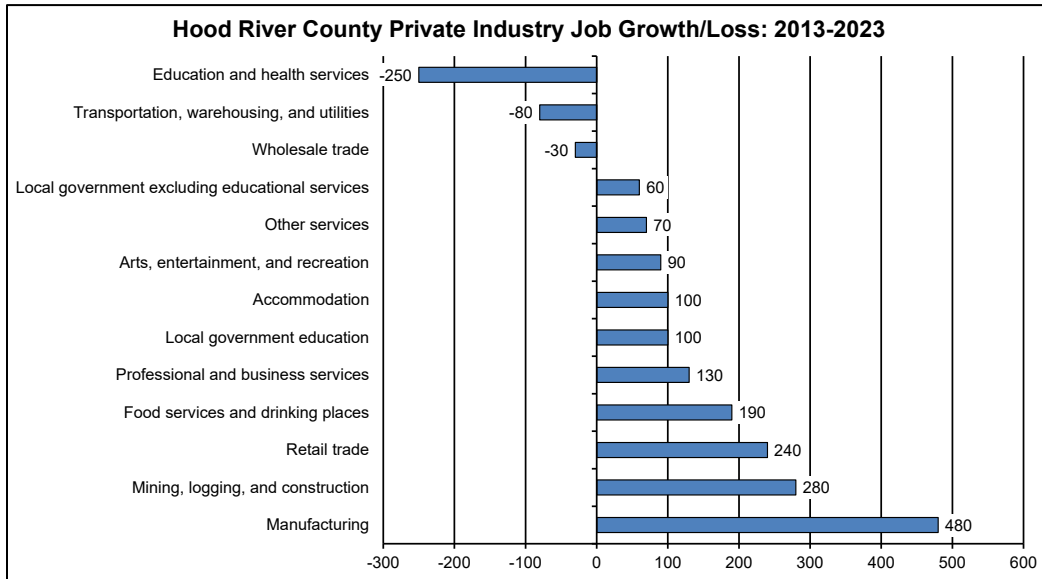
Industry	Hood River County 2022 Covered Employment and Payroll			Over-The-Year Change			
	Employment	Payroll	Annual Wage	Growth Employment	Percent	Growth Payroll	Percent
Total all ownerships	13,802	\$668,076,784	\$48,404	202	1.5%	\$20,617,874	3.2%
Total private coverage	12,478	\$588,793,404	\$47,187	102	0.8%	\$15,304,658	2.7%
Natural resources and mining	2,060	\$68,247,192	\$33,130	-219	-9.6%	-\$3,465,233	-4.8%
Construction	494	\$27,315,185	\$55,294	2	0.4%	\$2,132,873	8.5%
Manufacturing	1,819	\$97,453,121	\$53,575	14	0.8%	\$4,072,660	4.4%
Trade, transportation and utilities	2,131	\$92,216,832	\$43,274	17	0.8%	\$5,083,083	5.8%
Wholesale trade	483	\$31,466,214	\$65,147	-6	-1.2%	\$1,787,998	6.0%
Retail trade	1,485	\$50,437,378	\$33,965	26	1.8%	\$3,359,436	7.1%
Transportation, warehousing & utilities	163	\$10,313,240	\$63,271	-4	-2.4%	-\$64,351	-0.6%
Information	134	\$11,425,288	\$85,263	32	31.4%	\$3,600,298	46.0%
Financial activities	216	\$14,420,446	\$66,761	-4	-1.8%	-\$1,448,516	-9.1%
Professional and business services	1,019	\$88,086,658	\$86,444	11	1.1%	-\$16,429,961	-15.7%
Professional and technical services	833	\$79,987,448	\$96,023	19	2.3%	-\$17,169,700	-17.7%
Education and health services	1,911	\$107,071,984	\$56,029	75	4.1%	\$9,292,687	9.5%
Leisure and hospitality	2,327	\$67,523,698	\$29,017	148	6.8%	\$9,605,706	16.6%
Other services	328	\$12,294,326	\$37,483	12	3.8%	\$1,203,114	10.8%
Total all government	1,324	\$79,283,380	\$59,882	100	8.2%	\$5,313,216	7.2%

HOOD RIVER COUNTY TOTAL ALL INDUSTRIES PAYROLL

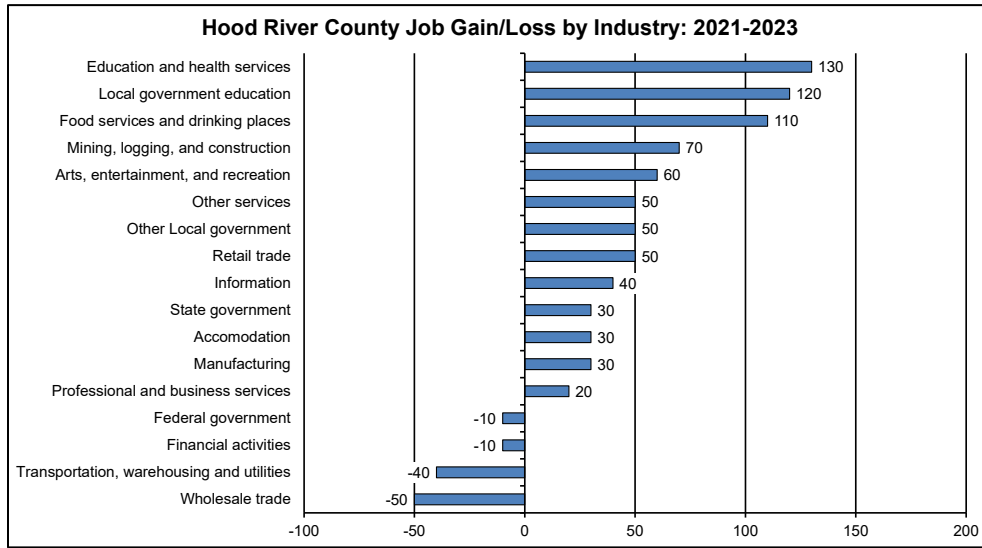


Nominal pay is up \$17,719 since 2012 (+57.7%). CPI +23.8% adjusted to \$2022.

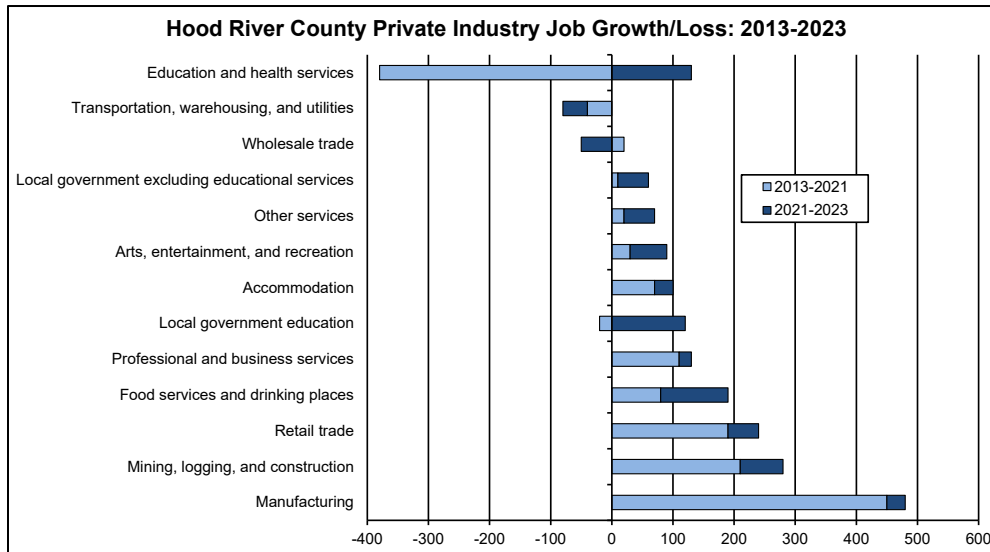
HOOD RIVER COUNTY 2012-2022 JOB GAINS/LOSSES



HOOD RIVER COUNTY 2020-2022 JOB GAINS/LOSSES



HOOD RIVER COUNTY 2012-2020 & 2020-2022



APPENDIX D: PORT FACILITIES & PROPERTY

Facilities and Property Inventory

The following list identifies the Port's inventory of property and facilities. The inventory reflects the assumption that those items included have a minimum value of \$5,000, cover a five-year time horizon, and are fixed in place.

BRIDGE OF THE GODS

- Bridge of the Gods steel truss bridge, all three spans
- Toll House Park property & Bridge Road
- Toll Booth
- Garage Building at the toll booth

INDUSTRIAL PARK

- Easy Climb Trail System and associated improvements
- The Locks Approach 18-hole disc golf course
- Blackberry Beach & jetty
- Herman Creek Cove boat ramp
- Undeveloped parcels (properties)
- Property below the high-water line on several sides of Government Rock
- The Quarry
- Cell tower lease site

HERMAN CREEK BUSINESS PARK

- Flex Building #1 (9,900 SF)
- Flex Building #2 (8,550 SF)
- Flex Building #3 (1,700 SF)
- Flex Building #4 (6,125 SF)
- Flex Building #5 (30,800 SF)
- Flex Building #6 (43,376 SF)

MARINE PARK

- The Restaurant Building
- The Pavilion

- The Marine Park property in total
- Associated street, lighting, signage, and parking improvements
- House 1 -The Museum
- House 2- The Port office building
- House 3
- The maintenance warehouse and incubator space
- Restrooms at the public boat ramp
- The Oregon Pony building (note: engine itself is owned by the Oregon Historical Society)
- The Sternwheeler dock
- The Marina docks
- Open Museum shelter with old equipment (contents belong to the museum)
- The campground including restrooms
- East Cook Shack
- West Cook Shack
- Thunder Island
- Playground and improvements
- Restrooms at the playground
- The Sternwheeler Columbia Gorge
- Footbridge to Thunder Island
- Bronze cougar sculpture "Silent Descent"
- Bronze Sacajawea, Pomp, and Seaman the Newfoundland sculptures
- Sailboat storage area improvements
- Historic Locks

TOWN CENTER

- A one-block R.O.W. portion of Venture Street
- Add 2.5 acres mixed-use property next to the Fire Station

MOODY ROAD

- Moody Road property
- A portion of unimproved (gravel) Moody Road

- Property acquired by the USFS Land Exchange (fall 2013) OTHER (outside City of Cascade Locks Urban Growth Boundary)
- Property at Washington side base of Bridge
- Wyeth Road property (traded to USFS Fall 2013)
- Bradford Boat Dock
- Bridge of the Gods Trailhead Parking Lot

APPENDIX E: ADDITIONAL PORT PLANS

The Port's Strategic Business Plan sets the overall direction of the Port over the next five years. To effectively support the full breadth of Port operations, additional plans are created and maintained for specific areas including:

- **Bridge Plan:** A 15-year plan for the maintenance of the Bridge of the Gods, organized by priority level. This plan was last updated in 2022. An updated and revised version is being created and informed by the information garnered by the \$6 million appropriation.
- **Marine Park Master Plan:** Last updated in 2017, the Marine Park Master Plan was developed as a ten-year action plan for improvements and enhancements to the Marine Park. As part of the updated Strategic Business Plan, this plan will be revisited by the Commission during the annual planning cycle. This will need to be updated by the Commission.

In addition to the established plans above, three plans have been identified for development in this Strategic Business Plan.

- **Downtown Revitalization Plan (Goal 2):** Development of this plan will be led by the City of Cascade Locks and supported by Port leadership and the Commission. As a shared strategic goal, there are opportunities to work collaboratively to achieve the community vision for its downtown space.
- **Communication and Marketing Plan (Goal 3):** Led by the Port, the communications and marketing plan aims to outline objectives and tactics for effectively promoting Port events, services, and programs to grow engagement and enhance the Port's market presence.
- **Community Investment Plan (Goal 4):** Led by the Port, this plan is often a required element to various grant opportunities. The Strategic Business Plan has naturally outlined community investment opportunities and will be a strong foundation for the development of a Community Investment Plan.

ACKNOWLEDGMENTS

Thank you to everyone who dedicated time and provided valuable input during the development of this strategic plan.

Prepared by Moss Adams LLP

PORT COMMISSION REPORT

TO: PORT COMMISSION

FROM: GENEVIEVE SCHOLL, DEPUTY EXECUTIVE DIRECTOR

SUBJECT: EMPLOYEE HANDBOOK UPDATE

DATE: JUNE 18, 2024

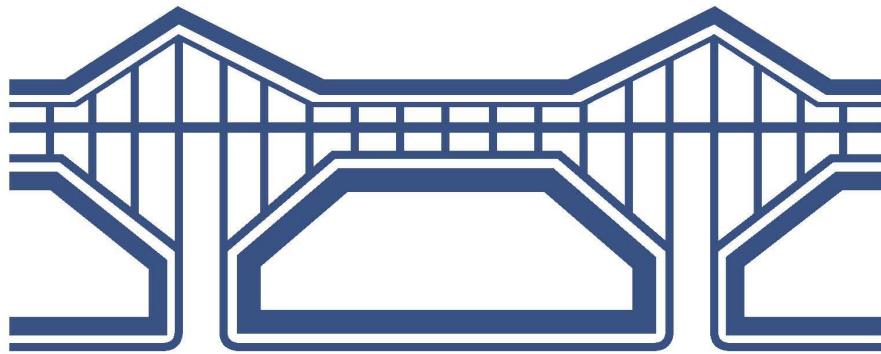
Introduction:

The Port's Employee Handbook update has been completed with the incorporation of a new Paid Time Off ("PTO") policy following Commission approval of that change during its June 4, 2024 meeting. Staff recommends approval of the new handbook, effective July 1, 2024, subject to final legal review and approval by the Executive Director.

Recommendation:

Approve the 2024 Port of Cascade Locks Employee Handbook, subject to legal review and approval by the Executive Director.

PORT OF CASCADE LOCKS EMPLOYEE HANDBOOK



PORT OF CASCADE LOCKS

Adopted date: June 18, 2024

Effective Date: July 1, 2024

WELCOME TO THE PORT OF CASCADE LOCKS

We are happy to welcome you to the Port of Cascade Locks! We take pride in selecting people such as you to join our organization, and we truly believe you will be a positive addition to our most important asset – our team of employees. As the main economic development entity for our community, our work is focused on creating a vibrant, resilient, business-friendly environment. Your work is important for the health and security of future generations of Cascade Locks residents. Thank you for joining the team!

The Employee Handbook outlines the Port's personnel policies. The handbook explains the Port's approach to personnel matters and is intended to establish clear expectations and consistent practice. Recognizing that employees are the foundation of any successful organization, our publicly elected Board of Commissioners works to support personnel policies that enable the Port to attract, develop, and retain outstanding staff.

Please review the handbook and feel free to discuss any questions or concerns you may have with any of these policies with your direct supervisor, the Deputy Executive Director (who functions as the lead Human Resources point of contact), or myself.

The Port is committed to encouraging professional development and growth in our staff, holding ourselves to high professional and ethical standards. With an open-door policy, we hope to cultivate a culture of inclusion and innovation. We welcome your ideas and suggestions for ways to improve Port operations and services.

Again, to new employees, welcome aboard. To those current employees receiving an updated handbook, I greatly appreciate your continued service.

Sincerely,



Jeremiah Blue

Executive Director

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SECTION 1
INTRODUCTION TO THE PORT

Mission, Vision, Values; Communication Principles and Ethics

Mission

Through partnerships and preservation of the Bridge of the Gods, the Port is a promoter of economic growth, recreation, and tourism within the Columbia River Gorge.

Vision

Our vision is that the Port will serve as a dynamic hub for economic development, blending commerce and recreation to enhance the livability of our community. With the Port's support, Cascade Locks will be known as a vibrant, business friendly, and environmentally sustainable city that offers an exceptional quality of life for current and future generations.

Values

As Port professionals, we are:

Collaborative

Our community is our greatest strength. We strive to build productive relationships between the Port and our stakeholders—including residents, and city, county, Tribal members, business owners, and regional partners.

Accountable

We act ethically and transparently. We take responsibility for our actions and communicate intentionally with stakeholders to ensure a culture of openness, accountability, and integrity.

Adaptable

By embracing innovation and forward thinking, we strive to anticipate the needs of our current community and future generations.

Caring

We create an environment based on mutual respect, inclusion, and equitable treatment of all people.

Effective

As stewards of public resources, we make informed data-driven decisions to ensure the organization remains environmentally and financially sustainable now and into the future.

Code of Ethics

The Port is a Special District, and all of its employees, volunteers, and Commissioners operate under Oregon Revised Statutes Chapter 777 and other state and federal laws. By statute, a port district is a local unit of government whose primary responsibilities are to enhance transportation, promote industrial development, manage recreational facilities, and encourage general economic growth and stability in the district. The Port abides by the ethics rules promulgated by the state

of Oregon. Port employees are expected to conduct business with the best interests of the Port in mind. Employees have the right to engage in activities outside of Port business which are of a private nature and unrelated to Port business that do not conflict with the best interests of the Port. No activity should be undertaken that conflicts with or appears to conflict with their Port responsibilities. A conflict of interest or the appearance of a conflict of interest exists whenever a reasonable and prudent person would believe that the activity in question creates such a conflict.

Examples of conflict of interest include but are not limited to:

- Having a monetary interest directly or indirectly in a contract or transaction for product or services paid for with Port funds.
- Accepting or soliciting any gift, favor, loan, or anything of value, which can reasonably be construed as given for the purpose of obtaining special consideration or influence.

If an employee is given anything of value that could be reasonably construed to create a conflict of interest, the employee must immediately report such activity to the Executive Director. Failure to report a potential conflict of interest will be grounds for disciplinary action up to and including termination. Contact the Deputy Executive Director if you have any questions regarding a possible conflict of interest including outside work.

Port Districts and Port of Cascade Locks History

A port district is a local unit of government with primary responsibility for stimulating economic development and facilitating maritime shipping, aviation, and commercial interests of the region within the district boundaries.

The people of Oregon's coastal and Columbia River communities have organized themselves into 23 port districts. These districts are engaged in a wide variety of activities from water-borne commerce to managing recreational facilities and promoting industrial development. Ports typically provide an important hub for the economic activities in their region. Port powers are granted by the state legislature under ORS 777. Ports can only perform activities as specifically authorized by state statute.

Five primary types of activities in which port districts are authorized are:

1. Facilitating commerce and shipping
2. Operating or facilitating recreational enterprises
3. Facilitating commercial fishing
4. Encouraging industrial development
5. Channel maintenance

Responsibility for governing the port district resides in a board of five (5) elected commissioners, each of whom must be a registered voter residing within the boundaries of the port. Each commissioner is elected to a four-year term. Elections are held biennially on odd number years, with two (2) commissioners elected in one biennial election and three (3) the next year.

The board is required to meet monthly and may hold special meetings, all of which are held in accordance with public meeting laws. Proceedings of the board must be recorded and are public record available for review by any citizen. The board chooses from its members a president, vice president, secretary, treasurer and may hire staff to carry out day-to-day transactions for the port.

The usual role of a commissioner is to set policy; the responsibility of the administrative staff is to carry out these policies. More specifically, the role of a commissioner will vary from one port district to another. Each district is organized for greatest efficiency handling the tasks required for optimal operations of each district. The organizational structure of the commission board is determined by the commissioners themselves.

Established in 1937, the Port of Cascade Locks played a pivotal role in the Columbia River's navigation history. Initially formed to as a jurisdiction to accomplish Columbia River navigation channel improvements, the Port took ownership of the obsolete Cascade Locks from the U.S. Army Corps of Engineers in 1939, following the construction of Bonneville Dam. Since then, the Port has continuously evolved, launching numerous initiatives and facilities to drive economic development in the region.

The Port district encompasses the charming City of Cascade Locks, nestled along the Columbia River Gorge National Scenic Area, just 45 miles east of Portland and 20 miles west of Hood River. With a population of around 1,500, Cascade Locks offers a vibrant community atmosphere. The unincorporated areas within the district have minimal impact on the overall population size.

Today, the Port of Cascade Locks remains dedicated to fostering economic growth and prosperity in the region. Their commitment to innovation and collaboration ensures a bright future for Cascade Locks and the surrounding communities.

Employee Handbook Overview

Handbook Scope and Purpose

This handbook is designed as a guide to the Port's policies, procedures, and practices relating to employment matters. All Port employees should familiarize themselves with the contents of the handbook and keep a copy for periodic reference and review. Please be sure to ask questions or seek clarification on any part of the handbook or any policy that is unclear to you right away from either your supervisor or the Deputy Executive Director, who functions as your lead Human Resources contact.

The handbook contains only general information and guidelines and is not intended to be comprehensive or to address all the possible applications or exceptions to the general policies and procedures of the Port. The rules and policies apply to everyone employed at the Port and cannot be altered except by resolution of the Port Commission.

The Port reserves the right to revise, supplement, or rescind any policy or portion of the handbook from time to time as it deems necessary, in its sole discretion. The Executive Director may adopt policies and guidelines for the implementation of any of the policies in this handbook. Employees will be notified within 15 days of any changes as they occur and will be provided with written copies of the changes or additions. However, lack of written notice will not make any change in policy of no effect.

Neither this handbook nor any other organizational documents confer any contractual right, either express or implied, to remain in the Port's employ. Your employment is not for any specific time and may be terminated by the Port, or you may resign, with or without reason or notice at any time. This handbook supersedes all prior versions and any other prior verbal or written provisions, descriptions, agreements or understandings of the Port's policies, rules, procedures, and benefits addressed within.

In all matters covered by this handbook, including without limitation, working conditions, disciplinary matters, policy formations and compensation, the Port intends to reserve complete discretion except where limited by law. In all disputes, investigations or matters of controversy, Port determination of the facts, made in good faith, will be conclusive. The Port reserves the right to interpret these policies as situations arise and its interpretation, made in good faith, will be conclusive.

All references to the Human Resources Manager are references to the Deputy Executive Director, who functions as the lead contact for personnel matters, or the Executive Director in the absence of the Deputy Executive Director.

Employment Relationship

As an employee of the Port of Cascade Locks, you are engaged in an "at will" employment relationship. This means that either you or the Port of Cascade Locks may terminate the

employment relationship at any time with or without reason or notice. Your employment with the Port is entered into voluntarily, and you are free to resign at any time and for any reason. Similarly, the Port is free to terminate the employment relationship at any time, for any reason. The Port's at will provision extends to all employees.

Employment Definitions

The following terms are used to describe the classification of employees, their employment status, and special conditions:

Exempt Employees. Employees who are paid on a salary basis and whose positions meet specific tests established by the Fair Labor Standards Act (FLSA) and state law. Exempt employees are exempt from overtime pay requirements.

Non-exempt Employees. Employees who do not meet FLSA and state exemption criteria. Employees who are non-exempt are paid their regular rate of pay for hours worked up to 40 hours in a work week and a premium of 1.5 times their regular rate of pay for hours worked in excess of 40 hours per work week. Time is managed and recorded in 15-minute increments.

Full-time Employees. Employees whose position is scheduled to work 36 or more hours per week on an ongoing basis (longer than six months).

Part-time Employees. An employee who is normally scheduled to work less than 40 hours per week. Regular part-time employees whose budgeted regular schedule calls for 26 to 35 hours per week will be considered a 75% FTE (Full Time Equivalent). Regular part-time employees whose budget regular schedule calls for 18 to 25 hours per week will be considered a 50% FTE. Part-time employees are ineligible for some Port benefits.

Probationary Employees. Newly hired employees must serve a six-month probationary period which will include performance evaluations with the immediate supervisor at 30, 60, 90 and 180 days of service.

Temporary or "Seasonal" Employees. An employee who is hired for a specified period of time, usually no more than six [6] months. This classification is typically not eligible for benefits, except for those mandated by law.

On-Call Employees. An employee who does not have a set schedule and works only when called upon.

Interns. Students who are currently enrolled in an accredited school, hired for a limited period of time, usually during the summer. Interns may work a full-time or part-time schedule. Interns are ineligible for Port benefits except for those mandated by law. Interns may be paid by the Port, paid by other entities, or unpaid.

Employment of Minors. Generally, Port employees must be 18 years of age or older. Occasionally, the Port may hire students or others who are 16 or 17 years old, but the Executive Director must approve their hire in advance. State law defines work hours and conditions.

Essential Personnel. Employees designated as “Essential Personnel” on their position descriptions are required to report to work in emergencies even if the Port Office is closed for inclement weather conditions.

Changes in Policy

The Employee Handbook functions as an introduction to the Port and as a guide to its overall expectations and policies. The policies described in the handbook are in effect when approved by the Board of Commissioners and supersede all other pre-existing policies and practices, expressed or implied, written or verbal, which may have been issued on subjects covered herein.

The Port reserves the right to make additions, deletions or other changes to the provisions and policies of the Employee Handbook as appropriate, and any changes will become effective upon adoption by the Board of Commissioners or when ordered by the Executive Director.

The Port will try to give employees immediate notice of any changes as is practicable under the circumstances, but lack of notice will not make any change in policy of no effect. In all matters covered by the handbook, including without limitation working conditions, disciplinary matters, policy formations and compensation, the Port intends to reserve complete discretion except where limited by law. In all disputes, investigations, or matters of controversy, Port determination of the facts, made in good faith, will be conclusive. The Port reserves the right to interpret these policies as situations arise and its interpretation, made in good faith, will be conclusive.

If you are uncertain about any policy or procedure, please check with your supervisor and/or the Deputy Executive Director. The information contained in this handbook applies to all employees of the Port. It is presented as a matter of information only, and its contents should not be interpreted as a contract between the Port and any of its employees.

SECTION 2
PORT PERSONNEL POLICIES

Ethics & Public Officials

We believe in treating people with respect and adhering to ethical and fair practices. All Public Officials are held accountable to the state's Ethics laws in ORS 244. As an employee of the Port of Cascade Locks, you are a public official. By state law, a public official includes anyone serving the State of Oregon or any of its political subdivisions or any other public body in any of the listed capacities, including as an "agent." An "agent" means any individual performing governmental functions. Governmental functions are services provided on behalf of the government as distinguished from services provided to the government. This may include private contractors and volunteers, depending on the circumstances. As a Port employee, it is important that you understand the following basic ethics laws governing our work.

Gifts

During a calendar year, a public official, or a relative or member of the household of the public official, may not solicit or receive, directly or indirectly, any gift or gifts with an aggregate value in excess of \$50.00 from any single source that could reasonably be known to have a legislative or administrative interest. During a calendar year, a person who has a legislative or administrative interest may not offer to any other public official or a relative or member of the household of the public official any gift or gifts with an aggregate value in excess of \$50.

Use of Official Position or Office

A public official may not use or attempt to use official position or office to obtain financial gain or avoidance of financial detriment for the public official, a relative or member of the household of the public official, or any business with which the public official or a relative or member of the household of the public official is associated, if the financial gain or avoidance of financial detriment would not otherwise be available but for the public official's holding of the official position or office, except for the following:

- Any part of an official compensation package as determined by the public body that the public official serves.
- The receipt by a public official or a relative or member of the household of the public official of an honorarium or any other item allowed under ORS 244.042 (Honoraria).
- Reimbursement of expenses.
- An unsolicited award for professional achievement.
- Gifts that do not exceed the limits specified in ORS 244.025 (Gift limit) received by a public official or a relative or member of the household of the public official from a source that could reasonably be known to have a legislative or administrative interest.

- Gifts received by a public official or a relative or member of the household of the public official from a source that could not reasonably be known to have a legislative or administrative interest.
- The receipt by a public official or a relative or member of the household of the public official of any item, regardless of value, that is expressly excluded from the definition of “gift” in ORS 244.020 (Definitions).
- Contributions made to a legal expense trust fund established under ORS 244.209 (Application to establish fund) for the benefit of the public official.

A public official may not solicit or receive, either directly or indirectly, and a person may not offer or give to any public official any pledge or promise of future employment, based on any understanding that the vote, official action or judgment of the public official would be influenced by the pledge or promise.

A public official may not attempt to further or further the personal gain of the public official through the use of confidential information gained in the course of or by reason of holding position as a public official or activities of the public official.

A person who has ceased to be a public official may not attempt to further or further the personal gain of any person through the use of confidential information gained in the course of or by reason of holding position as a public official or the activities of the person as a public official.

A person may not attempt to represent or represent a client for a fee before the governing body of a public body of which the person is a member. This subsection does not apply to the person’s employer, business partner or other associate.

The provisions of this section apply regardless of whether actual conflicts of interest or potential conflicts of interest are announced or disclosed under ORS 244.120. This section shall be superseded by applicable law to the extent that any aspect of this section is inconsistent with applicable law, or sets a lower standard than applicable law.

Honoraria

A public official may not solicit or receive, whether directly or indirectly, honoraria for the public official or any member of the household of the public official if the honoraria are solicited or received in connection with the official duties of the public official.

A public official may receive of an honorarium or a certificate, plaque, commemorative token or other item with a value of \$50 or less; or receive an honorarium for services performed in relation to the private profession, occupation, avocation or expertise of the public official or candidate.

Financial Interest in Public Contracts

Since a person who ceases to hold a position as a public official may not have a direct beneficial financial interest in a public contract for two years after the date the contract was authorized, you are required to inform us of any activity that is ongoing or planned that may be or is a conflict with these laws. We will work with the State Ethics commission to determine the appropriate steps for resolution. Failure to meet these standards will result in investigation and, depending on the outcome, result in discipline up to and including separation.

Equal Employment and Non-Discrimination

The Port is an Equal Opportunity Employer. We believe that every employee has the right to work in an environment free from all forms of unlawful discrimination, harassment, and retaliation. It is the policy of the Port that employment decisions for all prospective and current employees will be made without regard to race, color, religion, sex, sexual orientation, gender identity, veteran status, military status, association with members of a protected class, injured worker status, non-supervisory family relationships, age, national origin, creed, marital status, disability, or other characteristics protected under federal, state or local law.

This policy applies to all areas of employment including but not limited to recruitment, hiring, training and development, promotion, transfer, termination, layoff, compensation benefits, social and recreational programs and all other conditions and privileges of employment. Employment and promotional decisions are based upon the ability to meet and exceed essential job duties and not on personal characteristics that are not related to their ability to do their job.

The Port will apply sound recruitment practices that provide all qualified job applicants with the opportunity to apply for and be considered for all positions that open within the Port.

The Port expects that all employees will maintain a working environment that encourages mutual respect, promotes civil and congenial relationships, and is free from all forms of discrimination, harassment, retaliation, and violence. Violations of the Port's standards and policies may result in corrective action, up to and including termination.

Harassment, Including Sexual Harassment

The Port is committed to providing a workplace where everyone relates and behaves to each other in a courteous, professional, and respectful manner. The Port will not tolerate discrimination, harassment, or retaliation based on race, color, religion, sex, sexual orientation, gender identity or expression, ethnic or national origin, age, creed, marital status, disability, veteran status, military status, retaliation for opposing unlawful employment practices, injured worker status, non-supervisory family relationships, or any other protected class, regardless of whether such conduct is targeted specifically at the employee.

Behavior such as telling ethnic jokes, making slurs, using offensive slang or other derogatory terms denoting a person's identity, speech or accent, or disability, are a non-exhaustive list of examples of prohibited conduct that will not be tolerated by the Port. Employees who violate this policy will be subject to corrective action up to and including termination.

Oregon Law provides further protection from sexual assault defined as unwanted conduct of a sexual nature that is inflicted upon a person or compelled through the use of physical force, manipulation, threat, or intimidation.

Sexual Harassment

Sexual harassment is considered sex discrimination not only because of the sexual nature of the conduct to which the victim is subjected, but also because the harasser treats the victim differently based on the victim's gender. Unwelcome sexual advances, requests for sexual favors or other verbal or physical conduct perceived by the victim to be of a sexual nature constitute sexual harassment when:

1. Submission to the conduct is made either explicitly or implicitly a term or condition of employment; or
2. Submission or rejection of the conduct by an individual is used as a basis for employment decisions affecting the individual; or
3. The conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

The prohibited conduct may be verbal, written, visual, or physical in nature. More subtle forms of prohibited behavior, such as offensive posters, cartoons, memes, caricatures, comments and jokes, language or innuendoes, hugging, kissing or unwelcome touch of other sorts may also constitute sexual harassment when they create or contribute to a hostile or offensive work environment.

Some examples of harassment, which may violate Port policy, also include:

- Verbal harassment, including language included in emails, such as epithets, derogatory comments or slurs, demeaning, or sexually explicit jokes.
- Physical harassment such as assault, impeding or blocking movement, unwelcome touching or any physical interference with normal work or movement when directed at any individual.
- Visual forms of harassment such as derogatory, offensive, or sexually suggestive posters, cartoons, pictures or drawings displayed in the workplace; or
- Behavioral forms of harassment such as suggestive facial expressions or noises, leering or obscene gestures.

This policy applies to all employees. All employees should report acts of harassment to themselves or to others as soon as possible. No employee who observes or is subjected to an act of sexual or other

harassment should ignore or overlook the act. The Port will not tolerate discrimination, harassment, or retaliation against employees by non-employees.

Bullying & Workplace Violence

The Port is committed to providing a safe and productive work environment for all employees. Any form of workplace violence committed by or against employees will not be tolerated. Employees are prohibited from making threats or engaging in any kind of bullying or violent behavior.

The following list of behaviors, while not all-inclusive, provides examples of prohibited conduct under this policy:

- **Verbal Bullying:** Slandering, ridiculing, or maligning a person or their family; persistent name calling which is hurtful, insulting, or humiliating; using a person as the focus of jokes; abusive and/or offensive remarks.
- **Physical Bullying:** Intentionally causing physical injury to another person, pushing, shoving, kicking, poking, blocking passage or freedom of movement, assault, or threat of physical assault; damage or vandalism to person's work area or personal property. Any aggressive or hostile behavior that creates a reasonable fear of injury to another person or subjects another individual to emotional distress.
- **Gesture Bullying:** Non-verbal threatening gestures, glances that convey threatening messages. Threats to display or use a weapon.
- **Exclusion Bullying (Shunning):** Socially or physically excluding or disregarding a person in work-related activities. In some cases, failing to be cooperative or working well with co-workers may be viewed as bullying.
- **Cyber Bullying:** Bullying that takes place using electronic technology, which includes devices and equipment such as cell phones, computers, and tablets as well as communication tools including social media sites, email, text messaging, chat, memes, and websites. Examples of cyberbullying include transmitting or showing mean-spirited text messages, emails, embarrassing pictures, videos, or graphics, creating or spreading rumors by email or posted on social media, creating fake profiles, and so on.

Possession of a weapon while on Port property or while otherwise conducting Port business is prohibited. Items required to perform essential duties, such as utility knives, may be carried for that purpose. Personal "pocket" knives are permissible if the blade is 3" or less in length. No firearms, hunting knives or any other items that could reasonably be considered a weapon, either concealable or carried openly, will be permitted on Port property or to be carried while performing Port business.

Employees who are aware of potentially dangerous situations, or who witness or are privy to violent threats or conduct are required to report them immediately to a supervisor or manager. All reports will

be investigated immediately, and confidentiality will be maintained whenever possible. All parties involved in a dangerous situation will be counseled as appropriate, and the results of the investigation will be discussed with them. Additionally, any incidents involving non-employees, vendors, customers, tenants, or others who engage in threats, threatening conduct or violent acts, should be immediately reported to a supervisor or manager. All employees have the right and authority to call 911 and request police response whenever an act of violence is taking place and help is needed.

Safety Measures

Employees are expected to exercise good judgment and to inform a supervisor or the Human Resources Manager or Executive Director whenever any employee or non-employee exhibits behavior that might lead to a potential danger. Such potentially dangerous behavior may include, but is not limited to:

- Carrying weapons in the workplace or while on Port business.
- Displaying overt signs of extreme stress, resentment, hostility, or anger.
- Making threatening remarks.
- Sudden deterioration of performance; or
- Irrational or inappropriate behavior.

Employees who are subject to harassment, violence, or threats from a non-employee, including situations of stalking or domestic violence, should notify Port management. Port management will assess the situation and, if appropriate, design a plan or otherwise assist at-risk employees and Port staff to prepare for possible emergency situations. All employees should familiarize themselves with the Port's security systems including the locations of panic buttons and surveillance cameras, authorized key check out/check in procedures, and security patrol officer duties and responsibilities.

The Port encourages reporting of all perceived incidents of discrimination, harassment, or retaliation, regardless of the offender's identity or position.

Harassment, Discrimination, or Retaliation reports should be submitted in writing, either hard copy or via email to your supervisor, the Human Resources Manager, or the Executive Director. The information provided should specifically state the incident(s) of harassment leading to the complaint and any other pertinent information that will assist in the investigative process. All investigations will be conducted in a prompt, thorough, and impartial manner. The person with whom the complaint is filed will take immediate and appropriate action. In all cases, action must include immediate notification of the Human Resources Manager who will institute the investigation. Confidentiality will be maintained to the extent practicable.

A written report will be created documenting the nature of the alleged harassment and the steps taken during the investigation process. At the conclusion of the investigation, the Human Resources Manager will decide on what, if any, immediate, appropriate corrective action should be taken, and the results

communicated to the employee and other parties involved. Appropriate corrective action, up to and including termination, will be taken against any Port employee found to be engaging in, or to have engaged in, discrimination or harassment. If an employee is dissatisfied with the Human Resource Manager's report or decision, they may file an appeal to the Executive Director.

An employee who believes they have been subjected to harassment, if they feel safe doing so and believe that it would not result in escalation, may take affirmative steps to stop the prohibited behavior immediately by telling the alleged harasser to stop their offensive conduct. The employee is not required to take affirmative steps. At any time, the employee may submit a complaint/report of harassment to their supervisor and/or the Human Resources Manager, or to any manager or supervisory employee with whom the person filing the complaint/report feels comfortable. No employee will suffer any retaliation as a result of acting in good faith to bring the prohibited behavior to the Port's attention or to participate in an investigation. Any conduct perceived to be in retaliation for making a claim of harassment should be reported in the same manner as a harassment claim under this policy.

Following receipt of a complaint or concern management will follow up every three months for one year to ensure no further concerns or retaliation are experienced. Employees should not wait for the management follow-up to share related experiences. If an employee would like to discontinue the follow-up process a request must be submitted in writing to the Executive Director.

Enforcement

Any employee who, after an investigation is complete, is determined to have engaged in prohibited discrimination, retaliation, or harassment, such as bullying, threatening conduct, sexual harassment, or any inappropriate acts of aggression or violence in the workplace or off-site while conducting Port business, will be subject to corrective action, up to and including termination.

Non-employees engaged in these acts on the Port's premises or directed at employees during the course of conducting Port business, shall be immediately removed from Port property and reported to the proper authorities and supervisors.

Misconduct constituting harassment, discrimination, or retaliation will be attended to promptly and appropriately. Following the conclusion of any investigation, the Port will take appropriate responsive action, up to and including termination. Appropriate responsive action short of termination may include, but is not limited to, required specific training, referral to counseling, and/or corrective action such as verbal or written warning, implementation of corrective action plan and probationary period, reprimand, withholding of a promotion or pay increase, reassignment, or temporary suspension without pay.

False or malicious complaints of harassment, discrimination, or retaliation (as opposed to complaints that, even if erroneous, are made in good faith) may also result in disciplinary action.

Your Responsibilities

All employees are responsible for knowing the Port's policy on Harassment, Sexual Harassment, Discrimination, Bullying and Workplace Violence. All department managers and supervisors are responsible for maintaining a workplace free of any form of harassment or discrimination and for enforcing these policies. Annual training on these issues and policies is required. Supervisors will record and certify each employee's attendance in writing and place the written record in the employee's personnel file. In the event of an investigation resulting from a report of violation of any of these policies, all employees are required to cooperate with the investigation upon the request of their supervisor, the Human Resources manager, or the Executive Director.

Disability Accommodation

The Port endorses and complies with the Americans with Disabilities Act (ADA) and amendments, as well as local and state laws prohibiting discrimination in the employment of persons with disabilities. The Port is committed to ensuring equal opportunity in employment for qualified persons with disabilities. Further, the Port prohibits unlawful discrimination in employment on the basis of disability against applicants and employees with regard to the hiring, promoting, discharge, wages, job training, benefits, or any other terms and conditions of employment.

The Port will attempt to provide reasonable accommodation to the known physical or mental limitations of a qualified applicant and employee, unless doing so would impose an undue hardship on the operation of the Port or present a direct threat of harm to the individual or others.

An applicant or employee may request reasonable accommodation if the applicant/employee believes it is needed to assist in the application process (for new employment, transfers or promotions), to enable performance of the essential functions of the job, and/or to allow for equal access to the benefits and privileges of employment.

Further, an applicant or employee may request reasonable accommodation by speaking with their supervisor and/or by contacting the Human Resources Manager. It helps if the person requesting accommodation explains the request (including what the requestor believes is needed and why). Further, an employee who believes that they are having difficulty meeting the performance requirements of the job due to a physical or mental disability is encouraged to report this to their supervisor or the Human Resources Manager; such a report would be considered a request for reasonable accommodation.

After a request for accommodation has been made, the Port will engage the person requesting the accommodation in the interactive process to determine what, if any, accommodation is needed and would be reasonable. This interactive communication may cover the specific accommodation requested, the precise nature of the problem that is generating the request, how a disability is

prompting a need for an accommodation, and alternative accommodations that may be effective in meeting an individual's needs.

Any medical information provided by or regarding the employee or applicant is maintained as confidential and will be used only to evaluate requests for reasonable accommodation and fitness for duty in an employment position. An applicant or employee is not required to provide medical information related to an accommodation request and would not be subject to discipline for withholding such information; however, the Port notes that relevant medical information may be needed to support an accommodation request and the absence of such information may result in denial of the request.

Whenever the Port requests medical information or a medical examination, the Port will pay for the uninsured cost of the information request or medical examination. To request an accommodation or to discuss concerns or questions about this notice, an applicant or employee should contact their manager, Human Resources representative, or Port Manager.

Pregnancy Accommodation Policy

The Port will make reasonable accommodations to employees that are experiencing known limitations related to pregnancy, childbirth or a related medical condition, to the extent the accommodation can be made without imposing an undue hardship on the organization. The Port seeks to comply with both the federal Pregnant Workers Fairness Act (PWFA) and any state provisions and rules it is subject to regarding pregnancy-related conditions as well. Possible accommodations may include:

- Acquisition or modification of equipment or devices;
- More frequent or longer break periods or periodic rest;
- Assistance with manual labor; or
- Modification of work schedules or job assignments.

The Port will not take adverse action against an employee for inquiring about, requesting, or using a reasonable accommodation.

Employment Eligibility Verification

I-9 Verification

The Port complies with the Immigration Reform and Control Act of 1986 (IRCA), the Immigration Act of 1990 and any other applicable laws that relate to work eligibility. Specifically, the Port will hire only individuals eligible to work in the United States. Verification documentation is required of all new hires, and employees are expected to inform the Port immediately if their eligibility changes.

After an individual is employed by the Port, the Port may choose (as allowed by law) to use the federal E-Verify program to validate social security numbers, or the Port may use other methods for verifying social security numbers.

An individual must provide appropriate documentation to verify identity and employment eligibility from the lists of appropriate documents on the Form I-9. The Port will not tell a person which documents on the lists need to be presented or indicate a preference in any way. Expired documents are not valid documents for I-9 purposes.

Whistleblower Protection

The Port's Whistleblower Protection policy implements state law which provides each employee rights and obligations to report to the appropriate person information concerning alleged improper governmental actions and the right to do so free from retaliatory action. Port officials and employees are prohibited from taking retaliatory action against any Port employee because he or she reported in good faith an improper governmental action in accordance with state law.

It is the Port policy to:

- Encourage Port employees to report what they perceive to be "improper governmental actions" taken by Port officers or employees; and,
- Protect Port employees who have reported what they perceive to be improper governmental actions, in accordance with the Port's policies and procedures.

"Improper governmental action" means any action by a local governmental officer or employee undertaken in the performance of the officer's or employee's official duties, whether or not within the scope of the employee's employment that is in violation of any law or rule, is an abuse of authority, is of substantial and specific danger to the public health or safety or is a gross waste of public funds.

"Retaliatory action" means; 1) any adverse change in an employee's employment status, or the terms and conditions of employment, including denial of adequate staff to perform duties, frequent staff changes, frequent and undesirable office changes, refusal to assign meaningful work, unwarranted and unsubstantiated letters of reprimand or unsubstantiated unsatisfactory performance evaluations, demotion, transfer, reassignment, reduction in pay, denial of promotion, suspension, dismissal or any other disciplinary action; or 2) hostile actions by another employee to the employee that were encouraged by a supervisor, manager or official.

"Emergency" means a circumstance that if not immediately changed may cause damage to persons or property.

Port employees who become aware of what they perceive to be improper governmental action shall report such action to the Executive Director. If the Executive Director is the subject of the report, then the discussion or report should be made to the President of the Board of Commissioners or, in the President's absence, to any Board member. Except in the case of an emergency, before an employee

provides information of an improper governmental action to a person who is not a public official or a person listed in the Port's policy, the employee shall discuss or provide a written report to the Executive Director. An employee who fails to make a good faith attempt to follow this policy shall be subject to appropriate disciplinary action.

Acting in Good Faith

Anyone filing a complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

No Retaliation

The Port will not tolerate discrimination or retaliation against employees who make good faith reports of alleged or perceived violations of applicable laws, rules, or regulations. Any employee who believes that he or she has been subjected to discrimination or retaliation for whistleblowing, or that a violation of this policy has occurred, should immediately contact the Human Resources Office. The Human Resources Manager or designee shall conduct an investigation regarding the complaint maintaining anonymity and confidentiality to the greatest extent possible. Appropriate corrective action will be taken if warranted by the investigation.

Religious Accommodation

The Port respects the religious beliefs and practices of all employees and will provide, upon request, accommodation for such observances when reasonable accommodation is available that does not create an undue hardship on Port business. An employee whose religious beliefs or practices conflict with their job, work schedule, with Port policy or practice on dress and appearance, or with other aspects of employment, and who seeks a religious accommodation should submit a request for the accommodation to their immediate supervisor. The request should be in writing and include a description of the religious conflict that exists and the employees' suggested accommodation. The supervisor will ask for clarification if the request is not clear.

Once the request is clear, the supervisor will confer with the Human Resources Manager regarding the request. The supervisor will then meet with the employee to discuss the request and the proposed decision on accommodation request.

- If the accommodation request is granted and the employee accepts the proposed accommodation, the supervisor will implement the decision.
- If the accommodation request is granted but the employee rejects the proposed accommodation, the parties may discuss potential alternative accommodations; if the employee disagrees with the outcome of that discussion, the employee may appeal the decision to the Executive Director.
- If the accommodation request is denied, the employee may appeal the denial to the Executive Director.

Recruitment and Hiring

Job Postings

The Port seeks talented and motivated professionals to fill all positions at the Port. Whenever a position becomes available and posted at the Port, the hiring manager will ensure that only persons who are “applicants” (both internal and external) are considered. To be an applicant a person must submit a completed application and must meet the minimum qualifications of the position as defined in the Position Description.

Applicants will be considered for the open position. There may be various stages of consideration; the Port will define the selection process stages prior to posting the position. Also prior to posting, the Port also will describe how it will accord a preference for veterans and disabled veterans.

Current job openings are typically posted on the Port’s website, in local newspapers, and through WorkSource Oregon web listings.

Internal Recruitments

The Port may issue Notices of Internal Recruitment to advertise job openings in-house. Current employees are encouraged to apply. Only those who meet the minimum qualifications will be deemed applicants who will be considered for the position. Applicants will be evaluated based on knowledge, skills, and abilities. There may be one or more stages in the selection process

Employment Applications and Reference Checks

Employment applications received by the Port (whether or not completed properly) become the property of the Port and cannot be returned. Misrepresentations, falsifications, or material omissions in any of the information stated in the application may result in the disqualification of the applicant from further consideration for employment or, if the person has already been hired, termination of employment.

It is the Port’s policy to check employment references before extending an offer of employment. Prior to posting the position, the Port will define the point in the selection process where it will conduct reference checks. The Port may request a consumer report from an applicant (most commonly for positions within the Finance Department), but only with the applicant’s written authorization and upon providing the required disclosure of employee’s rights under the Fair Credit Reporting Act. Pursuant to the Fair Credit Reporting Act, if the Port requested and obtained a consumer report from an applicant and decides not to extend an offer of employment, the Human Resources Manager will provide a copy of the report to the applicant as soon as possible before formally notifying the applicant that an employment offer will not be extended. The formal notification must include notice to the applicant explaining how to contact the reporting agency.

Only the Deputy Executive Director or the Executive Director are authorized to respond to employer reference check inquiries regarding current or former employees. Responses to employment reference checks will be limited to dates of employment, position, title, and job location.

Pre-employment Background, Credit, and Drug Tests

Upon acceptance of a job offer from the Port, an offeree will be required to pass a basic criminal background check. Offerees for sensitive financial positions may also be required to pass a credit history check. Offerees for specific safety and security sensitive positions and those involving operation of heavy machinery will be required to pass a drug test before reporting to duty. Offerees for positions that involve regularly driving Port vehicles will be required to present a 5-year driving record from the DMV before starting work (see below). All these requirements are detailed in each specific job description.

Employment Motor Vehicle Record Checks

Driving and operating heavy machinery on and near roadways and bridges are among the most hazardous tasks performed by Port employees. Most employees are required to drive at some point while on duty, whether as part of their job duties or to attend an education or training program, an event, or a meeting. To improve employee safety, the Port will conduct a motor vehicle record check as part of the selection process for positions for which driving or heavy machinery operation is an essential function. Prior to posting the position Port will define the point in the selection process where it will conduct the motor vehicle record check. An applicant without an acceptable motor vehicle record will be disqualified from the selection process.

An applicant for whom a motor vehicle record check is required must provide a five (5) year consecutive driving history prior to final selection. An applicant will not be offered employment in positions for which driving or heavy machinery operation is an essential function if the applicant's five-year record does not meet the following standards:

1. No class "A" infraction convictions during the past thirty-six (36) months and no more than one (1) class "A" infraction conviction between the past (36) and (60) months.
2. No more than one (1) class "B" infraction conviction during the past twelve (12) months and no more than two (2) class "B" infraction convictions during the past thirty-six (36) months.
3. No more than two (2) class "C" infraction convictions during the past twelve (12) months and no more than three (3) class "C" infraction convictions during the past thirty-six (36) months.
4. Demonstrated ability to maintain a driver's license without suspension for the past sixty (60) months.
5. No felony or misdemeanor driving convictions within the past sixty (60) months.

Employment of Relatives

Since the employment of relatives or members of the same household in the same department or in a supervisory relationship can cause conflicts and problems with employee morale, it is the Port's policy that relatives of a current employee may not occupy a position that will be either directly supervised or supervising the relative. For this purpose, "relative" means the spouse, son, daughter, mother, father, brother, brother-in-law, sister, sister-in-law, son-in-law, daughter-in-law, mother-in-law, father-

in-law, aunt, uncle, niece, nephew, or stepparent or stepchild of the employee or other the employee's spouse or domestic partner. A domestic partner includes an individual involved in a dating relationship with an employee. This applies to all employees without regard to gender, sexual orientation, or genetic relationship. A member of the household is any person who resides with the employee.

Relatives of a current employee may not occupy a position that will be working directly for, or directly supervising, the relative. Likewise, a domestic partner involved in a dating relationship with a current employee may not occupy a position that will be working directly for, or supervising, the employee. Members of a household should not occupy positions in which one member directly works for or supervises the other. When these situations occur, each situation will be individually evaluated by the Deputy Executive Director or Executive Director.

If a relative relationship (a relative relationship includes dating) is established after employment between employees who are in a reporting situation described above, the employee in the supervisory role is responsible to disclose the existence of the relationship to the Deputy Executive Director and Executive Director.

Dispute Resolution

Under normal conditions, if you have a non-disciplinary job-related problem or complaint and you are unable to resolve it on a one-to-one personal level, you should discuss the problem or complaint with your supervisor. The Port has an open-door policy that enables all employees, at any time, to seek advice and guidance from the Executive Director and the Deputy Executive Director.

If the discussion with your supervisor does not address your problem or complaint, or resolve the matter to your satisfaction, then the following process can be used:

Within 15 calendar days following your discussion with your supervisor, you may present your written or oral complaint/report to the Deputy Executive Director. If the matter is still not resolved to your satisfaction within 15 calendar days following your discussion with the Deputy Executive Director, you may present your written or oral complaint/report to the Executive Director. The Executive Director will investigate the problem or complaint by undertaking whatever means the Executive Director deems appropriate and will render a decision on the matter. If the matter is still not resolved to your satisfaction, within 15 calendar days following your receipt of the Executive Director's decision, you may appeal the Executive Director's decision in writing to the Board of Commissioners.

Within 30 calendar days, the Board of Commissioners will decide whether they will hear your appeal and advise you of its decision. If the Board of Commissioners decides to review your appeal, it will be heard at the next regularly scheduled Board meeting, unless otherwise provided by the Board. Contact the Deputy Executive Director with any questions you have relating to the proper appeal procedure.

When the issue involves the supervisor or manager with whom you would ordinarily discuss a complaint, you may submit your complaint to the next person in authority, without compromising your appeal rights or fear of retaliatory action. At any time, you may seek the advice and guidance of the Deputy Executive Director or the Executive Director.

This complaint handling procedure does not apply to any disciplinary action or non-action taken by the Port, which action or non-action is within the Port's sole discretion. The above procedure is a non-binding guideline that the Port tries to follow. It does not confer or guarantee to you any rights.

This complaint handling procedure is made available to employees for the purpose of amicably and effectively resolving job-related complaints unrelated to the disciplinary decisions or acts of the Port. The Port will not retaliate against an employee making a report or a complaint under the procedure set forth herein, nor subject any employee to an adverse employment decision based on that employee's good faith report. However, if the Port determines that a report or complaint is and is made under this procedure for the primary purpose of harassing, disparaging, or intimidating another employee, the reporting employee may be subject to discipline, up to and including termination.

The Port takes all complaints/reports seriously and will address them in a manner that it deems appropriate. If an investigation of a complaint/report is deemed necessary, the Port will conduct such investigation as discreetly as possible and practical. The Port will disseminate information relating to the complaint/report on a "need to know" basis only; however, the Port cannot guarantee the confidentiality of any complaint/report.

Personnel File, Privacy and Confidentiality

The Port of Cascade Locks's philosophy is to safeguard personal employee information in its possession to ensure the confidentiality of this information. Also, the Port will only collect personal information required to pursue its business operations and comply with government reporting and disclosure requirements. Personal information collected by the organization includes employee names, addresses, telephone numbers, e-mail addresses, emergency contact information, EEO data, social security numbers, date of birth, employment eligibility data, benefit plan enrollment information, which may include dependents' personal information, and school/college or certification credentials.

Medical records are stored separately from other personnel records. They are maintained as confidential consistent with applicable law.

Personal employee information will be considered confidential and shared only as required and only with those who need access to such information. All hard copy records will be maintained in locked, secured areas with access limited to those who have a need for such access. Personal employee information used in business system applications will be protected under company proprietary electronic transmission and Virtual Private Network policies and security systems. Participants in company benefit plans should be aware that personal information will be shared with plan providers as required for claim handling or record keeping needs.

Port-assigned information, which may include organizational charts, department titles and staff charts, Designated Positions, department budgets, company coding and recording systems, telephone directories, e-mail lists, and company facility or location information and addresses, is considered by the Port to be proprietary company information to be used for internal purposes only. The Port retains

the right to communicate and distribute such information as it feels necessary to conduct business operations.

If an employee becomes aware of a breach in maintaining the confidentiality of any personal information, the employee should report the incident to Human Resources or their supervisor. Human Resources has the responsibility to investigate the incident and take or recommend corrective action. The reasonableness of actions taken in these circumstances will be considered. Examples of the release of personal employee information that likely will not be considered a breach include the following:

- Release of partial employee birth dates [*i.e.*, day and month, which is not considered confidential and will be shared with supervisors/managers who elect to recognize employees on such dates].
- Personal telephone numbers or e-mail addresses may be distributed to supervisors/managers to facilitate company work schedules or business operations.
- Employee identifier information used in salary or budget planning, review processes, and for timekeeping purposes will be shared with supervisors/managers.
- Employment anniversary dates will be distributed to appropriate supervisors/managers periodically.
- Employee and dependent information may be distributed in accordance with open enrollment processes, for periodic benefit plan changes, or for benefit statement updates.

Right to Examine Personnel File

An employee or former employee may request to view the employee's personnel file or may request a certified copy of the employee's personnel file at any time. The Port must comply with the request within 45 days after receipt of the request. Upon termination, an employee's personnel file will be retained as required by applicable law. The Port may charge an amount to the employee or former employee to recover the actual cost of providing locating, copying, and certifying services.

PORT STANDARDS OF CONDUCT AND CORRECTIVE ACTION

Basic Workplace Rules Summary

We expect employees to behave professionally and respectfully and have identified performance expectations designed to help employees meet these workplace standards. The following work rules are not all-inclusive but serve as basic summary guidelines to demonstrate the daily work behaviors considered important to the Port of Cascade Locks.

1. You are expected to be at work on time, to stay until your workday ends, and to do the work assigned to or requested of you. If you are unable to be at work on time, you are expected to contact your immediate supervisor before the workday begins or if that is not possible as soon as it is feasible to contact your immediate supervisor.
2. You are expected to regard your workplace with respect and attention. Port records, equipment, and property are to be treated carefully and appropriately. You are responsible for those items in your custody and will be held accountable for their maintenance, appropriate use, and accuracy in record keeping.
3. You are expected to act in accordance with all appropriate codes, laws, regulations, and policies, regardless of whether they are set by the Port of Cascade Locks or by outside regulatory bodies.
4. You are expected to conduct yourself in a professional manner, exhibiting a high regard for our customers, vendors, business associates, and for co-workers. No breach of professional behavior [abusive language, harassment, personal business during work time, *etc.*] will be condoned.
5. If you are consuming alcohol when representing the Port of Cascade Locks in a business or social capacity, you are expected to comply with the Port's performance expectations and you should regulate your intake accordingly.
6. You are expected to maintain the confidentiality of organization information or customer information in your possession [*i.e.*, personnel information, trade secrets, *etc.*].
7. You are expected to wear clothing that is neat in appearance and consistent with a professional atmosphere, keeping in mind the impression it has on customers, visitors, and other employees as well as the need to promote organization and employee safety. Good individual judgment is the best guideline, but management retains the right to decide what dress is appropriate. (The Port will consider religious or disability accommodation requests).

This information regarding our behavioral expectations should help guide employee actions. You are urged to use reasonable judgment and to seek advice in doubtful or unclear situations. If all employees do their best to meet both the spirit and intent of these guidelines, disciplinary instances will be infrequent. It is our aim to resolve conduct and performance problems in the most informal and positive manner possible; however, conduct which falls outside of the above guidelines will result in corrective action, up to and including termination.

Workplace Surveillance

At the Port, we prioritize safety and security for both employees and the workplace. As part of our commitment to maintaining a secure environment, we utilize camera surveillance in certain areas. These cameras are strategically placed to enhance safety, monitor premises, and protect company assets. Clear and visible signage is posted at each entrance to areas under surveillance, ensuring that employees are aware of their presence. We respect your privacy and adhere to all legal requirements regarding surveillance. If you have any questions or concerns, please feel free to reach out to our HR department.

Communications

Open Door Policy

The Port of Cascade Locks Open Door Policy is based on the understanding that open, honest communication between managers and employees is a best practice. The Port's managers and supervisors are responsible for maintaining a work environment where employee input presented in good faith is welcomed, and where issues are identified early and shared without fear of retaliation. If you have an issue, complaint, suggestion, or question about your job or working conditions, please raise them first with your immediate supervisor. If you are not satisfied with the response from your supervisor, or if your issue involves your supervisor, please next reach out to the department director. If at that point your concern is still unresolved, request to have the situation reviewed by Deputy Executive Director or the Executive Director.

Interpersonal Communications

Every employee is entitled to be treated with professionalism and respect by our coworkers. Communications between employees at all levels are required to be courteous, respectful, and professional. When we are talking to or about each other, what we say and how we say it are important.

Workspace Bulletin Boards & Announcements

The Port has bulletin boards located in the front office, the Maintenance Shop, and at the Toll Booth that are used to help communicate important information related to the Port operations. All items to be posted must be approved in advance by the department supervisor. All employees are responsible for regularly reading the information posted on the bulletin board in their work area.

Confidentiality

As a public agency, most of our records are public information, but confidentiality is a crucial concern and requirement for all Port customer account and personal information, employee personnel records, employee medical records, Port security and business systems, real estate transactions and development plans, legal correspondence, and other information that should remain confidential.

The Port requires each employee to protect this information by safeguarding it when in use, filing or digitally archiving it properly when not in use, and discussing it only with those who have a legitimate

and authorized basis for access. If you feel uncertain about the information you work with, discuss it with your supervisor immediately.

Additionally, all employees of the Port are to respect the confidential nature of information that may be shared with them by subordinates, peers, and supervisors. The Port cannot guarantee employees that information that they may share will be held in confidence, but this expectation is shared by all employees of the Port.

[Social Media and Networking](#)

Social networking websites and online communities, such as X (Twitter), LinkedIn, Instagram and Facebook are increasingly used and can be accessed by individuals not only from computer systems, but also from smart phones. These tools have value because they can be used to share information about the Port and the Cascade Locks community; employees may also use these systems as a quick communications and networking tool. It is not the intent of this policy to unduly limit employees' access to these conduits, however, guidelines and expectations surrounding their use are necessary as there are liabilities inherent in such use.

When any employee is using Port-provided computers or cell phones or is representing the organization via social networking activity, that individual is expected to represent the organization in a professional and positive light. The Port wishes to use social networking exclusively to its advantage, preventing and minimizing any negative outcomes. This includes ensuring that all employees will be free from harassment and unprofessional behavior when utilizing or consuming social media; therefore, employees authorized for its use must abide by all applicable laws (including copyright) and ethical considerations.

[Posting](#)

Business Use

Employees may use social networking websites to conduct organizational business, if such use is authorized by the Executive Director or the Deputy Executive Director prior to posting and complies with the organization's policies. Company logos or other organizational information must conform to pre-approved marketing concepts and standards. We do not endorse making business references on behalf of others on sites such as LinkedIn.

Ownership of Social Media Accounts

In the case that a social media account is set up for business purposes, the Port has the right to review, edit, and delete content associated with the account. The Port will have access to information associated with the account such as the username and password, and any content associated with the account will be considered the property of the Port. If an employee separates from the Port, the organization has the right to assume control of this account.

Monitoring

While the Port does not routinely monitor social networking sites, other employers, organizations, and individuals do monitor and share information found on social networking websites. Posted information is public information.

Protection

Social networking sites collect profile information for advertising opportunities and some users utilize posted information for nefarious purposes. Phishing (messages seeking information like usernames or passwords, or that would enable access to personal account), scams, and spamming are some of the downsides. Never click on links asking for personal or confidential information. Heed security warnings and pop-ups. Use of these sites may mean more spam sent to your e-mail account. When accessing these sites, use caution when you see a posting or link that looks suspicious; when in doubt, delete it. Viruses and spyware may damage the organization's operating system, compromise data, or expose your privacy and that of others you communicate with via e-mail and social media sites.

Be aware that others may piece together personal information for identity theft purposes. Be prudent in making comments or posts which reveal your or others' travel plans or divulge other safety-sensitive and private information.

Prohibited Conduct

Behavior and judgment in an electronic environment should mimic behavior in a physical setting. Employees are expressly prohibited from posting content that is malicious, abusive, threatening, intimidating, coercing, profane, disruptive, discriminatory, or harassing. Defamatory statements are prohibited, and employees should be aware they are personally responsible for the legal consequences of such statements.

Nothing in this policy should be interpreted as limiting an employee's right to engage in legally protected speech or other activity. Failure to adhere to these standards and to use appropriate protocols will lead to further corrective action, up to and including termination.

Subpoena and Deposition Response Procedure

Due to the various aspects of the Port's operations and the nature in which it performs its responsibilities, litigation involving the Port or requiring Port staff to be a witness is rare. In most situations, the involvement of Port personnel is limited to providing and identifying Port records in a lawsuit not involving the Port. The following describes the procedure to be taken by Port personnel if and when they receive a subpoena requiring testimony or document production:

1. Port personnel who receive a subpoena for a deposition or court appearance will notify Port management of the subpoena.
2. The employee will provide a copy of the subpoena to the Executive Director.

3. The Executive Director will contact the Port legal counsel for consultation and direction based upon initial investigation and factfinding.
4. Port legal counsel will then advise the Port on the appropriate course of action to be followed.

If appropriate, Port legal counsel will advise the individual subpoenaed on the nature of the proceedings, the requirements of the subpoena, the proper methods for verifying the need for the Port's personnel testimony and the proper methods for testifying and providing documents. If requested, in some unique cases, Port legal counsel may accompany the Port personnel to the deposition or trial.

Employee Performance and Conduct

Performance Reviews

The Port understands and values the contribution of all of its employees. To ensure a meaningful performance evaluation system that helps the Port to monitor the effectiveness of our agency and its operations, all employees will receive annual performance evaluations. The annual evaluation process seeks to ensure that each and every employee has the support necessary to maximize his or her potential and contribution to the effectiveness of the Port.

The objectives of the annual performance review process are to:

- Inform the employee how they are performing against established performance standards.
- Determine how well the managers and supervisors are performing in supporting employees with work performance objectives.
- Foster communication and dialogue.
- Provide a consistent, objective, and fair method for making compensation decisions.
- Identify areas where an employee may need more training.
- Provide a tool for career planning.
- Provide a record of employee performance and contributions.

The Port wants employees to be able to take advantage of professional development opportunities. These help employees to grow professionally and to enhance their performance, which is a value to the Port. Managers are to work with employees to identify those opportunities.

This assistance can include:

- Providing reasonable employee training, including computer software proficiencies.
- Assigning, directing, controlling, and reviewing employee work.
- Assisting employees in identifying and correcting performance deficiencies.
- Objectively evaluating employee performance during the evaluation period.

The performance evaluation process is intended to be participatory, involving your input as much as that of your manager. This helps to ensure that you, as a Port employee, are best enabled to contribute to the success of the Port.

All employees are encouraged to:

- Inquire about your performance from time to time.
- Accept new and additional responsibilities and show initiative.
- Review opportunities for advancement within the Port.
- Ask for assistance in developing a goal-oriented path for advancement.
- Explore all training opportunities available to assist you in improving your skills.

All new year-round employees will serve a minimum 6-month probationary period. The probationary period may be extended at the discretion of the Executive Director. New employees will be evaluated periodically by their immediate supervisor during the probationary period; typically, these evaluations will occur at the 30, 60, 90, and 180 days of service mark.

The first regular performance evaluation is conducted at the completion of six months of service, the second at 12 months of service, then annually thereafter.

Performance reviews serve as one factor in decisions related to employment such as training, job assignments, professional development, promotions, and retention. To meet this goal, the Port currently utilizes an “Employee Performance Evaluation Form” and an “Employee Development Goals Form” to track and document goals, performance and achievements throughout the year. The development form and goal form, along with any employee comments and response materials, will be included in their personnel files. (The Port has the discretion to modify these forms and the performance review process). The Port will strictly guard the confidentiality of employees’ performance evaluations. At the end of your performance review process, you and your supervisor will submit the completed forms to the Executive Director for approval signatures.

At the end of the evaluation, there should be:

- Solid understanding of the past year’s performance, including any differences in performance factor rating and overall rating.
- Direction for the upcoming period.
- Understanding of the new compensation level, if applicable.
- Beginning of the development of next year’s goals.
- Signed annual review by the employee and supervisor.

Standards of Conduct

To attain the highest standards of performance and conduct from each employee, the Port expects all employees to follow the basic standards of conduct. In accepting a position with the Port, each employee acknowledges and accepts their responsibility for conduct both on and off the job positively reflect on the Port of Cascade Locks. The standards of conduct listed below serve as a basis for selection, evaluation, and corrective action (including termination) of Port employees. This is not meant to be an exhaustive, or all-inclusive list. Each position has a detailed job description and there may be other types of behavior or conduct that form the basis for performance evaluation or are cause for disciplinary action.

Performance Standards

1. Employee is expected to consistently achieve and maintain the level of knowledge, skill, and ability required by the employee's job classification and assignment.
2. Employee is expected to carry out work tasks and projects with the level of training and supervision appropriate to the job classification and assignment.
3. Employee is expected to exercise appropriate judgement, independent thinking, decision-making, and initiative, including selection of work techniques, procedures, and priorities.
4. Employee should be knowledgeable of and follow all Port policies and procedures at all times.
5. Employee is expected to express disagreements in an appropriate setting and in a manner that is constructive and not disruptive or harmful to Port operations.
6. Employee is expected to maintain the required levels of accuracy and quality in their work.
7. Employee should develop and maintain satisfactory working relationships with others, including the public, as necessary to effectively carry out job responsibilities.
8. Employee is expected to act within their proper authority.
9. Employee must be punctual and maintain the level of presence and dependability that is required in the job assignment.
10. Employee is expected to maintain an acceptable attendance record and follow required procedures for requesting and reporting absences.

Prohibited Conduct

All of the following are grounds for disciplinary action up to and including immediate termination:

1. Falsification of official records or documents, including employment applications and pre-employment documents, or any misrepresentation of qualifications for employment.
2. Unauthorized absence from duty, including failure to return from leave, or taking unauthorized or excessive breaks while on duty.

3. Insubordination or refusal to obey instructions that pertain to employee's work or Port requirements issued by a supervisor.
4. Harassing or bullying behavior in violation of the Port's policies prohibiting discrimination, harassment, and retaliation, such as use of force, intimidation, abusive language or mannerisms or other conduct that is inappropriate, or the use of profanity or abusive language toward superiors, peers, subordinates, or the general public.
5. Violation of Port rules, ordinances, and policies, including those set forth in this Handbook.
6. Criminal violations that are of such a nature that to continue employment of an employee in their position could constitute negligence on the Port's part.
7. Discrimination or harassment based on any prohibited basis in the exercise of the employee's job responsibilities.
8. Conduct in violation of the Port's Alcohol and Drugs policy.
9. Use of Port property or equipment for personal purposes in violation of Port policies regarding such use.
10. Misuse or abuse of Port or public funds, or theft, or misappropriation of the property of others.
11. Unauthorized disclosure of confidential or privileged information.
12. Actions or conduct that are violations of ethical standards and/or the conflict-of-interest rules.
13. Making false accusations that discredit, embarrass, or abuse supervisors, coworkers, peers, subordinates, the governing body (Commission), or members of the public.
14. Unauthorized destruction of Port property and/or equipment.
15. Carrying firearms or any other dangerous weapon on Port of Cascade Locks premises at any time.

Off-Duty Conduct

In general, the Port regards the off-duty activities of employees to be their own personal matter. However, there are certain types of off-duty conduct that are of concern because of the potential negative impact on the Port's reputation within the communities we serve. For that reason, employees who either engage in, or are associated with, criminal acts or other conduct the nature of which adversely affects the Port or their own ability to credibly carry out their employment responsibilities, may be subject to corrective action, including termination of employment.

Dress Code

All Port employees contribute to the work atmosphere and public reputation of the Port of Cascade Locks in the way they present themselves. A professional appearance is essential to make a favorable

impression with Port customers, partners, tenants, and constituents. Good grooming and appropriate dress reflect an employee's personal pride and competence and can inspire customer confidence. The Port is committed to creating a diverse, inclusive, and equitable workplace that values and respects all individuals, regardless of their natural hair texture and hairstyle. The Port recognizes that natural hair is an essential part of self-expression and cultural identity. Furthermore, the Port recognizes that head coverings and certain garments, too, are essential expressions of cultural identity. Discrimination based on these attributes is not acceptable in our organization. Port managers have the discretion to determine appropriateness in employee appearance at the work site. Employees who do not meet a professional standard may be sent home to change clothes. Employees who need to leave work to change clothes must utilize personal time or vacation time, or unpaid time off to do so, with the approval of their supervisor.

A basic rule of appropriate dress is that clothing is neat, clean, and well-suited to the work environment. It is important that office-based employees maintain a business casual level of attire for regular day-to-day activities, and business attire whenever required. Facilities Maintenance crew members are required to dress appropriately for safety in all weather conditions and work site situations. Clothing, jewelry, and hair styles should never create any kind of safety hazard (i.e., loose or dangling articles of clothing or jewelry, unbound long hair should be tied up whenever working with machinery). If you are ever unsure of what is appropriate attire, be sure to check with your immediate supervisor.

The Port makes reasonable accommodation(s) for religious beliefs and practices and for individuals with disabilities. If an employee believes they may need a modification to the dress and grooming requirements as a reasonable accommodation related to religion or disability, the employee is invited to bring this to the attention of their supervisor and/or to Human Resources. The Port will engage the employee in an interactive discussion regarding their accommodation request.

Political Advocacy and Apparel Policy

Under ORS 260.432, a public employee may not engage in political activities while on the job during working hours. Additionally, no person, including managers, supervisors or elected public officials, may require or attempt to coerce public employees into engaging in any of these political activities. While ORS 260.432 does not restrict the right of a public employee to express personal political views, Port employees should remain aware that our coworkers have differing political views, and every employee has a duty to preserve workplace decorum. The Port values professionalism, mutual respect, and a neutral work environment. To maintain these standards, the Port prohibits political advocacy and the display of political apparel or signage while on duty. The following are specifically prohibited while on duty:

Political Advocacy: No public employee will solicit any money, influence, service, or other thing of value to promote or oppose any political committee, candidate, initiative, referendum, recall petition, ballot measure, or public office holder during working hours. However, this policy does not restrict the right of a public employee to express personal political views.

Apparel Restrictions: While on the job during working hours, employees are not allowed to wear political hats, pins, buttons, t-shirts, or any other clothing items that promote or oppose political causes, candidates, or committees. A Port uniform or logo apparel may be required depending on your job position. If it is required, a uniform or logo apparel will be supplied to you by the Port.

Attendance

Employees are expected to report to work as scheduled, on time and prepared to perform their duties. Employees are also expected to remain at work for their entire work schedule, except for unpaid break periods or when required to leave on authorized Port business.

Employees will be in attendance at their work in accordance with specific department guidelines and schedules as determined by the manager. Punctuality and regular attendance are essential to the effective operation of the Port.

Employees who will be unexpectedly absent from work for any reason or who will not be at work on time must inform their immediate supervisor via both phone call and text, or both email and a text message (2 methods) prior to the start of the employee's shift/workday. Not reporting to work and not contacting your supervisor is known as a "no call/no show" and is a serious matter. One or more instances of no call/no show may result in disciplinary action up to and including termination. A no call/no show lasting three days will be considered job abandonment and may result in termination of employment.

The Work Week

The Port has adopted a "four tens" work schedule for regular full-time employees to increase efficiency and improve employee morale. The standard workday for is 10 hours and the normal work week is 40 hours, occurring in five consecutive days Monday through Sunday. Regular Part-Time and Seasonal/Temporary employees may have a different weekly schedule depending on coverage needs. Your work schedule will be determined by your manager.

Absence Without Notice

For the Port to operate effectively, consistent attendance as scheduled is critical. You need to inform your supervisor of your status when you are absent from work due to illness or another cause. Not reporting to work and not contacting your supervisor is known as a "no call/no show" and is a serious matter (see Attendance section). Likewise, employees that are absent with supervisor approval due to short-term illness or injury must contact your supervisor daily while off work.

- **Non-exempt personnel:** If you must leave work for any reason before the end of the day, you must receive supervisory approval.
- **Exempt personnel:** You must notify your supervisor or Human Resources if you leave work for any medical reason or in connection with an intermittent leave under federal or state law (e.g., OFLA intermittent leave).

If you are having difficulties meeting your schedule requirements, please contact your supervisor. Excessive tardiness and/or absenteeism may result in disciplinary action.

The Port may require a physician's release when an employee returns to work following any lengthy absence for medical reasons.

Sick Leave Abuse

If Port management suspects leave abuse, including but not limited to repeated use of unscheduled sick leave or repeated use of sick leave adjacent to weekends, holidays, vacations, and paydays, the Port may require documentation from a healthcare provider. Employees found to have abused sick leave as described here may also be subject to corrective action, up to and including termination.

Inclement Weather Attendance

Emergencies such as severe weather, fires, power failures, earthquakes, and other natural disasters can disrupt organizational operations. In extreme cases, these circumstances may require the closing of our office to the public. Closing the office, however, does not mean that Port operations cease. Positions that are categorized as "essential" in the job description are required to report to duty in all weather conditions according to the direction of the Executive Director.

As a public agency, the Port must be prepared to serve the public as scheduled, regardless of weather conditions. All employees should be prepared to utilize suitable and/or alternative transportation during inclement weather to be able to report to duty. Employees that are authorized by their supervisor to perform their work duties from home should strive to continue their work as usual and ensure that Port operations continue at the optimum possible level during the travel advisory.

For the safety of Port employees who are not able to perform their duties from home, paid time off may be used during times of severe travel advisories for inclement weather. However, specific essential personnel in the Facilities Department are required to report to duty, as described in the job descriptions. Staff will be compensated for the actual time worked in accordance with standard Port payroll policies and procedures. Employees must notify their supervisor as soon as possible before the start of their work shift if they are unable to travel safely to work.

The Executive Director may require some non-essential employees to work during any office closure, work different shifts, or perform job duties outside the scope of the employee's normal job duties until the inclement weather situation has ended. Every employee will receive notification of any closures or changes to the regular work schedule via email, Teams notification, or SMS text message from the Executive Director or their immediate supervisor by 7:00 a.m. each morning of the travel advisory. Each employee should respond accordingly and follow the instructions given for your work shift.

If the Executive Director decides to close the office to the public prior to the start of the business day, the closure will be announced via an organization-wide email from the Executive Director. A closure message will also be recorded on the Port's general voice message line and posted to the Port Facebook page by the Administrative Assistant. It is the responsibility of each employee to check e-mail and text messages for an update if there is any doubt regarding office operations.

- Exempt employees: Federal and state wage and hour laws require an employer to continue an exempt employee's salary in most circumstances where the exempt employee is unable to report for work because of weather (but the employee will be required to use vacation for that missed time). There is an exception where the workplace closes for an entire work week and the exempt employee does not perform any work during that work week.
- Non-exempt employees: Non-exempt employees will not be paid for time away from work due to office closure or other hours that are not worked. However, with supervisory approval, available vacation time or a personal holiday may be used.

Alcohol and Drugs

The Port is committed to protecting the safety, health and well-being of its employees, the public it serves and all people who come into contact with the Port and the services it provides. Drug and alcohol abuse poses a direct and significant threat to this goal, and to the goal of providing a productive and efficient work environment in which all employees have an opportunity to reach their full potential. Accordingly, the Port is committed to assuring a work environment free from the adverse effects of drugs, alcohol or other impairing substances.

Definitions: For purposes of this policy, the following definitions apply.

- The term “intoxicants” means drugs or alcohol.
- The term “drug” for purposes of this policy includes prescription drugs that might affect workplace safety, as well as “illegal” inhalants, “illegal” drugs and “synthetic” drugs.
- “Illegal” for purposes of this policy means any drug, inhalant or substance that: (a) is not legally obtained; (b) is being used, distributed, dispensed, and/or sold unlawfully; and/or (c) is not legal to possess under federal law, state law, or both.
- “Synthetic” for purposes of this policy means any substance that is created, marketed, sold and/or used as an alternative to illegal drugs and that imitates the intoxicating effects of illegal drugs. For purposes of this policy, examples of synthetic drugs include but are not limited to mushrooms, salvia, K2, Spice, N-bombe, and bath salts, among others.
- For purposes of this policy, “under the influence” of alcohol means a test result showing an alcohol concentration of 0.08 or greater and “under the influence” of drugs is any detectable level of drugs present in the individual’s system (based on the results of urinalysis or breathalyzer testing).

The terms “Port’s premises” and “Port’s property” (or “our premises” or “our property”) include all of the Port’s locations, buildings, parking lots, garages, workplaces, structures, vehicles and equipment.

Prohibited Activity Under this Policy: The Port therefore strictly prohibits the following activities:

1. Except as expressly noted in this policy, it is a violation of policy for an employee to distribute, manufacture, sell, offer for sale, trade, transfer, use or possess alcohol or drugs in the workplace, on our premises or property, during work time, while representing the Port, or in

any circumstances that we believe might adversely affect operations or safety. (See the discussion of “prescription drugs” below.)

2. It is a violation of policy for anyone to report to work under the influence of intoxicants, to be in this condition while on Port property, or in other circumstances we believe might adversely impair work performance or affect our operations.

Violations of this Policy: An employee violating this policy will be subject to discipline up to and including termination. The discipline imposed will depend on the circumstances of the violation. Progressive discipline is not required under this policy and an employee may be terminated for his or her first offense. The Port has the sole right to determine violations and to determine whether or not to offer a last chance agreement to any employee found to have violated this policy.

This policy applies to all Port employees.

Prescription and Over-the-Counter Medications: Prescription medications or nonprescription medications are not prohibited when taken in accordance with a lawful prescription, as applicable, and consistent with standard dosage recommendations. Prescription medication means a drug or medication lawfully prescribed under both federal and state law by a physician or other health care provider licensed to prescribe medication for an individual and taken in accordance with the prescription; but specifically excludes, without limitation, medical marijuana, which remains a controlled substance prohibited by federal law.

Employees who are taking a prescription or over-the-counter medication that may impair their ability to perform their duties safely and effectively must do one of two things.

1. The employee may determine from a physician or pharmacist whether or not the substance is capable of impairing job performance. If the physician or pharmacist indicates that it may impair job performance, the employee must report the use of the substance to the employee’s supervisor and/or Human Resources. The Port, through discussion with the employee, will evaluate whether the employee is fit for duty at that time. When necessary to the evaluation, the Port will request a limited amount of relevant medical information related to the work-related effects of the medication.
2. Alternatively, the employee may report any relevant effects of the medication immediately to the employee’s supervisor and/or Human Resources. The employee is not requested or required to report the name of the drug or the condition for which it was prescribed. The Port, through discussion with the employee, will evaluate whether the employee is fit for duty at that time. When necessary to the evaluation, the Port will request a limited amount of relevant medical information related to the work-related effects of the medication.

The Port will assist in arranging a ride home for the employee if the employee appears impaired by the use of prescription and/or over-the-counter medications and such impairment impacts the employee's ability to safely and/or effectively perform his or her duties.

Port employees who are assigned primary on-call duty are expected to immediately respond to a Port on-call request and perform Port business. Assigned primary on-call personnel may not report for duty and conduct Port business when their performance may be impaired due to alcohol or drug use. Accordingly, assigned primary on-call personnel must refrain from using alcohol or drugs while on-call.

Testing Criteria: All Port employees shall be subject to reasonable suspicion, post-accident, return to duty and follow-up drug testing, as described below.

Reasonable Suspicion: Employees may be subject to a drug and alcohol urinalysis test when there is reasonable suspicion to believe an employee is under the influence of, or impaired by the use of, alcohol or drugs.

- Reasonable suspicion means observable, objective evidence that gives the Port a reasonable basis to suspect that the employee may be impaired or affected by drugs or alcohol in the workplace.
- This observable, objective evidence may include but is not limited to observations of actual use, suspect or bizarre behavior at work, physical symptoms such as bloodshot eyes or an unsteady gait, a pattern of absences or tardies, credible reports from any persons, post-accident testing (see below), or changes in behavior that seem otherwise unexplainable (e.g., loss of productivity or inability to perform normal job duties).
- Where there is reasonable suspicion, the Port may require the employee to submit to appropriate tests, including urinalysis or breath tests, to confirm the existence of such alcohol or prohibited drug substance in his or her system.

Failure to promptly permit such tests upon management's request shall be grounds for disciplinary action, up to and including termination.

Post-Accident testing: Following an accident involving a Port vehicle or Port equipment, the driver/operator of such vehicle or equipment is required to submit to an alcohol and drug test when (1) the driver receives a citation under state or local law for a moving traffic violation; (2) an injury or fatality occurs as a result of the accident; (3) the accident results in damage to one or more vehicles or equipment which requires the removal of the vehicle/equipment by towing or otherwise is estimated to exceed \$2,000; or (4) management deems it appropriate under the particular circumstances.

- Testing shall occur as soon as possible, after the accident. An employee required to take a post-accident alcohol test may not use alcohol or drugs before a post-accident test is given.
- An employee who is subject to post- accident testing must remain readily available for such testing and may not take any action to interfere with testing or results of testing.

- Failure to comply with post-accident testing requirements will be grounds for disciplinary action, up to and including termination.

Return to duty testing: Employees who have violated this policy, including those who have tested positive on a drug or alcohol test, and who under the Port's disciplinary policy are allowed to return to work, must test negative before they will be returned to duty.

Follow-up testing: An employee who is referred for assistance that is related to alcohol misuse and/or use of drugs is subject to unannounced follow-up testing for a period not to exceed 12 months as directed by a substance abuse professional and the Port.

- The number and frequency of follow-up testing will be determined by the substance abuse professional and the Port but will not be more than six tests in the first 12 months following the employee's return to duty.

Failure to promptly permit such tests upon management's request shall be grounds for disciplinary action, up to and including immediate termination.

Retests: Employees who test positive for drugs may request a second test of the remaining portion of the split sample within 72 hours of notification of a positive test result by the medical review officer responsible for receiving and interpreting the drug test. These employees will be responsible for the cost of any re-testing.

Refusals to Test or Cooperate in the Testing Process: When an employee refuses to submit to testing or to fully cooperate with all testing procedures or requirements, it will be considered to be a violation of this policy that is equal to a positive test and will subject to employee to appropriate discipline up to and including termination.

An employee may believe that there are not grounds for requiring a test. In that circumstance, the employee must still submit to the test, and thereafter may contest the grounds for the test. If the employee informs the MRO of his or her objection at the time of the test, then the results of the test will not be released to the Port until the objection is reviewed by the Port. Further, if the employee informs the Port of his or her objection before the results of the test are conveyed by the MRO to the Port, then the Port will ask the MRO not to release the test results to the Port until the objection is reviewed by the Port.

Smoking

For reasons of safety, public relations, and other concerns, smoking is prohibited in all Port buildings. Smoking is also prohibited in all Port vehicles. Smoking is allowed in designated areas that are clearly signposted.

Departure from Port Employment

At-Will Employment

As an employee of the Port, you are engaged in an “at-will” employment relationship. This means that either you or the Port may terminate employment at any time with or without reason or notice. All grievance and dispute resolution policies are subordinate to the employment at-will policy.

Resignation

Resignation is a voluntary act by the employee to terminate employment with the Port. If you decide to leave the Port, it is expected that you will give as much notice as possible – preferably a minimum of two weeks prior to your date of departure so that an orderly transition can be made. This process includes turning in any Port property, completing required forms, and having an exit interview. The exit interview with the Executive Director is to document the reasons you are leaving and solicit constructive feedback to improve the Port.

Employees must return all Port of Cascade Locks property including but not limited to phones, computers, credit cards, keys, manuals, vehicles, tools and equipment to their direct supervisor or the Human Resources Manager on or before their last day of work.

Employees who miss three or more consecutive workdays without contacting their supervisor are typically considered to have resigned their employment voluntarily.

Layoff

A layoff is the termination of an employee due to the elimination of a position. A position may be eliminated as part of a reorganization, single or multiple position elimination or the contracting out of a program or service, lack of work or funding, or other reasons. Layoff is not an alternative to a disciplinary termination or demotion of an employee.

Retirement

An employee is considered to have voluntarily terminated their employment when they are eligible for and receive a monthly benefit from a qualified retirement plan offered by the Port.

Disciplinary Termination

Disciplinary termination (or discharge) is the termination of an employee for cause. Only the Executive Director may discharge an employee.

When disciplinary termination is recommended by a department head, manager, or supervisor, the recommendation will be provided in writing to the Human Resources Manager with attachments of all supporting documentation. The final decision to discharge is made by the Executive Director.

SECTION 3
COMPENSATION

Compensation Plan

Pay Equity

The Port strives to ensure all employees receive an equitable total compensation package based on a variety of factors relating to their position, job performance, education, and experience. From time-to-time, employees performing work of comparable character may have different compensation levels. Any such differences will be based on the Port's objective processes for evaluating an employee's work and one or more of the following factors: seniority, merit, quantity or quality of work, workplace location, regular and necessary travel, education, training, experience, or any combination of those factors. Employees who believe they are not being compensated fairly are encouraged to discuss the matter with the Deputy Executive Director to obtain clarification.

Compensation Goal

The goal of the Port Compensation Plan is to ensure that, to the extent possible, the total compensation package, salaries plus benefits provided to Port employees:

- Recognizes knowledge, skills and responsibilities required.
- Considers physical demands and work environment.
- Is competitive in the appropriate job market(s).
- Is equitable in the governmental industry.
- Ensures equity within the organization.

Established wage or salary ranges for each job description are reviewed periodically, compared to market rates for similar jobs with similar employers in Oregon, and may be adjusted as the Port deems appropriate.

Overtime Pay

You may be required to work overtime. Prior approval must be obtained from your supervisor before working overtime hours. Managers and supervisors are responsible for ensuring that no unauthorized overtime hours are worked. The Port maintains compliance with the provisions for overtime for non-exempt employees, as outlined in the Fair Labor Standards Act and Oregon state wage and hour laws.

Employees will be compensated at one-and-one-half times (x1.5) their regular rate of pay for hours worked more than forty (40) in a workweek. "Hours worked" does not include time off due to Port holidays, personal holidays, vacation, and sick leave.

Holiday Pay

Non-exempt employees that work on Port approved holidays and perform off-hours mobilization for emergency response will be compensated at double your regular rate (x2.0).

Lunch and Rest Periods

All non-exempt employees are entitled to at least a 30-minute unpaid lunch period during their normal workday schedule not later than six hours into their shift. Your supervisor will schedule the assigned

time and length of the lunch period. All non-exempt employees are entitled and required to take two 10-minute breaks, one in the first 5-hour block of your shift and one in the second, as work coverage allows.

Exempt employees should schedule their lunch breaks to accommodate Port business needs.

Toll Collectors may be required to remain at the toll house during their breaks, depending on traffic conditions and coverage. Whenever this occurs, the break is a paid break.

Lactation

The Port supports the practice and need for employees to express breast milk on its premises upon their return to work from maternity leave.

Until their babies are 18 months old, employees may take reasonable rest periods to express breast milk. Nursing breaks may be taken concurrently with regular meal and rest breaks, although additional reasonable break time will be made available, as needed. Management and employees will work together to find mutually agreeable hours of work and breaks which support the continuation of expressing breast milk.

If an employee perceives or observes adverse treatment with respect to the expression of breast milk, a supervisor or manager should be informed immediately.

The Port will provide a private space with an electrical outlet within the workspace to express breast milk. This space may vary depending on the available empty rooms. Make a plan with your supervisor for this accommodation. Hand washing facilities and a refrigerator will also be available at all sites and appropriate signage for privacy will be supplied.

Employees will be responsible for the storage of the expressed milk. The milk, if stored in the refrigerator provided, must be clearly labeled with the employee's name. To ensure the safety of stored breast milk, it is recommended that the container used to store the milk be sealed in a plastic bag to prevent contamination.

Exceptions to Standard Workday/Workweek

Non-Exempt Employees: On a case-by-case agreement between the supervisor and the employee, a non-exempt employee may, within the same 40-hour workweek, work more than 10 hours one day and less than 10 hours on a different day(s), netting a zero gain or loss of hours, and no overtime. For example, an employee (with prior supervisor approval) could work 10 hours on Monday, 9 hours on Tuesday, 11 hours on Wednesday, and 10 hours on Thursday without going over or under 40 hours for that workweek. Hours "traded" must be within the same 40-hour workweek to meet federal law. If the hours cannot be "traded" within the same 40-hour workweek, the employee will either have overtime or will have to take vacation or sick leave for the missing hours based upon the reason for having less than 40 hours of paid time in that workweek.

These one-time agreements are not a mechanism for creating ongoing flex scheduling. The needs of the Port and the department determine if and when flexible scheduling is possible and/or available and under what specific unique circumstances it can be authorized.

Exempt Employees: Exempt employees work a “professional workweek,” which means they are not bound by a regular standard workday. If the needs of the position require that they arrive early or stay late, or work on weekends, however, they are not compensated with overtime pay. Exempt employees are paid for the work they do, not the hours that they work.

Exempt employees are required to keep exception time reporting whereby time off for sick leave and vacation should be approved beforehand unless unforeseeable situations arise. In the interest and furtherance of public accountability principles, and to ensure that public funds are appropriately allocated and used, the Port will make deductions from an exempt employee’s paid leave banks to offset time missed, as set forth in this policy.

Exempt employees will be required to use paid time for vacation and sick leave absences of 4 hours or more in an 10-hour day; if paid time is not available, an employee’s request for additional leave will be reviewed on a case-by-case basis. Leave bank deductions will not be required for absences of less than 4 hours in a day for up to 12 such leaves of absences per year and not more than 2 such occurrences per month.

*Port Administration department employees (those working in the Port office building) are restricted to a Monday – Thursday schedule and may not trade work on a Friday for other days.

Telework or Telecommute

Both telework and telecommute are a flexibility that may be available to some positions within the Port. These are two different arrangements. Telework is the planned practice of regularly working from a non-organization address. This is most typically the employee’s residence but may also involve work out of doors at various work sites. Telecommute is the planned practice of occasional or intermittent work from a non-organization address. This is most typically the employee’s residence.

All telework and telecommute arrangements require the prior approval of your supervisor or manager and the Executive Director and may be changed at the discretion of your manager or supervisor. Telework and telecommute may be permissible for some jobs and not all jobs.

Employees are responsible for ensuring a safe work environment when telecommuting or teleworking. Employees are also responsible to meet the expectation of their job regardless of where the job is done. Supervisors are responsible for monitoring compliance with these types of agreements, relevant policies, performance standards, expectations for work product and productivity, and time accountability.

Any employee who is teleworking or telecommuting must be available during established work hours and provide timely response to email, phone calls, Teams messages, and so on. Absences, including unavailability during work hours, must be pre-approved. Employees must account for all time

worked. Supervisors may consider an employee's request to alter regular work hours in the same way they would evaluate these requests for a person working at an organization address.

An employees' salary, benefits and insurance coverage does not change as a result of teleworking or telecommuting.

Employees are responsible for the utilization of the Port's networks while working remotely in a safe and secure manner as directed by your supervisor.

As mentioned above, these are planned arrangements. Employees and supervisors must work together to determine if an arrangement can be made and the details of the arrangement. All these arrangements are subject to the approval of the Executive Director and may be denied regardless of the supervisor's approval.

Information Technology

Teleworking or telecommuting employees are expected to be able to set up a remote office and use both the Port's and their own equipment without direct physical help from the Port. While any equipment supplied by the organization will be maintained by or at the direction of the Port, employees are responsible for the safe and secure transportation of equipment to and from the office.

Employees are expected to have sufficient telephone arrangements to perform their work and to participate in telephone conferences during agreed-upon work hours.

Employees are expected to have sufficient internet access if work assignments require use of Web resources in the performance of their duties while working at a remote worksite.

The Executive Director will determine, with information supplied by the employee and the supervisor, what equipment will be supplied for each telecommuting situation. The employee must sign an inventory of organization property and agree in writing to take appropriate action to protect the inventoried items from damage or theft.

All equipment supplied by the organization will be maintained by or at the direction of the Port. Equipment supplied by the employee will be maintained by the employee. The organization accepts no responsibility for damage or repairs to employee-owned equipment.

All equipment and software supplied by the organization are only for organization business and must comply with the organization's security and maintenance policies and practices. Portable equipment must, at all times, have Port-authorized security measures installed and running.

If the teleworking employee provides equipment, the employee provided equipment must comply with the Port's security and maintenance policies and practices, and any additional safeguards required by the Port.

Employees will notify the organization immediately in the event of a breakdown or other issue with supplied equipment, software, or other materials. Employees will follow the organization's direction regarding any necessary repair, update, replacement, etc.

Upon separation of employment, or discontinuation of a planned arrangement, whichever comes first, all organization property issued to the teleworking employee must be returned.

All Port records and information stored on any employee's personal electronic equipment is subject to public records requests and discovery, and to review by the organization at any time.

Security

Employees are expected to ensure the protection of organization and district information accessible from their home office.

Steps include making sure that:

- All devices have anti-virus software, centrally managed through Port's contract with Radcomp technologies.
- All Wi-Fi, cellular or similar access points are protected with strong passwords or passphrases.
- All Wi-Fi, cellular or similar access point passwords or passphrases are changed on a regular and scheduled basis.
- Login and password information is secure and protected, even from family members.
- Basic network practices are being applied, such as a firewall with appropriate security standards.
- Web-based systems are secure ["https" URL, not just "http"].
- Two factor authentication is enabled and being used, if available.
- All data is saved to the Port's authorized shared network drives or cloud locations (currently this is OneDrive, SharePoint. Similarly, no data is saved or stored on portable machines such as on the C-Drive or Desktop.
- VPN access is only via organization issued devices. No personal devices are connected via VPN.

Physical Security

Employees are expected to ensure physical office security by taking steps like keeping proprietary material in locked file cabinets and desks, securing doors, windows, hiding devices when not in use, and any other measures appropriate for the job and the environment.

Employees will follow all organization policies related to information and data security. Complying with these policies mitigates risk and ensures an appropriate level of security for confidential information, paper and electronic, in transit or at the alternate worksite.

When accessing the organization's network from a personal computer, employees are responsible for preventing access to any computer resources or data by non-authorized users. In addition, employees are expected to ensure the remote host is not connected to any other network at the same time, except for personal networks that are under their complete control or under the complete control of the employee.

Performance of illegal activities through the organization network or on organization time by any user is prohibited. The employee bears responsibility for and consequences of misuse of their access.

Radcomp, or another IT contractor for the Port, will confirm that the user's device does not contain any traces of protected, sensitive, organization, or proprietary information and delete any protected, sensitive, organization and/or proprietary data, licensing, and information remaining on the device.

[Technology Support](#)

Radcomp, or another IT contractor for the Port, will only provide device support that relates to organization devices and connection.

Pay Practices

Paydays

You will be paid twice monthly. Paydays are generally on the 5th and 20th of each month. If a payday falls on a Saturday, Sunday, or banking holiday, paychecks will be distributed on the Friday prior to the established payday. If a payday falls on an organizational holiday, you will receive your check on the last workday prior to the holiday. Paychecks are delivered by direct deposit to employee personal bank accounts. Paycheck “stubs” are delivered to employees on payday. Your paycheck stub includes a statement showing gross earnings, deductions, and net salary.

Time Recording

Your timecard (currently recorded electronically in our QuickBooks system) is a legal record of the hours you work, and any leave used. Your paycheck is based on the time recorded on your timecard. Federal and state laws require the Port to keep accurate records of time worked for calculation of employee pay and benefits. Each employee is responsible for accurately maintaining a timecard for each pay period, and for submitting their completed timesheet for manager approval by the required date for payroll processing.

Timesheets will contain all information required by your supervisor and the Finance Department and must be signed by the employee certifying the accuracy of all time reported and approved by your supervisor prior to submittal for payroll. The daily time record must reflect the hours worked, vacation and sick leave used, overtime hours worked, compensatory time used when applicable, and any other information deemed necessary by the payroll processor. Your time sheet should include the time of the beginning and end of each work period, including before and after the meal break.

If an error on your timesheet needs to be corrected or time clarified, you should notify your supervisor immediately. You should never allow someone else to make entries on your time record. Willfully falsifying a time record may be grounds for corrective action, up to and including termination.

Time Records for Exempt Employees

Employees classified as exempt also fill out timecards, but no deduction of pay will be made for hours worked fewer than 40 hours per week, unless authorized by law. However, because the Port does have paid time off, vacation, sick pay benefits programs, if you have earned time in these bank(s), you must use this time first to cover any time off that is less than your normal work week.

Pay Period and Paydays

The Port payroll period is bi-weekly pay and begins on a Sunday and runs through the second Saturday in a 14-day period. Payday is the Wednesday following the end of a pay period. Time sheets must be submitted by 8:00 a.m. on the Monday morning before the pay date, unless notified by the Finance department of a change in submittal date due to holidays. There are 24 pay periods in a year.

Payroll Deductions and Documents

The Port makes certain pay deductions from each employee's earnings in accordance with state and federal law. Deductions for state and federal income taxes, social security, and Medicare will be applied to each paycheck. Additional deductions may be authorized by an employee in writing to cover costs of participation in Port provided programs, such as insurance and retirement benefits. If you have any questions regarding your deductions, please contact the Accounting Administrator.

The Employee Withholding Allowance Certificate (W-4) is provided at the time of hire and must be completed and signed by the employee before the start of the first workday. Changes can be made during the year by completing a new W-4 form from the Accounting Administrator's office. A copy will be placed into the employee's personnel file. At the end of each calendar year, you will be supplied with your Wage and Tax Statement (W-2) form. Questions can be answered by the Deputy Executive Director or the Accounting Administrator.

Dispute Resolution Process for Paycheck Errors

If you have any questions regarding your pay or feel a manager or supervisor has made a change to your pay that you do not believe is accurate, please contact Accounts Payable.

Paycheck Advances

Pay advances are not provided by the organization. Employees are encouraged to find other appropriate resources for any financial difficulties. The Port's insurance package, provided by the Special Districts Association of Oregon, includes an Employee Assistance Program ("EAP") that can provide you with financial counseling and other counseling services at no cost. For more information on the EAP, contact the Deputy Executive Director or review the information included in the SDIS Employee Benefits Program brochure at [2021+SDIS+Benefits+Brochure+Guide+FINAL+VERSION.pdf \(sdao.com\)](https://sdao.com/2021+SDIS+Benefits+Brochure+Guide+FINAL+VERSION.pdf).

Employee Withholding Allowance Certificates (Form W-4)

You are required to submit a completed Employee Withholding Exemption Certificate (W-4) to the Port at the time of hire. You may file a new W-4 form any time. When you submit an updated Form W-4, the organization will implement the desired changes by the start of the first payroll period ending on or after the 30th day from the submission date. We encourage employees to seek independent tax advice if they have questions about withholding amounts.

Final Paycheck

While we request that you give us at least 10 working days' advance notice prior to departure when resigning or retiring from the organization, if you provide us with at least 48 hours' notice (excluding holidays and weekends) you will receive your final paycheck on the last day worked. If less notice is given, the final paycheck will be provided within five business days (excluding weekends and holidays) or on our next regularly scheduled payday, whichever occurs first. Final paychecks will include all wages earned through the last workday plus payment for any accrued and vested benefits that are due and payable at separation.

Employee-Incurred Expenses and Reimbursement

The Port will pay all actual and reasonable business-related expenses you incur while performing your job responsibilities. All such expenses must be pre-approved by the Executive Director before payment is made.

Expense Reimbursement Procedure and Reports

Requests for expense and mileage reimbursement must be submitted on a monthly basis to the Accounting Administrator for processing. Supporting documentation, including a completed Port Expense Report form with a full description of the expense, purpose, and budget authority line item, and attached to an itemized receipt showing payment in full must be provided to each request.

Expense reimbursements will not be paid unless and/or until all itemized receipts are provided.

Mileage Reimbursement

While in the course and scope of duties on behalf of Port employees, with their supervisor's approval, may use their vehicle for business purposes. While driving on behalf of the Port and in the course and scope of duties assigned, liability would accrue to the Port for negligent actions. As such, employees are encouraged to follow all rules of the road and drive courteously. Coverage provided by the Port for damages to the employee's own vehicle is secondary to any other collectible coverage. Employees are required to have comprehensive and collision coverage on vehicles used for the Port business.

When you use your own vehicle for Port business, you will be reimbursed for organization-related business travel at the current IRS determined rate per mile.

Mileage reimbursement requests must be submitted using the Port's Expense Reimbursement Form that be signed by you and dated, initialed by your supervisor, and submitted to the Accounting Administrator for processing according to policy. For longer trips, you may be required to submit a route map showing the roundtrip route and mileage for your trip. If you have questions about expense reports and mileage allowances, please ask your supervisor.

Credit Card Payment

If a Port credit card is provided to you, the employee, all receipts must be provided as they occur to the Accounting Administrator for the credit card reconciliation process. Itemized receipts for all purchases must be provided with a note indicating which card you used, the purpose of the expense, and the budget authority line item for the purchase.

Employees may expense and/or use a company provided credit card, for business related activities or incidental supplies following IRS guidelines.

Overnight Travel and Meal Expense Reimbursement

If an employee is traveling overnight on a work-related activity, the employee may expense lodging, food, non-alcoholic beverages, and other incidental expenses that are necessary and business related.

Meal Reimbursement Limits

The Port will not reimburse more than the following amounts for any meal unless approved in advance by the Executive Director.

- Breakfast - \$25.00
- Lunch - \$25.00
- Dinner - \$50.00

Exceeding meal reimbursement limits

The Port recognizes that there may be certain group meal functions at locations where a conference/training is held where exceeding the meal reimbursement limits may be acceptable. Such situations should be known in advance and prior approval obtained from the Executive Director.

Alcoholic Beverages

The Port will not pay for alcoholic beverages and such costs should not be submitted for reimbursement.

Transportation Expense Reimbursement

Transportation costs may only be expensed upon prior approval. Transportation costs include such items as airfare, airport parking, hotel shuttles, automobile rental and fuel for such rental.

Spouse/Guest Expense Reimbursement

The Port will not pay for meals or entertainment of spouses/guest/significant others. While spouses and guests are often welcome to accompany Port staff and/or Commissioners on trips to conferences or other Port business-related events, travel expenses, meals, and entertainment will not be paid for by the Port.

The Port expects its employees to use good judgment and reserves the right to deny an expense if, in the management's belief, it is unreasonable.

SECTION 4
PORT BENEFITS AND SERVICES

Insurances

Medical, Vision & Dental Insurance Overview

Health & Vision Insurance Benefit

The Port currently provides health and vision insurance coverage for all employees and their dependents if they are eligible to participate in the plan. You will be provided with information about the plan at the time you become eligible to participate. You are asked to review the summary plan description for answers to questions you may have. Any need for further information should be referred to the Deputy Executive Director.

Eligibility

This benefit is provided for all regular [full time/full- and part-time] employees working more than 30 hours per week. If eligible, you may begin to participate in the plan after you have completed 60 days of continuous employment. Insurance plan coverage begins on the first day of the month following completion of 60 days of employment. Part-time employees working less than 30 hours in a standard work week, temporary, and seasonal employees are generally not eligible to participate in the health insurance plan.

Plan Enrollment

Once you are eligible, you may complete enrollment forms available through the Accounting Administrator. If you don't want to enroll at the time of eligibility and later decide to request enrollment, you will only be allowed to enroll if you can demonstrate that a qualifying event has occurred which qualifies you for a special enrollment period.

The cost of the monthly premium for enrolled employees and their dependents is shared between the Port and the employee depending on employment status. See the chart below for details:

	100% Employee	75% Employee	50% Employee
Employee	Port pays 100% of premium	Port pays 75% of premium	Port pays 50% of premium
Dependent(s)	Port pays 50% of premium for each dependent	Port pays 37.5% of premium for each dependent	Port pays 25% of premium for each dependent

An eligible employee who chooses not to enroll in the insurance plan is not entitled to any other form of compensation in lieu of coverage and is required to sign a written waiver of participation.

Medical information is covered by HIPAA regulations. The Port realizes the responsibility we have to treat your private health information with great care and discretion. We have implemented safeguards to protect this information.

Premium Cost

Specific types of coverage and benefit payment schedules are described in the organization's health care plan booklet that is available to all eligible employees. At the time of eligibility and during open enrollment each year, you will be informed of how much the organization will contribute toward your monthly premiums if you are eligible to participate in the plan. Premium rates are established by the insurance carrier and are subject to change, usually based on increased costs to provide medical services and the amount of services our employees require.

Any premium co-payment and dependent coverage you are required to pay is funded through a monthly payroll deduction. The Port determines the payroll deduction schedule.

Termination of Coverage

In the event that you or your dependents lose eligibility to participate in the health plan, you may have the health plan coverage extended for a period of time. Eligibility can be lost due to a prolonged absence from work or if certain "qualifying events" occur that would otherwise cause your or a dependent's group health coverage to terminate. Examples of qualifying events are termination of employment, a reduction in hours, divorce or legal separation, entitlement to benefits under Medicare, a dependent child reaching the age of 26, or a leave of absence. You must notify us or the plan when a dependent child loses eligibility or in the event of divorce or legal separation.

You, your spouse, and dependents may continue group health insurance for a certain period of time at your own expense under COBRA. However, continuation does not occur automatically. You and any dependents have 60 days to enroll in the plan, which starts on the later of:

- (a) the date the election notice is received; or
- (b) the date you and any dependent would otherwise lose coverage;

You have 45 days to pay the initial premium. Coverage will be retroactive to the date of the qualifying event. You and any covered dependent will receive information about the provisions of the law when you first enroll in benefits and again if a qualifying event occurs.

Portability/Conversion of Health Plan

If you've been continuously covered under the Port's group medical insurance policy for at least 180 days and your employment with us ends, you may be eligible to convert to an individual policy with our insurance carrier. You may request this portability coverage before, during, or at the end of the benefit extension period described above. However, you must apply for portability coverage from our insurance carrier within 60 days after your group coverage ends. Please contact the insurance carrier for more information about this coverage.

Workers' Compensation

The Port carries insurance to cover the cost of work-incurred injury or illness. Benefits help pay for your medical treatment and part of any income you may lose while recovering. Specific benefits are prescribed by law depending on the circumstances of each case. To be assured of maximum coverage, work-related accidents must be reported immediately to your supervisor and to the Deputy Executive Director.

Retirement

Public Employees Retirement System (PERS)

The Oregon Public Employees Retirement System ("PERS") covers all employees who are in a PERS qualified position and work at least 600 hours and more than six months in a calendar year. A mandatory PERS payroll deduction of 6% is required of the employee once the employee becomes a member of PERS. The Port also funds the PERS defined benefit of the pension plan which changes every biannum. For more information regarding the Oregon PERS plan, please see the Deputy Director, the Accounting Administrator, or visit the Oregon PERS website at: <https://www.oregon.gov/pers/Pages/index.aspx>.

Deferred Compensation

Port employees have the option of investing pre-tax dollars in a 457 plan, as prescribed by law, with the Oregon Savings Growth Plan operated by the State of Oregon Retirement Systems Deferred Compensation Program. Contact the Accounting Administrator for information and forms.

Holidays

Port employees are eligible for nine (9) paid Port holidays in each calendar year per the following schedule:

- New Year's Day (January 1)
- Martin Luther King Jr. Day (Third Monday in January)
- Memorial Day (Last Monday in May)
- Juneteenth (June 19)
- Independence Day (July 4)
- Labor Day (First Monday in September)
- Indigenous People's Day (Second Monday in October)
- Veterans Day (November 11)
- Thanksgiving Day (Fourth Thursday in November)
- Christmas Day (December 25)

When a Port holiday falls on Sunday, the following Monday will be observed as the holiday. If a holiday falls on Saturday, the preceding Friday will be observed as the holiday. A non-exempt

employee working on a holiday will be paid double their regular rate of pay depending on their status. See the chart below for the number of holiday hours for your status.

	100% Employee	75% Employee	50% Employee
Holiday Pay Hours	8 hours	6 hours	4 hours

Paid Time Off (“PTO”) and Sick Leave

This Paid Time Off (PTO) policy applies to 100% employees, 75% employees, and 50% employees. Employees outside of these categories are covered by the Port’s Oregon Sick Time policy.

The Port recognizes that time away from your job for recreation, rest and relaxation is an important benefit in helping you cope with the demands of your job. Occasionally, it also may be necessary for you to be absent from work as a result of illness or to attend to matters of a personal nature.

Because employees have diverse needs for time off from work, the Port has established a Paid Time Off (PTO) policy that provides a flexible approach to how employees are paid when they are off work. Employees are able to manage their own days off and may take eligible time for PTO.

An employee’s annual number of PTO days is determined by years of service and full-time equivalency. There are 24 pay periods per year and 1/24th of the employee’s annual PTO accrues each pay period. For each pay period, your pay stub will include your PTO balance.

100% employees, 75% employees, and 50% employees accrue PTO hours as follows:

Years of Service	100% employees	75% employees	50% employees
1st and 2nd year	8.34 hours/period (200 hours/year)	7.08 hours/period (170 hours/year)	5.84 hours/period (140 hours/year)
3rd through 5th year	10 hours/period (240 hours/year)	8.34 hours/period (200 hours/year)	6.67 hours/period (160 hours/year)
6th through 8th years	11.67 hours/period (280 hours/year)	9.58 hours/period (230 hours/year)	7.5 hours/period (180 hours/year)
9th year and beyond	13.34 hours/period (320 hours/year)	10.84 hours/period (260 hours/year)	8.34 hours/period (200 hours/year)

[1] 1/24th of the employee's annual PTO accrues each pay period.

[2] PTO accrual will be adjusted in final yearly pay period to true up annual accrual.

This Paid Time Off policy is replacing the Vacation, Paid Personal Leave, and Sick Time policies. At the time this policy goes into effect, accruals under those replaced policies will be converted to PTO.

Employees can use PTO time anytime during the year, subject to supervisor approval. Employees are expected to plan the use of their PTO time carefully with their supervisors' approval, keeping in mind unforeseen emergencies. Every effort will be made by the Port to accommodate PTO requests; however, business circumstances may not permit all requests to be honored. At no time is your bank of PTO hours to go negative nor are you to take unpaid time off when PTO is available.

The number of consecutive business days an employee may take off from work and use as PTO is at management's discretion and is based on business need. Employees may carry over no more than 200 hours of PTO from one calendar year to the next.

PTO Pay Outs: There are two situations in which PTO may be paid out.

- Each year employees have the option to be paid out for up to 40 hours of accrued unused PTO provided that they have used the following amounts of PTO during the calendar year: 80 PTO hours for 100% employees; 60 PTO hours for 75% employees; and 40 hours for 50% employees.
- Also, at the end of employment, the Port will pay out up to 200 hours of accrued unused PTO.

[Requesting Vacation](#)

All vacation requests must be submitted using the Port Leave Request and must be approved in advance by your immediate supervisor. Upon approval, your supervisor should input the dates of your leave onto the Admin Calendar for coordination and scheduling purposes.

[Leaves of Absence](#)

[Family Medical Leave / Paid Leave Oregon](#)

There are three statutes that allow eligible employees to take leave for certain events, including:

- The **Family and Medical Leave Act (FMLA)** is a United States federal law, requiring covered employers to provide eligible employees with job-protected unpaid leave for qualified medical and family reasons (in many cases, PTO may be used at the same time).
- The **Oregon Family Leave Act (OFLA)** is a state law requiring covered employers to provide eligible employees with job-protected unpaid leave for qualifying medical and family reasons.
- Oregon Paid Family and Medical Leave, commonly known as **Paid Leave Oregon (PLO)** is a mandatory statewide insurance program that provides qualifying employees with state wage replacement benefits for time off from work that is needed for a qualifying reason. PLO benefits are funded by premiums, shared by the Port and employees through payroll deductions (that are reflected on paystubs). PLO is administered by the Oregon Employment Department (OED).

There are some differences between FMLA, OFLA, and PLO, as detailed below. However, all three guarantee that the Port continues all contributions to employee health benefits during leaves covered by those statutes.

[FMLA Leave](#)

Eligibility. To be eligible for FMLA leave, an employee must meet these eligibility requirements:

- Must have at least 12 months of service (52 weeks) with the Port (need not be consecutive) within the last 7 years; and
- Must have worked at least 1,250 hours during the preceding 12 months.

Qualifying Reasons. An employee who meets the FMLA eligibility requirements is entitled to take leave for any purpose specified in the statute.

- Employee’s own serious health condition;
- Serious health condition of employee’s “family member” (defined below);
- Female employee’s pregnancy-related serious health condition, prenatal care, or childbirth;

- Military Caregiver Leave – To care for an injured service member (Armed Forces, National Guard and Reserves) who is the employee’s spouse, child, parent or next of kin, with a serious injury or illness incurred on active duty and for a covered veteran undergoing medical treatment, recuperation or therapy for a serious illness or injury that was sustained any time up to five years preceding the treatment;
- Parental leave – To care for a newborn, newly adopted or newly placed foster child;
- Qualifying Exigency Military Leave – For a qualifying exigency arising out of the employee’s spouse, child or parent’s active duty, or call to active duty in the Armed Forces, National Guard or Reserves.

Serious Health Condition. A “serious health condition” is a qualifying reason under the FMLA. That phrase means an illness, injury, impairment or physical or mental condition that involves either inpatient care (overnight stay) or continuing treatment by a health care provider. Continuing treatment includes:

- A period of incapacity of 3 days or more, plus subsequent treatment or incapacity for the same condition;
- Pregnancy related incapacity or prenatal care;
- Chronic serious health conditions requiring treatments or causing incapacity;
- Permanent or long-term incapacity due to a condition for which treatment may not be effective, which includes illnesses or injuries diagnosed as terminal or which possess an imminent danger of death and terminal stages of disease; or
- Multiple treatments for restorative surgery or a condition that, if not treated, would likely result in incapacity of more than 3 days.

Covered Family Members. Certain qualifying reasons involve a family member. For FMLA leave, covered “family members” include the following: (a); (b) Child, whether bio

- Spouse;
- Child (biological, foster, or adopted);
- Parent;
- Next of kin (only where military leave is the qualifying reason).

Leave Year. For FMLA purposes the “leave year” is the 12-month period measured forward from the date any employee's first FMLA leave begins.

Amount of Leave. For most qualifying purposes, an eligible employee may take up to 12 total weeks of protected leave under FMLA the Leave Year. However, there are several nuances.

First, FMLA may provide up to 26 weeks for military deployment or injury, including caregiver leave, due to active duty. In other words, an eligible employee is limited to a combined total of 26 workweeks of leave for any qualifying reasons during the single 12-month period. Up to 12 of the 26 weeks may be for an FMLA-qualifying reason other than military caregiver leave.

Second, under FMLA, if an employee and their spouse work at the same location, they will share the 12 weeks of FMLA to care for a new child.

Concurrent Leave Under FMLA and State Law. FMLA is not impacted by Oregon state laws, including OFLA, PLO, and workers compensation leave. Time off covered by FMLA may also be covered under one or more state leave laws.

Intermittent or Reduced Hour Leave. If medically certified by an employee's health care provider, FMLA generally leave may be taken intermittently or on a reduced schedule basis. However, intermittent and reduced hour leave is not available in connection with the birth, adoption, or foster placement of a child. The health care provider must indicate a schedule of time off for visits or treatments and the likely duration/frequency. An employee must:

- Make an effort to schedule leave to minimize disruption of the Port's operations;
- Submit a Time Off Request to their supervisor; and
- Notify your supervisor and the Deputy Executive Director of this leave.

Medical Certifications. A medical certification is due as soon as possible but no later than 15 days from the date an employee notifies the Port of their request for leave. To qualify for FMLA, a physician must complete a "Medical Leave Certification of Physician or Practitioner" form and certify that the employee or their family member's serious health condition prevents them from working. Medical certifications are considered confidential and are kept separate from the personnel file. The Port may also require the employee to provide periodic recertifications of the need for the leave. The cost of such certification will be reimbursed by the Port if the cost is not covered by the employee's insurance or other benefit plan.

Notice Requirements. If the need for FMLA leave is foreseeable, employees must provide at least 30 days' advance written notice to their supervisor and the Deputy Executive Director. If the need for leave is not foreseeable, the employee must give notice as soon as possible and practical.

Pay. FMLA is a form of unpaid leave. Except where barred by law, any accrued PTO must be used simultaneously while on unpaid FMLA leave. Other paid leave provided by the state for which the employee is eligible, such as PLO, will run concurrently with FMLA when applicable.

Employees will continue to receive pay during FMLA leave only if they have PTO or other paid leave available to use. Employees are required to use any accrued paid leave prior to moving to an unpaid status. Once an employee is on leave without pay, there will be no further accumulation of PTO.

Reinstatement of Employment. Employees who have been released to return to work from FMLA leave generally have the right to be restored to the position of employment held when their leave began. If the position no longer exists, they have the right to return to an equivalent position with equivalent pay, benefits, and other terms and conditions of employment with the following exceptions.

- If the position has been eliminated through layoff, the Port will treat the employee the same as if they were not on FMLA leave, and the same as similarly situated employee(s).
- If the employee is a limited duration or temporary employee, the Port will return them to the position to the extent that the placement or position exists.
- If the position from which leave was taken still exists but the employee is unable to perform one or more essential functions of that position with or without reasonable accommodation, the employee will be reinstated from FMLA leave while the employer engages the employee in the interactive process to determine whether reasonable accommodation is needed and feasible.

Before an employee returns from leave related to their own illness or injury, they must provide a medical release to return to work.

[OFLA Leave](#)

Eligibility. To be eligible for OFLA leave, an employee must have been employed for 180 days.

Qualifying Reasons. An employee who meets the OFLA eligibility requirements is entitled to take unpaid leave for any of the following reasons.

- **Sick Child Leave** - An eligible employee may take up to twelve (12) weeks to care for the employee's child if that child is suffering from an illness, injury, or condition that requires home care but is not a serious health condition, or to care for an employee's child who requires home care due to the closure of their child's school or childcare provider due to a statewide public health emergency, such as COVID-19 pandemic school closures. Employees need only have worked an average of twenty-five (25) hours a week in the thirty (30) days before taking leave because of their child's school or childcare provider closure;

- **Military Family Leave** - An eligible employee may take up to fourteen (14) days if their spouse or domestic partner is a service member who has been called to active duty or is on leave from active duty.
- **Child Placement Leave** - An eligible employee may take up to two (2) additional weeks of leave to facilitate the legal processes required for placement of a foster child or adoption. (NOTE: OFLA only covers this leave from July 1, 2024 until December 31, 2024. PLO will incorporate this leave benefit beginning in 2025.)
- **Pregnancy Disability Leave** - An eligible employee may take twelve (12) workweeks off because pregnancy or childbirth disabled her from working;
- **Bereavement Leave** - An eligible employee may take up to two (2) weeks of bereavement leave for the death of a family member. Bereavement Leave must be completed within sixty (60) days of the date the employee received notice of the family member's death. In the unfortunate event of multiple deaths within the same year, an employee may take up to two (2) weeks of Bereavement Leave for each family member, up to a maximum of four (4) weeks of Bereavement Leave per benefit year;
 - Covered family member for purposes of this form of leave includes an employee's:
 - Spouse or domestic partner;
 - Child or the child's spouse or domestic partner;
 - Parent or the parent's spouse or domestic partner;
 - Sibling or stepsibling or their spouse or domestic partner;
 - Grandparent or the grandparent's spouse or domestic partner;
 - Grandchild or grandchild's spouse or domestic partner; or
 - Another individual related by blood or affinity whose relationship is equivalent to a family member.

Notice and Certification Obligations. If you are eligible and believe you have a qualifying event, you should notify your supervisor and the Deputy Executive Director. Where the need for leave is foreseeable, the Port requires thirty (30) days' notice. Where the need for leave is not foreseeable, the Port requires notice to be provided as soon as possible. The Port may require appropriate certification/verification of the need for the leave as permitted by law.

Continuation of Health Benefits. An employee's existing group health insurance benefits will continue until their paid leave ends or they return to work after taking leave.

Return From Leave. An employee must be reinstated to the employee’s former position unless the position no longer exists. If that is the case, the employee shall be reinstated to an available equivalent position at the employee’s former job site. If an equivalent position is not available at the job site of the employee’s former position, the employee may be offered an equivalent position at a job site located within twenty (20) miles of the job site of the former position.

Pay While on OFLA Leave. OFLA leave is unpaid, but an employee may elect to simultaneously use available PTO.

Interplay with Other Benefits and Leaves. OFLA does not run concurrently with PLO. However, depending on the reason for the OFLA leave, the leave may also be covered by FMLA.

Paid Leave Oregon

Paid Leave Oregon is a mandatory statewide insurance program that provides qualifying employees with state wage replacement benefits for time off from work that is needed for a qualifying reason. PLO benefits are funded by premiums, shared by the Port and employees through payroll deductions (that are reflected on paystubs). PLO is administered by the Oregon Employment Department.

PLO provides state paid leave benefits to eligible employees for leaves from work related to qualifying events. These are partial “wage replacement” benefits, with a maximum weekly benefit amount based on the individual’s average wages from the previous year. Minimum and maximum amounts are based on the state average weekly wage, which will be updated every year on July 1st.

Detailed information is available at www.paidleave.oregon.gov. The information below is intended to help employees to understand what to expect, and how those benefits will work with existing leave and benefits through the Port.

Eligibility. To qualify for wage replacement benefits under PLO, an employee must have earned at least \$1,000 in wages in Oregon in the relevant base year, and must have contributed to PLO through paycheck deductions. Whether an employee qualifies for PLO, and the weekly benefit amount, will be determined by OED when the employee applies.

Qualifying Reasons. There are three categories of qualifying events and each may require documentation to support the need for leave.

1. **Medical Leave:** For an employee to care for their own serious health condition;
2. **Safe Leave:** For survivors of sexual assault, domestic violence, harassment, stalking, or bias crimes as needed to obtain legal or law enforcement assistance, seek medical

treatment to recover from injuries, obtain counseling or support services, to relocate or take other steps to secure the health and safety of themselves or their dependent child(ren).

3. Family Leave: For an employee:

- To bond with a new child within the first twelve (12) months after birth, adoption, or foster placement. This leave may be extended by an additional two (2) weeks for the birth parent where needed for pregnancy issues or childbirth recovery, for a total of fourteen (14) weeks; or
- To care for a “family member” experiencing a serious health condition.

Family Member. For PLO, family member includes the following:

- Spouse or domestic partner;
- Child or the child’s spouse or domestic partner;
- Parent or the parent’s spouse or domestic partner;
- Sibling or stepsibling or their spouse or domestic partner;
- Grandparent or the grandparent’s spouse or domestic partner;
- Grandchild or grandchild’s spouse or domestic partner; or
- Any individual related by blood or affinity whose relationship is equivalent to a family member.

Applying for Benefits and Notice to the Port. If you are eligible and believe you have a qualifying event, you should notify your supervisor and the Deputy Executive Director and apply directly to PLO for benefits at www.paidleave.oregon.gov. If the need for leave is foreseeable, you should provide notice at least thirty (30) days prior to beginning leave, or as soon in advance as you know that you will need leave. If an emergency prevents prior notice, then you must provide verbal notice within 24 hours and written notice within three (3) days of starting PLO leave.

Continuation of Health Benefits. An employee’s existing group health insurance benefits will continue until their paid leave ends or they return to work after taking leave.

Supplementing PLO Benefits. Generally, PLO wage replacement benefits will be less than your regular weekly wages. Employees are permitted to use accrued PTO to cover any applicable waiting weeks and to supplement their PLO weekly wage benefits (that is, to cover the difference between the weekly wage benefits they receive under the program and their regular, straight-time weekly wage) while taking PLO. PTO may not be advanced.

Job Protection and Return to Work. Employees taking PLO will be entitled to job protection (i.e., reinstatement) if they have been employed for at least ninety (90) calendar days. If the position no longer exists, the employee is entitled to be restored to any available position equivalent to the position held at the time they took leave.

Interplay with Other Leaves. PLO does not run concurrently with OFLA. However, depending on the reason for the PLO leave, the leave may also be covered by FMLA.

There is a helpful chart on the Paid Leave Oregon website that discusses the overlap between PLO, FMLA, OFLA, and Oregon Sick Leave: <https://paidleave.oregon.gov/Documents/Paid-Leave-OFLA-FMLA-Chart-EN.pdf>.

Additional Forms of Leave

Crime Victims' Leave

If you or a member of your immediate family suffers financial, social, psychological, or physical harm as a result of a personal felony or an employee is a victim of harassment, under the public offenses statutes, you may be entitled to take protected leave from work to attend criminal proceedings.

Domestic Violence Leave

An employee who is a victim of domestic violence, harassment under the public offenses statutes, sexual assault, or stalking or whose minor child or dependent is a victim may be entitled to take unpaid protected leave from work.

Leave to Donate Bone Marrow

Employees working 20 or more hours per week are eligible for this leave. In its discretion as informed by business needs, the Port may grant this leave to employees working fewer than 20 hours per week.

Jury or Witness Duty

The Port allows all employees who are called to serve as a witness or jury duty to take the time required to serve. Employees who are summoned for jury duty or who are subpoenaed to appear in court or in deposition should present a copy of the summons or subpoena to your supervisor. Employees who are dismissed from jury duty or are not required to remain in court must report to work during their regular work hours. The Port may pay employees their normal wages during this leave.

Volunteer Fire Fighter Leave

As part of the Port's service to the local community, the Port supports employees who serve as volunteer firefighters, along these guidelines.

- When called to a possible fire during regular work hours, an employee should inform his or her supervisor and leave work. For the time spent providing emergency services, the employee will receive from the Port his or her regular compensation.
- When an employee is called to a possible fire before his or her regular work hours, he or she need not come to work. There will be no Port compensation, but the employee can use PTO accruals, or take leave without pay.
- When an employee is called for non-emergency services beginning before or during his or her regular work hours, the employee may request time off from his or her supervisor, who may approve or not depending on work schedules. There will be no Port compensation, but the employee can use PTO accruals or take leave without pay.

Situations not included in these guidelines will be addressed by the supervisor on a case-by-case basis.

Uniform Services Leave and Re-Employment

Where employees who volunteer for or are ordered to take part in extended military training or active duty in the Armed Forces of the United States, the US Coast Guard, the US Public Health Service, or National Guard, their service falls within the scope of the Uniformed Services Employment and Reemployment Rights Act (USERRA) of 1994. USERRA provides for an unpaid leave of absence for the length of military service, generally up to 5 years' cumulative leave. USERRA also applies where an employee volunteers for or is ordered to take part in weekend, weekly, monthly, or annual training; the employee may take an unpaid leave of absence for the length of the training. Their supervisor should have advance written or verbal notice as soon as notice or orders are received, unless giving notice is impossible, unreasonable, or prevented by military necessity.

The Port will grant leave to employees as required by the Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA). It applies to employees who volunteer for or are ordered to take part in extended military training or active duty in the Armed Forces of

the United States, the US Coast Guard, the US Public Health Service, or National Guard. Such employees will be accorded all rights to which they are entitled under USERRA, as well as any other applicable Oregon or federal law. Any employee requesting leave for military duty will be advised of his/her employment rights and benefits.

USERRA provides for an unpaid leave of absence for the length of military service, generally up to 5 years' cumulative leave. USERRA also applies where an employee volunteers for or is ordered to take part in weekend, weekly, monthly, or annual training; the employee may take an unpaid leave of absence for the length of the training.

Any employee who has been employed by the Port for at least six months is entitled to one paid leave absence for annual active duty for training per military training year, not to exceed fifteen (15) days.

Except as provided for above, the Port will not provide wages or other monetary compensation during an employee's military leave of absence. At the employee's discretion, employee may use accrued PTO or compensatory time during the absence. The employee may elect to continue health care coverage during the absence and may be subject to paying the cost of such coverage.

[Pregnancy Disability Leave](#)

Female employees not eligible for statutory protection under PLO, OFLA, FMLA, the ADA, or other applicable statute, or who otherwise have exhausted their leave under those statutes, are entitled to an unpaid pregnancy disability leave of absence for the period of actual disability due to pregnancy, childbirth, or related medical conditions; employees seeking leave under this policy should provide written notice of the intended leave dates at least 30 days in advance of the leave or as soon as possible in the case of an emergency.

An employee returning from such leave is entitled to the same job with the same pay, unless the Port's circumstances have so changed as to make it impossible or unreasonable to do so.

[Personal Leave](#)

Under limited circumstances, the Port may grant personal leave of absence of up to 30 days for emergency situations when the employee does not have any other available leave. Generally, this leave is only for extraordinary circumstances, and approval is at the sole

discretion of the Executive Director. During this approved unpaid leave, the employee remains eligible for Port paid insurance benefits, but not other benefits will accrue.

Other Services

Employee Assistance Program (EAP)

The Port provides access for all employees to a comprehensive Employee Assistance Program through our insurer, Special Districts Association of Oregon. Details on how to access the EAP program benefits are available upon request to the Deputy Executive Director. Currently, the Port's EAP includes the following programs:

- Counseling with an EAP Professional (Three counseling sessions at no cost)
- Assistance in location of resources like childcare, eldercare, caregiving
- Legal Consultation and Mediation
- Identity Theft
- Home Ownership and Housing Support
- Coaching
- Pet Parenting Resources
- Wellbeing Tools
- Member Site and Tools

Uniforms and Logo Gear

The Port may provide uniforms, hats, and name tags to all personnel, not just as a benefit to the employees, but also to identify Port staff to the public. As a representative of the Port, you have a responsibility to represent the Port in a positive and professional manner. Maintenance personnel will also be issued and will utilize Port branded safety equipment, vehicles, tools, and equipment while working in the field.

Maintenance Department Boots and Rain Gear

Safety of our employees is a key objective of the Port. All employees who work in an environment where injury to the foot could occur must wear appropriate work boots.

Once a year (every 12 calendar months or as needed, but no more than once a year), all Maintenance personnel are authorized to purchase one (1) pair of steel toed or work boots from the vendor of their choosing. The Port has established a maximum dollar amount of \$200.00. This amount includes the basic boot and any upgrade to the boot. Prior to ordering

the boots, the employee must pay any cost more than the authorized amount. If possible, costs within the limit may be billed directly to the Port.

Once every four years, all Maintenance personnel are authorized to purchase one (1) pair of steel-toed or reinforced rubber boots. The Port has established a maximum dollar amount of \$100.00. Prior to ordering the boots, the employee must pay any cost in excess of the authorized amount. Costs within the limit will be billed directly to the Port.

The employee is responsible for providing reasonable care and maintenance for their boots as with all personal protective equipment. If you have questions, please contact your supervisor.

Appropriate rain gear, as well as boot tracks for ice, will be provided to field personnel.

[Use of Port Facilities for Social Functions](#)

Port employees are encouraged to share in the benefit of the Port's event facilities. Full Time Regular employee may be allowed to host up to one personal event per year with no fee. Arrangements must be made with the Events Manager and are subject to availability and Executive Director approval. Employees are responsible for set up and clean up, including garbage removal, and are liable for any damage that may occur to the facility.

PORT COMMISSION REPORT

TO: PORT COMMISSION

FROM: DAN MAHR, GOVERNMENT AFFAIRS CONSULTANT

SUBJECT: APPROVE LETTER OF SUPPORT FOR HOOD RIVER-WHITE SALMON BRIDGE AUTHORITY FUNDING REQUEST

DATE: JUNE 18, 2024

Introduction:

- The Hood River White Salmon Bridge Replacement project has enjoyed significant advancements this year.
- In January, the United States Department of Transportation announced a \$200 million INFRA funding award, fulfilling the federal share of the project.
- After a competitive process, design-build firm Kiewit was selected for final design and construction of the new bridge, and demolition of the old structure.
- The project has received its Biological Opinion, a crucial step toward finalizing the environmental review process.
- Estimated at \$520 million, the project sponsors have secured around \$327 million, around 63% of total costs.
- Each state is expected to contribute \$125 million, with Oregon having already committed \$20 million and Washington committed \$75 million.
- The authority plans to ask the Oregon Legislature for the remaining \$105 million in the upcoming 2025 long session and is asking regional partners for letters of support.

Recommendation:

Send a letter supporting the Hood River White Salmon Bridge Authority's request to the Oregon Legislature for \$105 million in state funding for their bridge replacement project.

Commission Options:

1. Approve letter supporting the Hood River White Salmon Bridge Authority's request to the Oregon Legislature for \$105 million in state funding for their bridge replacement project.
2. Do not approve letter.
3. Other.

June XX, 2024

Senator Gorsek, Co-Chair
Representative McLain, Co-Chair
Senator Boquist, Co-Vice Chair
Representative Boshart Davis, Co-Vice Chair

Joint Transportation Committee
Oregon State Legislature
Salem, OR 97301

Re: Support for Hood River – White Salmon Bridge Replacement in the 2025 Transportation Package

Dear Co-Chair Gorsek, Co-Chair McLain, Co-Vice Chair Boquist, and Co-Vice Chair Boshart Davis,

On behalf of the Port of Cascade Locks, we write to express our support for funding the replacement of the Hood River – White Salmon Bridge in the 2025 legislative session. The Hood River – White Salmon Bridge Authority (HRWSBA), established in July 2023, is the bi-state authority responsible for the design, construction, operation, and maintenance of a replacement bridge connecting Hood River, OR, and White Salmon, WA. The current bridge, constructed in 1924, is outdated, structurally deficient, and in need of replacement.

As owners of the Bridge of the Gods, another bi-state span crossing the Columbia River 20 miles downstream, the Port of Cascade Locks understands the importance of these bridges to Gorge communities. Residents and visitors use them to commute, visit family, recreate, and fish. During emergencies, the bridges serve as crucial evacuation routes and access points for emergency services.

In the 2024 short legislative session, the Oregon Legislature invested \$6 million to study the Bridge of the Gods to extend its usable life and ensure safe, resilient crossings for vehicular traffic, bikes, and pedestrians. We thank our legislative champions, Representative Helfrich, Senator Bonham, and the members of the Joint Transportation Committee for their leadership and investment in that project.

Upriver, the Hood River – White Salmon Bridge Replacement Project is gaining momentum. In January, the United States Department of Transportation announced a \$200 million INFRA funding award, fulfilling the federal share of the project. Estimated at a cost of \$520 million, project sponsors are looking to round out investment from the states and plan to ask for the final \$105 million from Oregon in the 2025 legislative session. Acknowledging the importance of this project to our region, we at the Port of Cascade Locks encourage your support for the HRWSBA's future ask.

Replacing this bridge is consistent with the principles outlined in the 2025 Legislative Session, such as promoting regional connectivity, ensuring safety, and supporting economic growth. The project aligns with HB 2017 investments, statewide impact, and project readiness. Local communities and stakeholders across both Oregon and Washington recognize the bridge's role in facilitating transportation, commerce, and daily travel. The new bridge will enhance safety, reduce traffic delays, and provide a reliable connection for the communities it serves. It will replace a structure that currently falls short of modern engineering standards and traffic needs, fostering economic growth and development in the region. Furthermore, the HRWSBA is committed to securing additional local and federal funding to complement state investment, ensuring a robust financial strategy for this essential infrastructure project.

In light of these considerations, we urge the Joint Transportation Committee to prioritize the Hood River – White Salmon Bridge Replacement Project in the 2025 Transportation Package. This investment is critical for maintaining our state's infrastructure, ensuring public safety, and supporting the economic vitality of our region.

Thank you for your attention to this urgent matter. If you have any questions, please contact Dan Mahr at the Port of Cascade Locks at 541-978-9000. We look forward to working with you to secure the necessary funding and support for this crucial project.

Sincerely,

Carrie Klute
Commissioner, Position #1
Port of Cascade Locks

Brad Lorang
Commissioner, Position #2
Port of Cascade Locks

Albert Nance
Commissioner, Position #3
Port of Cascade Locks

Rob Peterson
Commissioner, Position #4
Port of Cascade Locks

Pam Thweatt
Commissioner, Position #5
Port of Cascade Locks

[Date]

Morgan Gratz-Weiser, Deputy Legislative Director
Kelly Scannell Brooks, Transportation, Infrastructure & Economic Development Policy Advisor
Office of the Governor
Salem, OR 97301

Senator Gorsek, Co-Chair
Representative McLain, Co-Chair
Senator Boquist, Co-Vice Chair
Representative Boshart Davis, Co-Vice Chair
Joint Transportation Committee
Oregon State Legislature
Salem, OR 97301

Re: Support for Hood River – White Salmon Bridge Replacement in the 2025 Transportation Package

Dear Ms. Gratz-Weiser, Ms. Scannell Brooks, Co-Chair Gorsek, Co-Chair McLain, Co-Vice Chair Boquist, and Co-Vice Chair Boshart Davis:

The Hood River – White Salmon Bridge Authority (HRWSBA) was established in July 2023. The bi-state authority is responsible for the ownership and full responsibility for the design, construction, operations and maintenance of the new Hood River – White Salmon Bridge (Bridge). The current bridge is a critical link spanning the Columbia River, connecting Oregon and Washington in the heart of the Columbia River Gorge National Scenic Area.

As Oregon prepares to invest in transportation infrastructure in the 2025 Legislative Session, we would like to express our strong support for funding to replace the Hood River-White Salmon Bridge. The HRWSBA understands the critical importance of maintaining and improving transportation infrastructure statewide and believes that a comprehensive approach is necessary to address the diverse needs of our state. Opened in 1924, the current bridge is functionally obsolete and structurally deficient with a 2022 Sufficiency Rating of just 6 out of 100. The current bridge has exceeded its safe and useful lifespan.

Funding this bridge replacement project in the transportation package is consistent with the principles of economic impact, finishing HB 2017 investments, statewide impact, and project readiness. Local roads and bridges are highly integrated with state roads, highways, and bridges. Maintaining both on and off ODOT system assets at the same rate is key to preserving a safe, reliable, and efficient statewide transportation system that enhances the overall quality of life for all Oregonians.

One of only three bridges spanning the Columbia River in the region, the current bridge connects rural and largely disadvantaged communities on both sides of the river and in this case a closure would place strain to ODOT on-system routes. A bridge is essential to the local communities and the region. The Bridge replacement project is underway, has received local, state, and federal financial support, and is vitally important to the movement of goods and services throughout the region. The project successfully secured a \$200 million federal investment that requires continued state and local matching funds. Based on the current flow of funding and federal requirement of state matching funds, the project needs a \$105 million commitment from Oregon in 2025, ensuring work doesn't stop.



We urge your continued financial support of the Bridge replacement project through a commitment of \$105 million to the Hood River – White Salmon Bridge Authority. Taking the opportunity now to invest in this infrastructure will have a positive impact on Oregon’s transportation system for the next 100 years. Thank you for your consideration, and we look forward to continuing to work with you to improve Oregon’s transportation infrastructure.

Sincerely,

Signature

Signature

Signature

Signature

Signature

Signature

Signature

Signature

cc: Leader Bonham & Leader Helfrich

PORT COMMISSION REPORT

TO: PORT COMMISSION

FROM: GENEVIEVE SCHOLL, DEPUTY EXECUTIVE DIRECTOR

SUBJECT: PORT ECONOMIC DEVELOPMENT GRANT PROGRAM FY 24-25

DATE: JUNE 18, 2024

Introduction:

The Port Commission has established a Port-funded local grants budget line item for the 2024-25 fiscal year in the amount of \$260,000. \$110,000 of this budget is already committed to the City of Cascade Locks as a local matching grant for its U.S. Economic Development Administration grant to fund the electrical system upgrade. The remaining \$150,000 is meant to be awarded to applicant entities operating within the Port district for programs and projects that support Port strategic goals and objectives.

The Port's new FY 24-29 Strategic Business Plan calls for this kind of activity; Objective F. calls for continued and expanded collaboration with local businesses and other partners to support local business retention and expansion. Objective O specifically calls for the creation and implementation of a formal application and project reporting process for the Port-funded grant program and Community Benefit Initiatives.

During its May 4 regular session, the Commission heard reports from two prior grant recipients, The Cascade Locks Historical Museum and the Hood River County Energy Council. Both of those entities have expressed interest in applying for funding in FY 24-25. Additionally, Northwest Trail Alliance has submitted an informal request for funding for improvements to the EasyCLIMB trail and temporary port-a-pottie service in the parking lot of the new trail. Staff is also aware of a number of other funding needs that could lead to new grant requests in this fiscal year.

To assist in the development and launch of this formal process within the next two months, staff recommends the Commission discuss the potential formation of an Economic Development Program Grant Evaluation Committee (draft Committee charge attached). But before such a committee could begin its work,

the Commission must first set its grant program objectives, eligibility and scoring criteria, and general rules and funding restrictions. During this meeting, staff recommends the Commission discuss and come to consensus on the following key questions for the program:

1. Does the Commission wish to set a maximum and minimum grant award amount?
2. Does the Commission wish to restrict eligibility based on project or program life-cycle stage? For instance, is the Commission willing to fund planning and program development activities, or restrict funding to actual deployment, implementation, construction activities?
3. Does the Commission wish to limit multi-year funding for the same project, or multi-year funding to the same entity for different projects, or both? And if so, what would be the limit?
4. Does the Commission wish to restrict grant eligibility by entity tax status (non-profit, for profit, government, etc.)?
5. Does the Commission wish to put other limits on grant eligibility, such as residence/headquarters location within the Port district?
6. The Commission should set program priorities and focus areas as part of its annual planning process each year. For this year, which types of projects would the Commission like to favor as high priority?
7. Are there any types of projects or programs the Commission wishes to make ineligible for funding?
8. Would the Commission require a minimum number or amount of any of the following for a project to be eligible?
 - a. Match (cash, in-kind, other funding)
 - b. Committed partnerships
 - c. Letters of support
 - d. Other metrics (i.e., jobs created or retained, etc.)
9. What sort of proof of readiness would the Commission prefer a project have before the ask?

Recommendation:

Discussion and possible action to approve the Committee Charge for the Economic Development Program Grant Evaluation Committee and possible nominations of Commissioners and citizens to the Committee.

Port of Cascade Locks Committee Charge for the Economic Development Grant Program Evaluation Committee

Purpose

The Evaluation Committee for the Port of Cascade Locks Economic Development Grant Program (PCLEDGP) is established to review and evaluate grant applications, ensuring that projects funded through the program align with the program's goals and deliver significant economic and community benefits. Additionally, for the inaugural year of the program, the committee will be instrumental in developing the application submission process and the scoring evaluation system.

Task 1: Develop Submission and Evaluation Process Collaborate with Port staff to create the grant application submission process, ensuring it is clear, user-friendly, and comprehensive. Develop a standardized scoring evaluation system that objectively assesses the merits of each application based on predefined criteria such as economic impact, feasibility, community benefit, and sustainability.

Task 2: Review Applications Review all submitted grant applications thoroughly, ensuring that each proposal meets the eligibility criteria and aligns with the program's objectives.

Task 3: Evaluate and Score Applications Use the developed scoring system to objectively assess each application. Criteria include economic impact, feasibility, community benefit, and sustainability.

Task 4: Conduct Interviews and Site Visits Where necessary, conduct interviews with applicants to gain a deeper understanding of their proposals. Arrange site visits to assess the project context and feasibility.

Task 5: Make Recommendations: Compile evaluation results and make funding recommendations to the Port of Cascade Locks Commission. Provide detailed justification for each recommended project.

Task 6: Ensure Transparency and Fairness Adhere to the principles of transparency and fairness throughout the evaluation process. Ensure all committee members disclose any potential conflicts of interest and recuse themselves from evaluating any application where a conflict exists.

Task 7: Provide Feedback Offer constructive feedback to unsuccessful applicants, highlighting areas for improvement to help them in future application cycles.

Task 8: Report to the Commission Prepare a comprehensive report summarizing the evaluation process, the rationale for recommendations, and any other relevant observations. Present this report to the Port of Cascade Locks Commission in a public session.

Membership

Two Port Commissioners Port Commissioner positions will be appointed by the Commission. Current Port Commission representatives include:

-
-

Three Members of the Community at Large Community representatives should possess relevant experience or interest in economic development. Community representatives will be appointed by the Commission and residence within the Port District is not required. Current community representatives include:

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-

Term Port Commission representatives will be appointed annually. Committee members shall serve for a term of one year, with the possibility of reappointment. The Port of Cascade Locks Commission will review and appoint committee members annually.

Staff and other support Executive Director, Deputy Executive Director, Operations Manager, expert or consulting services, as needed.

Committee Procedures

Evaluation Process:

- **Initial Development** Collaborate with Port staff to create and finalize the application submission process and evaluation criteria during the program's first year.
- **Initial Screening** Port staff will conduct an initial screening of applications to ensure they meet basic eligibility requirements before forwarding them to the Evaluation Committee.
- **Detailed Review** Committee members will independently review and score each application based on the evaluation criteria.
- **Committee Meetings** The committee will meet to discuss individual scores, reach a consensus on each application, and compile a list of recommended projects.

- **Applicant Meetings** The committee may invite applicants for presentations or Q&A sessions to clarify aspects of their proposals.
- **Final Recommendations** Final recommendations will be made to the Port of Cascade Locks Commission, who will have the final approval on all grant awards.

Conflict of Interest Policy

Committee members must disclose any potential conflicts of interest prior to the evaluation process. Members with a conflict of interest will recuse themselves from evaluating and discussing the affected application.

Accountability

The Evaluation Committee is accountable to the Port of Cascade Locks Commission and the public. All activities and decisions must be documented and made available for public review to maintain transparency.

By adhering to this charge, the Evaluation Committee ensures that the Port of Cascade Locks Economic Development Grant Program operates with integrity, transparency, and a focus on maximizing positive outcomes for the community. The committee's role in developing the submission and evaluation processes during the program's first year is crucial for establishing a strong foundation for future grant cycles.

This charge for the Port of Cascade Locks Economic Development Grant Program Evaluation Committee was approved by the Port Commission on: June 18, 2024

Port of Cascade Locks

Commission President: _____

PORT COMMISSION REPORT

TO: PORT COMMISSION

FROM: GENEVIEVE SCHOLL, DEPUTY EXECUTIVE DIRECTOR

SUBJECT: PORT GRANT FUNDING TARGETS FOR YEAR 1

DATE: JUNE 18, 2024

Introduction:

With the final adoption of the Ports FY 24-28 Strategic Business Plan, an important next step is to chart a path for grant-seeking activities that will provide the best chances of supportive funding for Port objectives. Objective L, “Maximize Port Revenue” includes a directive to “Update the Port’s grant program including methods for identification, pursuit, and administration to strengthen the overall grant strategy to help achieve the goals identified in the plan.”

Communities with ports are lucky to enjoy eligibility and expanded capacity to pursue grant funding that might not otherwise be available. Additional diversification can boost community-wide efforts through organized partnerships with local non-profits, private businesses and corporations, economic development partners at the regional and state level, and federal agencies like the EDA, USDA Rural Development, FEMA, HUD, Homeland Security, and others.

The Port can participate in organized, collaborative grant seeking activities that could benefit the Cascade Locks community at large in numerous ways, including:

- Lead applicant
- Partner in joint applications
- Provider of all or a portion of matching funds
- Providing letters of support
- Providing in-kind contributions
- Providing technical assistance

All of these roles require significant staff time, Commission involvement in approvals and other support, and relationship development with many different types of businesses, agencies, and community or human services organizations.

Port staff will present a brief overview of the various known grant opportunities that are coming up in the near and mid-term, and requests Commission discussion on preferred methods to develop the grant plan.

Recommendation:

Discussion.

PORT COMMISSION REPORT

TO: PORT COMMISSION

FROM: GENEVIEVE SCHOLL, DEPUTY EXECUTIVE DIRECTOR

**SUBJECT: OVERVIEW OF EXECUTIVE DIRECTOR PERFORMANCE
EVALUATION**

DATE: JUNE 19, 2024

Introduction:

The annual performance review for the Executive Director position is conducted in way that is different from a non-contract Port employee. Mark Knudson, Senior Consultant with SDAO, will attend the meeting to lead an introduction to the process and answer any Commissioner questions.

Recommendation:

Informational.



PORT OF CASCADE LOCKS

Executive Director Performance Evaluation
– Objectives, Process & Schedule –
Port Commission Meeting
June 18, 2024




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1

Executive Director Performance Evaluation
Objectives

1. Accountability for performance during the current period
 - Assessment of ED's effectiveness
 - Public accountability for ED performance
 - Adherence to best practice
 - Satisfy a condition of employment agreement
 - Basis for compensation decisions
2. Clarify goals and expectations for the next period
 - Update goals and priorities for ED
 - Set expectations for organizational goals and priorities
 - Accountability for performance during the next period

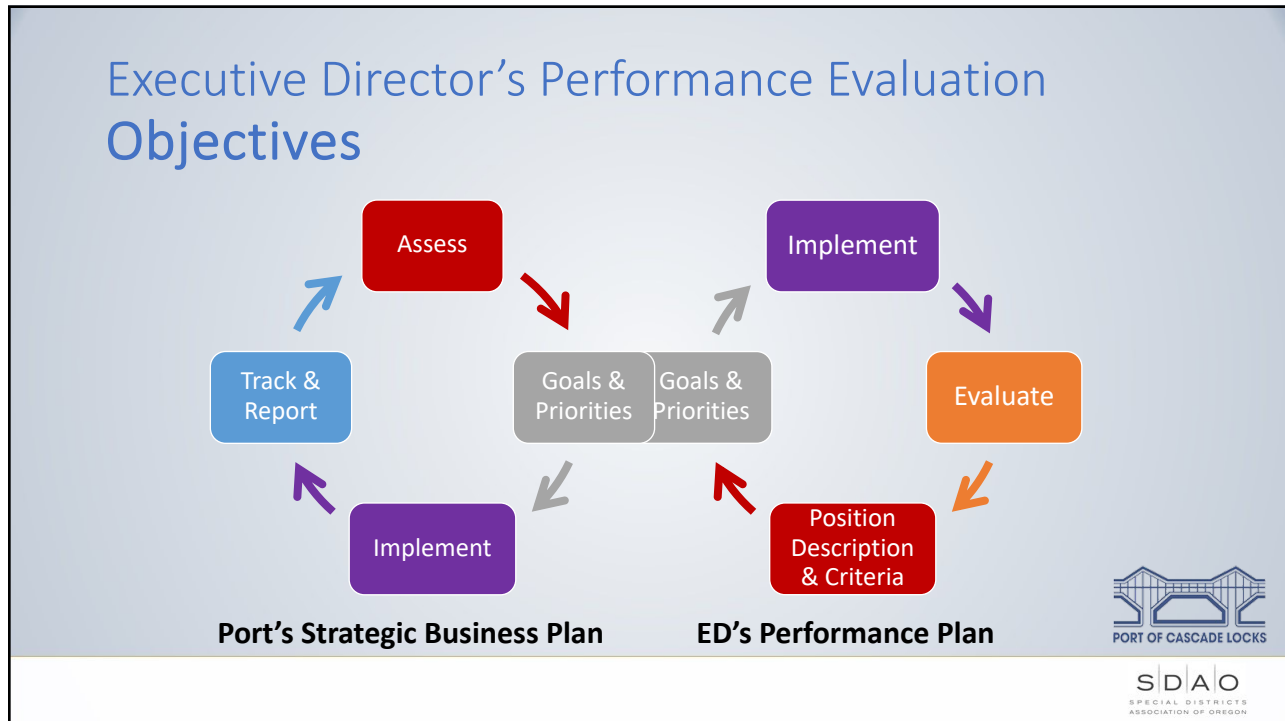


PORT OF CASCADE LOCKS

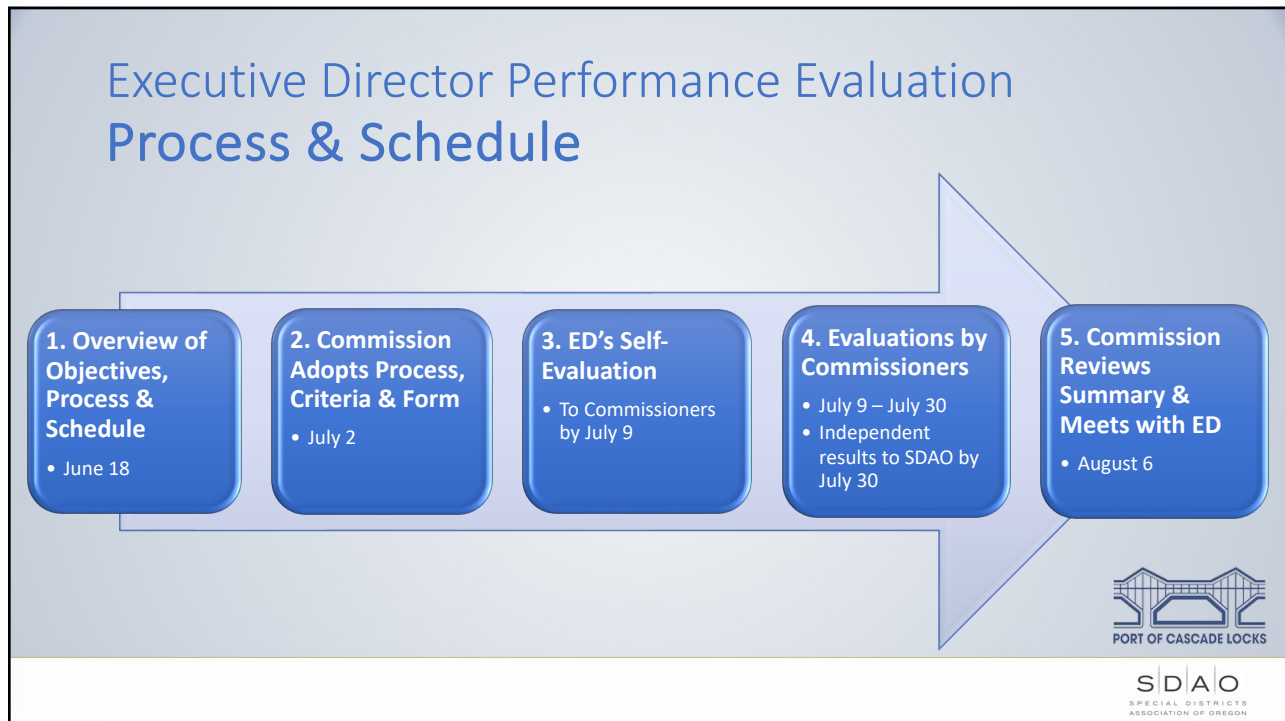


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4

Executive Director Performance Evaluation Next Steps

- July 2 – Commission to consider approval of ...
 - Evaluation Period
 - Evaluation Criteria
 - Rating Scale
 - Evaluation Form



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5



Executive Director Performance Evaluation – Objectives, Process & Schedule –

Q&A
Discussion

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