



PUBLIC MEETING: Port Commission Meeting

DATE: Tuesday, **February 17, 2026, 6:00 PM**

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

Link to join virtually: <https://us02web.zoom.us/j/85806615790>

AGENDA

- 1) Call to Order**
 - a. Pledge of Allegiance
 - b. Roll Call
 - c. Modifications, Additions, and Changes to the Agenda
- 2) Consent Agenda***
 - a. Approval of minutes for the Jan. 20 Regular Session and the Feb. 3 Work Session (Page 3)
 - b. Ratification of bills in the amount of \$407,985.62 (Page 7)
 - c. Approval of payroll for Jan. 16 in the amount of \$41,678.34 and for Feb. 4 in the amount of \$40,022.95
- 3) Public Comment (Speakers may be limited to three (3) minutes)**
- 4) Special Presentations and Reports**
 - a. Five-Year Financial Forecast for East Side RV Park (Matt Apkin, Merina + Co) (Page 19)
- 5) Commissioner Comments and Sub-Committee Reports**
- 6) Executive Director Report**
- 7) Business Action Items**
 - a. Bridge of the Gods Centennial Celebration Fireworks Display Approval (Page 41)
 - b. Approval of FY 2026-27 Budget Calendar (Page 43)
- 8) Adjourn**

**Consent Agenda may be approved in its entirety in a single motion. Items are considered routine. Any Commissioner may make a motion to remove any items from the Consent Agenda for individual discussion.*

IMPORTANT UPCOMING DATES

Thursday, February 26, 5:30PM – BOG Centennial Committee Meeting

Tuesday, March 17, 6:00PM – Commission Meeting

March 24, Time TBD - Budget Committee Orientation

April 7 - Proposed Budget documents available for public inspection

April 14 - Budget Committee Meeting

April 28 & May 12 - Budget Committee Meeting (if needed)

June 2, 6:00PM - Public Hearing on Proposed Budget, Approval of Budget

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PUBLIC MEETING: Port Commission Meeting

DATE: Tuesday, **January 20, 2026, 6:00 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 at 6:07 PM
 - a. Pledge of Allegiance
 - b. Roll Call
 - i. President Lorang
 - ii. Vice-President Klute
 - iii. Commissioner Nance
 - iv. Commissioner Gann
 - v. Commissioner Dodd (excused)
 - vi. Members of the Staff and Other Support – Executive Director Jeremiah Blue; Deputy Executive Director Genevieve Scholl; Administrative Specialist Keriane Stocker; Operations Manager Parker Nelson; Matt Apken, Financial Advisor – Merina+Co
 - vii. Members of the Public – (via Zoom) Chris Matlock, iPhone
 - c. Modifications, Additions, and Changes to the Agenda
- 2) Consent Agenda (***)Consent Agenda may be approved in its entirety in a single motion. Items are considered routine. Any Commissioner may make a motion to remove any items from the Consent Agenda for individual discussion)
 - a. Approval of minutes for the December 16, 2025 Commission Meeting and January 6, 2026 Commission Special Meeting
 - b. Ratification of bills in the amount of \$880,183.18
 - c. Approval of payroll for December 19, 2025 in the amount of \$40,786.72

MOTION: To approve the consent agenda in its entirety, as stated
MOVE: Carrie Klute
SECOND: Albert Nance
VOTE: **Aye:** Brad Lorang, Carrie Klute, Albert Nance, and Travis Gann
Absent: Ted Dodd

VIDEO TIMESTAMP: **00:01:01**
- 3) Public Comment (Speakers may be limited to three (3) minutes)
- 4) Discussion
 - a. Comprehensive Land Use & Real Estate Investment Plan – Matt Craigie, ECONorthwest
 - i. Craigie presented a real estate investment plan, detailing strategies for five (5) key properties: Recreation Point, East Gateway, Marine Park, Hillside Residential, and Light Industrial. The plan emphasized incremental development, reducing developer risk, and leveraging grants.
- 4) Commissioner Comments and Sub-Committee Reports
 - a. Klute informed the Commission that the Museum board has voted to remove Port representation to avoid conflicts of interest.
- 5) Executive Director Report
- 6) Adjourned at 7:48 PM

Port of Cascade Locks

Port Commission President
Brad Lorang

Port Commission Secretary
Albert Nance

Date Approved
Prepared by Keriane Stocker



PUBLIC MEETING: Port Commission Meeting

DATE: Tuesday, **January 20, 2026, 6:00 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 at 6:04 PM
 - a. Pledge of Allegiance
 - b. Roll Call
 - i. President Lorang
 - ii. Vice-President Klute
 - iii. Commissioner Nance
 - iv. Commissioner Gann
 - v. Commissioner Dodd (via Zoom)
 - vi. Members of the Staff and Other Support – Executive Director Jeremiah Blue; Deputy Executive Director Genevieve Scholl; Administrative Specialist Keriane Stocker; Operations Manager Parker Nelson; Matt Apken, Financial Advisor – Merina+Co
 - vii. Members of the Public – (via Zoom) Chris Matlock, iPhone
 - c. Modifications, Additions, and Changes to the Agenda
- 2) Discussion
 - a. Feasibility Report Cascade Locks RV Park – Michael Beckelheymer, Campground Consulting Group
 - i. Beckelheymer presented a feasibility study regarding the proposed campground development. The Commission conducted a detailed review of the analysis, focusing on the depth of the data provided and the validity of the study’s primary findings and conclusions.
- 3) Adjourned at 6:43 PM

Port of Cascade Locks

Port Commission President
Brad Lorang

Port Commission Secretary
Albert Nance

Date Approved
Prepared by Keriane Stocker

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Bills and Payments

PORT OF CASCADE LOCKS

Date	Transaction type	Memo/Description	Amount
DEQ			
11/01/2025	Bill	Quarry Permit No. 17223 Renewal	1,620.32
01/22/2026	Bill Payment (Check)		-1,620.32
RADCOMP Technologies			
01/01/2026	Bill	Managed IT Services	4,072.13
01/13/2026	Bill Payment (Check)		-5,912.13
01/02/2026	Bill	Laptop purchase for new FTE	1,840.00
The Port of Hood River			
10/31/2025	Bill	POCL Billings October 2025	3,486.75
11/30/2025	Bill	POCL Billings December 2025	7,240.22
01/13/2026	Bill Payment (Check)		-
			10,726.97
01/16/2026	Bill Payment (Check)		-7,268.38
12/31/2025	Bill	POCL Billings December 2025	7,268.38
01/13/2026	Bill	Cyber Insurance Policy	6,790.44
01/27/2026	Bill Payment (Check)		-6,790.44
Columbia Ace Hardware			
01/13/2026	Bill Payment (Check)		-593.40
12/31/2025	Bill	Supplies and Small Tools - December	593.40
02/06/2026	Bill Payment (Check)		-239.94
01/31/2026	Bill	Supplies and Small Tools - January	239.94
Elyzabeth Lauryl Nagode			
01/13/2026	Bill Payment (Check)		-878.53
01/01/2026	Bill	Campground Mgmt Svcs December 2025	878.53
02/03/2026	Bill Payment (Check)		-878.53
02/01/2026	Bill	Campground Mgmt Svcs January 2026	878.53
Hood River Garbage Service Inc			
01/01/2026	Bill	December 2025 Garbage Service	526.69
01/13/2026	Bill Payment (Check)		-526.69

Bills and Payments

PORT OF CASCADE LOCKS

Date	Transaction type	Memo/Description	Amount
02/01/2026	Bill	January 2026 Garbage Service	504.86
02/10/2026	Bill Payment (Credit Card)		-504.86
KIHHR Bicoastal Media			
12/31/2025	Bill	Holiday Greetings Ad	99.00
01/22/2026	Bill Payment (Check)		-99.00
Neal Creek Portable Sanitation			
01/02/2026	Bill	Portable Toilets Marine Park Beach and Easy Climb Trail	290.00
01/13/2026	Bill Payment (Check)		-290.00
02/06/2026	Bill Payment (Check)		-268.00
02/01/2026	Bill	Portable Toilets Easy Climb Trail	104.00
02/01/2026	Bill	Portable Toilets Marine Park Beach	164.00
Oregon Department of Revenue			
01/13/2026	Bill Payment (Check)		-1,099.77

Bills and Payments

PORT OF CASCADE LOCKS

Date	Transaction type	Memo/Description	Amount
12/31/2025	Bill	Forest Products Harvest Tax 2019	1,099.77
Skamania Co Chamber of Commerce			
01/13/2026	Bill Payment (Check)		-1,500.00
01/05/2026	Bill	Chamber Advocacy Luncheon	1,500.00
Staples Business Advantage			
01/28/2026	Bill Payment (Check)		-156.53
01/06/2026	Bill	Office supplies	156.53
02/06/2026	Bill Payment (Check)		-124.97
01/17/2026	Bill	Office supplies	124.97
Wind River Publishing			
01/13/2026	Bill Payment (Check)		-248.00
01/05/2026	Bill	Centennial Celebration - Display Ad	248.00
02/02/2026	Bill	Centennial Celebration - Display Ad	1,568.00
02/03/2026	Bill Payment (Check)		-1,568.00
Special Districts Insurance Services			
01/13/2026	Bill Payment (Check)		- 157,145.14
01/01/2026	Bill	February 2026 Health Insurance Premium	8,050.14
01/01/2026	Bill	Annual SDIS Insurance Renewal	149,095.00
02/04/2026	Bill Payment (Check)		-17,973.18
02/01/2026	Bill	February 2026 Health Insurance Premium	17,973.18
Delta Dental of Oregon			
01/07/2026	Bill	Dental Insurance Premium for February 2026	440.10
01/23/2026	Bill Payment		-440.10

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Bills and Payments

PORT OF CASCADE LOCKS

Date	Transaction type	Memo/Description	Amount
	(Check)		
Hood River Supply			
01/13/2026	Bill Payment (Check)		-128.63
12/05/2025	Bill	Fuel	128.63
Oregon Department of Transportation			
01/22/2026	Bill Payment (Check)		-505.26
01/06/2026	Bill	Operations - Maintenance Dept. Fuel	505.26
Rotary Club of Hood River			
12/31/2025	Bill	Rotary Club of Hood River Quarterly Dues	295.00
01/13/2026	Bill Payment (Check)		-295.00
Western Display Fireworks			
12/11/2025	Bill	1st payment, 2026 Fireworks	4,000.00
01/13/2026	Bill Payment (Check)		-4,000.00
Worldpay-Vantiv-IQ			
01/14/2026	Bill Payment (Check)		-3,276.44
12/14/2025	Bill	Merchant Fees	3,276.44

Bills and Payments

PORT OF CASCADE LOCKS

Date	Transaction type	Memo/Description	Amount
Northwest Trail Alliance			
01/15/2026	Bill Payment (Check)		-500.00
01/12/2026	Bill	IMBA Trail Town Designation Application Fee	500.00
Century Link			
01/06/2026	Bill	CenturyLink Service to 541-374-8471	34.11
01/16/2026	Bill Payment (Check)		-34.11
02/03/2026	Bill Payment (Check)		-100.74
01/16/2026	Bill	CenturyLink Service to 541-374-8471	100.74
ECONorthwest			
01/16/2026	Bill Payment (Check)		-6,042.74
08/31/2025	Bill	Comp Land Plan Project, 2nd billing	6,042.74
09/30/2025	Bill	Comp Land Plan Project, 1st billing	10,940.48
01/16/2026	Bill Payment (Check)		- 10,940.48
01/21/2026	Bill Payment (Check)		-6,042.74
08/31/2025	Bill	Comp Land Plan Project	6,042.74
09/30/2025	Bill	Comp Land Plan Project, 2nd payment	7,843.68
01/21/2026	Bill Payment (Check)		-7,843.68
01/23/2026	Bill Payment (Check)		- 10,193.51
08/31/2025	Bill	Comp Land Plan Project	10,193.51
Merina+Co			
01/16/2026	Bill Payment (Check)		- 10,083.25
12/31/2025	Bill	Financial Services December	10,083.25
Ricoh USA, Inc.			

Bills and Payments

PORT OF CASCADE LOCKS

Date	Transaction type	Memo/Description	Amount
01/16/2026	Bill Payment (Check)		-285.31
01/01/2026	Bill	Admin - Copier	285.31
Pacific Northwest Waterway Assoc.			
01/29/2026	Bill Payment (Check)		-6,821.00
01/07/2026	Bill	2026 Membership Dues	6,821.00
Sierra Springs			
01/16/2026	Bill	Drinking water delivery Office/Maintenance Warehouse	40.45
01/30/2026	Bill Payment (Check)		-40.45
the door works co. inc.			
01/23/2026	Bill Payment (Check)		-9,915.00
12/15/2025	Bill	Material deposit retainer for Pavilion Doors	9,915.00
Amazon Capital Services			
01/01/2026	Bill	Office supplies	292.18
01/27/2026	Bill Payment (Check)		-292.18

Bills and Payments

PORT OF CASCADE LOCKS

Date	Transaction type	Memo/Description	Amount
AT&T Mobility			
01/05/2026	Bill	AT&T Cradlepoint	43.94
01/27/2026	Bill Payment (Check)		-43.94
City of Cascade Locks			
02/03/2026	Bill Payment (Check)		-30.00
01/12/2026	Bill	Electric Service Account Set Up Fee 180 NE Herman Creek Ln Ste 104B	30.00
02/17/2026	Bill	Bridge of the Gods	689.08
02/04/2026	Bill Payment (Check)		-1,095.92
02/17/2026	Bill	Pavilion	406.84
02/17/2026	Bill	Park Restrooms	392.00
02/02/2026	Bill	421 NW Portage Rd	26.75
02/06/2026	Bill Payment (Check)		-6,655.58
02/02/2026	Bill	50 NE Herman Creek Lane	51.10
02/02/2026	Bill	Maintenance Warehouse	901.42
02/02/2026	Bill	180 NE Herman Creek Ln (House Panel)	63.25
02/02/2026	Bill	Marina	820.80
02/02/2026	Bill	Port park electric	44.70
02/02/2026	Bill	Pony Museum	74.96
01/31/2026	Bill	Boat Ramp Restrooms	500.30
02/17/2026	Bill	299 NW Portage Road - Sternwheeler Office	536.89
02/17/2026	Bill	Harvey Road Restroom	442.14
02/17/2026	Bill	180 NE Herman Creek Ln (Water)	159.70
02/17/2026	Bill	House 3	489.80
02/17/2026	Bill	House 2 Admin	1,063.92
02/17/2026	Bill	Next to RV Park Ramp Rtm	552.49
01/31/2026	Bill	VC Parking Lot Control	163.39

Bills and Payments

PORT OF CASCADE LOCKS

Date	Transaction type	Memo/Description	Amount
01/31/2026	Bill	Columbia Gorge Way Lot #2 Irrigation	217.95
02/02/2026	Bill	160 NE Herman Creek Ln (House Panel)	109.32
02/02/2026	Bill	Irrigation Pump	44.70
Mahr Strategies			
01/12/2026	Bill	Lobbyist Services December 2025	6,000.00
01/27/2026	Bill Payment (Check)		-6,000.00
Blue Mountain Networks			
01/26/2026	Bill Payment (Credit Card)		-122.30
02/01/2026	Bill	Internet Service January 2026	122.30
ARTHUR J GALLAGHER & CO			
01/14/2026	Bill	Bridge Insurance Installment 1 of 4	87,029.56
02/03/2026	Bill Payment (Check)		- 87,029.56

Bills and Payments

PORT OF CASCADE LOCKS

Date	Transaction type	Memo/Description	Amount
MBO Cleaning			
01/24/2026	Bill	Office Cleaning Janitorial Service	323.36
02/03/2026	Bill Payment (Check)		-323.36
Amerititle			
01/29/2026	Bill	Title Report for 0 Cramblett Way	300.00
02/03/2026	Bill Payment (Check)		-300.00
Pacer Propane			
02/03/2026	Bill Payment (Check)		-20.00
01/31/2026	Bill	Propane Tank Rental	20.00
Streamline Software, Inc			
02/02/2026	Bill Payment (Credit Card)		-395.00
02/01/2026	Bill	Website - Streamline Flex Feb 1 - Mar 1	395.00
Gusto			
01/03/2026	Bill	Monthly Payroll Service	480.00
02/03/2026	Bill Payment (Check)		-480.00
Columbia River Insurance			
02/04/2026	Bill Payment (Check)		-
			6,790.44
01/13/2026	Bill	Cyber Insurance Policy	6,790.44
Jeanetta Blue			
02/04/2026	Bill Payment (Check)		-555.20
02/02/2026	Bill	Cell phone reimbursement and travel expenses	555.20
Joanne Wallace			
02/04/2026	Bill Payment (Check)		-164.68
02/02/2026	Bill	Cell phone reimbursement and travel expenses	164.68
Keriane Stocker			
02/04/2026	Bill Payment (Check)		-105.88

Bills and Payments

PORT OF CASCADE LOCKS

Date	Transaction type	Memo/Description	Amount
01/01/2026	Bill	Cell phone reimbursement and travel expenses	105.88
Nikki Adler			
01/29/2026	Bill	Cell phone reimbursement and travel expenses	521.40
02/04/2026	Bill Payment (Check)		-521.40
Print It			
01/23/2026	Bill	Campground Concept Drawing Posters	297.00
02/04/2026	Bill Payment (Check)		-297.00
Signaling System Solutions			
02/04/2026	Bill Payment (Check)		-700.00
02/01/2026	Bill	Flex 5 annual monitoring service	700.00
TWGW Inc. NAPA Auto Parts			
01/25/2026	Bill	Operations Vehicle Maintenance Supplies	176.70

Bills and Payments

PORT OF CASCADE LOCKS

Date	Transaction type	Memo/Description	Amount
02/04/2026	Bill Payment (Check)		-176.70
Underriner Ford of The Dalles			
01/28/2026	Bill	Service to Ford Truck	1,239.63
02/04/2026	Bill Payment (Check)		-
			1,239.63
Platt			
02/03/2026	Bill Payment (Credit Card)		-345.63
01/12/2026	Bill	LIGHTSQUARE-SA-5WQ-740 Lights	345.63
Mid-Columbia Economic Development Dist.			
02/06/2026	Bill Payment (Check)		-400.00
01/01/2026	Bill	EDG Group Dues	400.00

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PORT COMMISSION REPORT

TO: PORT COMMISSION

FROM: JEREMIAH BLUE, EXECUTIVE DIRECTOR

SUBJECT: FIVE-YEAR RV PARK NET OPERATING INCOME FINANCIAL MODEL (PRELIMINARY PLANNING PROJECTION)

DATE: FEBRUARY 17, 2026

Introduction:

This report presents a preliminary 5-year Net Operating Income (NOI) financial model for the proposed Cascade Locks RV Park development. These projections are intended to support the Commission's long-range planning efforts and are provided for informational purposes.

Recommendation:

Discussion.

Background:

Campground Consulting Group LLC prepared a 5-Year Net Operating Income Model Report for the proposed Cascade Locks RV Park, dated December 9, 2025 V7 Cascade Locks 5-Year Investment

The model is based on the current conceptual master plan, which assumes development of 109 total units consisting of RV sites, yurts, and tent sites V7 Cascade Locks 5-Year Investm.... The report outlines estimated occupancy-based revenue, additional revenue assumptions, operating expense ratios, and resulting net operating income calculations over a five-year period.

Discussion:

This financial model is a forward-looking planning tool. It is not a guarantee, representation, or commitment regarding future financial performance.

The estimates contained in the report are based on assumptions regarding occupancy levels, vacancy rates, nightly rates, escalation factors, revenue

management strategies, and operating expense ratios. These assumptions are preliminary in nature and are subject to change as the project advances.

Several material operational and policy decisions that will directly affect financial outcomes have not yet been finalized, including:

- Whether the park will be Port-operated or managed by a third party
- Final staffing structure and associated wage and benefit costs
- Marketing approach and lease-up strategy
- Reservation platform and revenue management policies
- Final site mix, amenity scope, and construction costs
- Capital financing structure and debt service obligations, if any

Occupancy and vacancy assumptions were developed using industry benchmarks, consultant experience, and limited comparable facilities. There are few directly comparable public-sector RV park developments of similar size within the immediate region. As a result, the projections should be understood as informed estimates rather than locally verified historical performance.

Actual results may differ materially from the estimates presented due to a number of factors, including but not limited to:

- Regional and national economic conditions
- Tourism demand and travel behavior
- Fuel prices and consumer discretionary spending
- Competition from public and private campgrounds
- Weather variability and season length
- Construction costs and final capital scope
- Operational execution and customer satisfaction
- Changes in regulatory requirements

The model assumes gradual occupancy growth over time; however, there can be no assurance that stabilization levels will be achieved within the timeframes shown or at all.

Public Entity Operational Considerations

- If the RV park is operated directly by the Port as a public entity, additional structural considerations may affect cost structure and operational flexibility when compared to private operators.
- Public agency operations may involve:
 - Public employee wage scales, benefit structures, and PERS obligations
 - Procurement and competitive contracting requirements

- Increased administrative, reporting, and compliance obligations
- Public records and transparency requirements
- Insurance and risk management standards applicable to public entities
- Staffing policies and hiring procedures that may limit rapid seasonal adjustments
- Community and policy expectations regarding affordability and public access

These factors may increase operating costs or reduce operational flexibility relative to private-sector campground operations. The current model does not fully quantify all potential public-sector cost differentials.

Fiscal Impact

This report does not authorize any expenditure, does not approve a final operating structure, and does not constitute a financing plan or revenue pledge.

The financial model is provided solely as a conceptual planning framework to assist the Commission in evaluating potential long-term feasibility and risk. Any future financing decision would require additional financial analysis, updated projections, and formal Commission action.

As design, operational structure, and financing strategies are determined, staff intends to update and refine the financial analysis accordingly.

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5 Year Net Operating Income Model Report Cascade Locks RV Park

Prepared by

Jayne Cohen, Principal

Mike Beckelhymer, Consultant

Terry Munoz, Financial Analyst/Consultant



December 9, 2025

The financial information set forth provides figures based upon the consultant's experience, industry averages and operating ratios derived from industry data presently available. Campground Consulting Group LLC makes no representation, expressed or implied, that these figures will, in any way, predict the costs and/or performance that any individual RV park may experience. While every effort has been made to provide accurate information Campground Consulting Group LLC is not responsible for any errors or omissions.

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Financial Model

Introduction

A 5-year pro forma model follows below. The fiscal years start in January and run through the following December. This financial model uses proprietary algorithms to provide insight into the potential financial drivers and financial results for the proposed RV park development in Cascade Locks Oregon. The model is based on various inputs and assumptions, as described throughout this document.

Because occupancy based revenue is the basis for a successful RV park, a significant part of this report focuses on occupancy assumptions and the associated revenue. Additional revenue streams are included in this model, as shown in Table 6.

Financial Model Assumptions

The financial model assumptions below are based on the master plan with 109 RV, Yurt and Tent Sites. The model is based on a conservative level of occupancy to predict revenue and an aggressive approach to predict expenses.

Seasons

The financial model assumes two seasons per year. Seasons allow you to change certain assumptions, such as rates and occupancy, based on the time of year.

Table 1 and Figure 1 shows the days per season for each month. If no season is specified, the location is assumed to be “closed.”

Table 1: Season Assumptions

Season	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Peak	8	3	0	30	31	30	31	31	30	0	4	3
Off Season	23	25	31	0	0	0	0	0	0	31	26	28

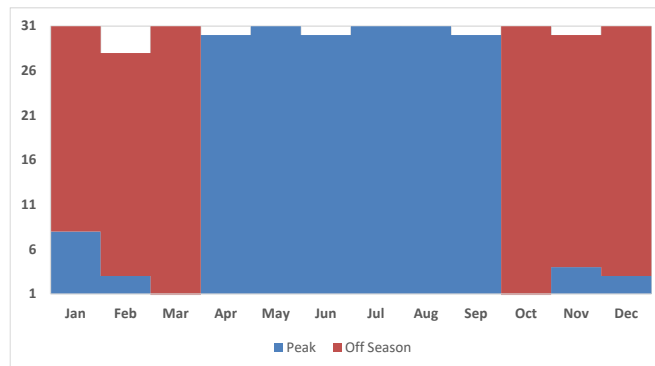


Figure 1: Days per Month per Season

Figure 2 illustrates the number of days in each season during a year.

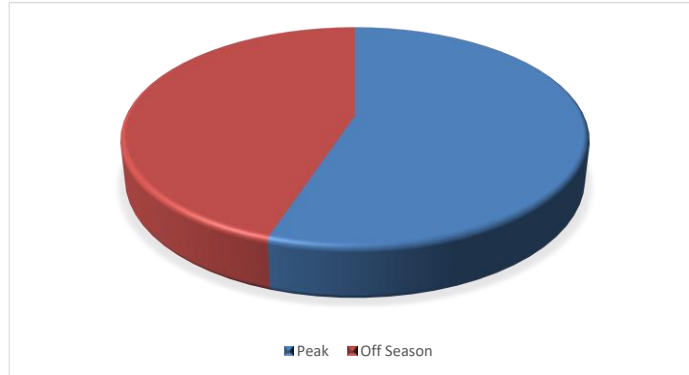


Figure 2: Days per Season

Sites/Yurts/Tents

The financial model assumes the following types of sites – RVs, Yurts and Tents. Their distribution over the 5-year period is shown in Table 2.

Table 2: Type Assumptions

Types	Category	Number Year 1	Number Year 2	Number Year 3	Number Year 4	Number Year 5
Back In FHU RV Site	Sites	62	62	62	62	62
Pull Thru FHU RV Site	Sites	21	21	21	21	21
Yurt	Yurts	8	8	8	8	8
Tent Site	Other	18	18	18	18	18
Total available		109	109	109	109	109

Rental Periods

The financial model assumes short-term rental periods only.

Rates

Assumed rates in year 1 for RV Sites, Yurts, and Tent Sites, rental periods, and seasons are shown in Table 3. Rate changes for years 2 – 5 are shown in Table 4.

Table 3: Short-Term Rate Assumptions

Rental Duration	Daily	Daily
Season	Peak	Off Season
Back In FHU RV Site	\$75.00	\$50.00
Pull Thru FHU RV Site	\$85.00	\$60.00
Yurt	\$110.00	\$85.00
Tent Site	\$35.00	\$25.00

Table 4: Rate Change Assumptions

Rate change After	Year 1	Year 2	Year 3	Year 4
Back In FHU RV Site	3.00%	5.00%	5.00%	5.00%
Pull Thru FHU RV Site	3.00%	5.00%	5.00%	5.00%
Yurt	3.00%	5.00%	5.00%	5.00%
Tent Site	3.00%	5.00%	5.00%	5.00%

Occupancy

Short-term rental occupancy assumptions are shown in Table 5.

Table 5: Short-Term Occupancy Assumptions

Back In FHU RV Site	Year 1	Year 2	Year 3	Year 4	Year 5
Peak	37%	44%	48%	54%	67%
Off Season	17%	20%	29%	42%	61%
Pull Thru FHU RV Site	Year 1	Year 2	Year 3	Year 4	Year 5
Peak	37%	44%	48%	54%	70%
Off Season	17%	20%	29%	42%	49%
Yurt	Year 1	Year 2	Year 3	Year 4	Year 5
Peak	38%	44%	48%	54%	58%
Off Season	28%	20%	29%	34%	53%
Tent Site	Year 1	Year 2	Year 3	Year 4	Year 5
Peak	18%	20%	23%	23%	30%
Off Season	9%	9%	15%	15%	17%

Additional Revenue Sources

Revenue Management is a pricing strategy that balances supply and demand to maximize profits from site and rental revenue. Dynamic pricing or yield management and site stratification are considered only after the base site/rental revenue has been estimated. Dynamic pricing or yield management (YM), which is recommended, allows for the price of the site/rental to dynamically change based on defined factors. The park (property) management system (PMS) selected for the new RV park development should contain revenue management capabilities designed to maximize revenue based on occupancy, length of stay, advance booking window, time of year, site type, and other pricing related factors.

Properties implementing yield management generally increase site revenue by 5 - 15% in the first year of yielding. Vacation destination properties benefit the most from dynamic pricing and report up to a 25% increase in site and rental revenue from yielding.

Site stratification is an operational strategy which maximizes the average daily rate by increasing rates on certain sites because of site location and/or site finish. Site stratification is also recommended but has not been included in this model.

Additional revenue sources vary from park to park depending upon the business model, location, park size, number of ancillary revenue sources and guest composition. Parks over 200 sites may experience ancillary revenue of 10 – 30% at maturity, while an exceptionally large RV park may experience 30-40% in ancillary revenue. RV parks and campgrounds with occupancies primarily consisting of extended-stay and long-term campers typically derive ancillary income from the following sources: storage and rig moving, winterizing units, “summerizing” units, RV washing, RV repair, vending, and other non-recreation-based ancillary income. RV parks with vacation leisure, recreational, or seasonal guests will have a broader range of additional revenue sources and typically derive a higher percentage of ancillary revenue than the extended stay business model.

This model conservatively estimates revenue from additional revenue sources, as shown in Table 6. These revenue sources are estimated as either a percentage of site/rental revenue or as an annual fixed amount, which may change from year to year.

Table 6: Additional Revenue Source Assumptions

Additional Revenue	Revenue Basis	Year 1	Year 2	Year 3	Year 4	Year 5
Yield Management	%Revenue	0.00%	5.00%	5.00%	10.00%	10.00%
Ancillary Revenue	%Revenue	2.00%	3.00%	3.00%	3.00%	3.00%

For each additional revenue stream, the cost of goods associated with that stream is specified in Table 7. Costs of goods are estimated as either a percentage of their specific revenue stream or as an annual fixed amount, which may change from year to year.

Table 7: Additional Revenue Sources Cost of Goods

Additional Revenue COGS	COGS Basis	Year 1	Year 2	Year 3	Year 4	Year 5
Ancillary Revenue	%Revenue	50.00%	50.00%	50.00%	50.00%	50.00%

Expenses

Operating expenses are estimated as either a percentage of revenue or as an annual fixed amount. Definitions for the expense basis are shown in Table 8.

Table 8: Expense Estimation Assumptions

Expense Type	Expense Basis	Year 1	Year 2	Year 3	Year 4	Year 5
Utility	%TotalRevenue	10.00%	10.00%	10.00%	10.00%	10.00%
Payroll	%TotalRevenue	20.00%	18.00%	16.00%	14.00%	11.00%
Operational	%TotalRevenue	10.00%	9.00%	8.00%	6.50%	5.00%
Maintenance & Repairs	%SiteRevenue	7.00%	6.00%	5.50%	4.75%	3.75%
Marketing	%TotalRevenue	12.00%	10.00%	6.00%	4.00%	3.00%
Additional Expense	%TotalRevenue	5.00%	5.00%	5.00%	5.00%	5.00%

Financial Model Estimates

The financial model revenue results for five years are shown in the tables and charts below. This model is based on the assumptions listed above.

Base Occupancy Based Revenue

Table 9 through Table 13 provide a snapshot, per year, of the key occupancy based revenue financial measures, including average number of sites rented per night (rounded to the nearest whole number), occupancy, and average rate across all seasons and stay durations. This information does not include any upside that may be realized due to yield management or site stratification.

Table 9: Year 1 Financial Snapshot

Year 1							
Type	Qty	Average site nights by site type	Occupancy	Average rate per night	Rental Revenue	Potential Rental Revenue	Vacancy
Back In FHU RV Site	62	17	27.84%	\$68.21	\$429,660	\$1,543,562	\$1,113,902
Pull Thru FHU RV Site	21	6	27.84%	\$78.21	\$166,866	\$599,469	\$432,603
Yurt	8	3	33.59%	\$100.62	\$98,688	\$293,810	\$195,122
Tent Site	18	3	14.19%	\$32.14	\$29,970	\$211,179	\$181,209
Total	109	28	26.00%	\$70.09	\$725,184	\$2,648,020	\$1,922,836

Table 10: Year 2 Financial Snapshot

Year 2							
Type	Qty	Average site nights by site type	Occupancy	Average rate per night	Rental Revenue	Potential Rental Revenue	Vacancy
Back In FHU RV Site	62	21	33.51%	\$70.22	\$532,433	\$1,589,027	\$1,056,594
Pull Thru FHU RV Site	21	7	33.51%	\$80.52	\$206,794	\$617,168	\$410,375
Yurt	8	3	33.51%	\$106.27	\$103,972	\$310,302	\$206,329
Tent Site	18	3	15.27%	\$33.31	\$33,423	\$218,879	\$185,456
Total	109	33	30.50%	\$72.25	\$876,621	\$2,735,376	\$1,858,754

Table 11: Year 3 Financial Snapshot

Year 3							
Type	Qty	Average site nights by site type	Occupancy	Average rate per night	Rental Revenue	Potential Rental Revenue	Vacancy
Back In FHU RV Site	62	24	39.44%	\$71.83	\$641,088	\$1,625,545	\$984,457
Pull Thru FHU RV Site	21	8	39.44%	\$82.58	\$249,630	\$632,963	\$383,333
Yurt	8	3	39.44%	\$109.45	\$126,037	\$319,581	\$193,543
Tent Site	18	3	19.44%	\$33.83	\$43,202	\$222,252	\$179,050
Total	109	39	36.14%	\$73.73	\$1,059,958	\$2,800,340	\$1,740,383

Table 12: Year 4 Financial Snapshot

Year 4							
Type	Qty	Average site nights by site type	Occupancy	Average rate per night	Rental Revenue	Potential Rental Revenue	Vacancy
Back In FHU RV Site	62	30	48.60%	\$73.81	\$811,767	\$1,670,208	\$858,441
Pull Thru FHU RV Site	21	10	48.60%	\$85.08	\$316,947	\$652,118	\$335,171
Yurt	8	4	45.15%	\$114.68	\$151,192	\$334,861	\$183,669
Tent Site	18	3	19.44%	\$35.52	\$45,362	\$233,365	\$188,002
Total	109	47	43.53%	\$76.52	\$1,325,269	\$2,890,552	\$1,565,284

Table 13: Year 5 Financial Snapshot

Year 5							
Type	Qty	Average site nights by site type	Occupancy	Average rate per night	Rental Revenue	Potential Rental Revenue	Vacancy
Back In FHU RV Site	62	40	64.34%	\$76.30	\$1,111,025	\$1,726,737	\$615,712
Pull Thru FHU RV Site	21	13	60.65%	\$89.94	\$418,109	\$689,419	\$271,310
Yurt	8	4	56.00%	\$117.56	\$192,228	\$343,265	\$151,036
Tent Site	18	4	24.22%	\$37.86	\$60,244	\$248,744	\$188,501
Total	109	61	56.39%	\$79.41	\$1,781,606	\$3,008,165	\$1,226,559

Figure 3 shows the “economic occupancy” resulting from this financial model. The striped bars for each year show the maximum potential rental revenue, assuming the location is 100% occupied every day the location is open at the average daily rate calculated by the financial model. The solid bars indicate the rental revenue predicted by this model. The percentages on the chart show the percentage of potential rental revenue that the model predicts.

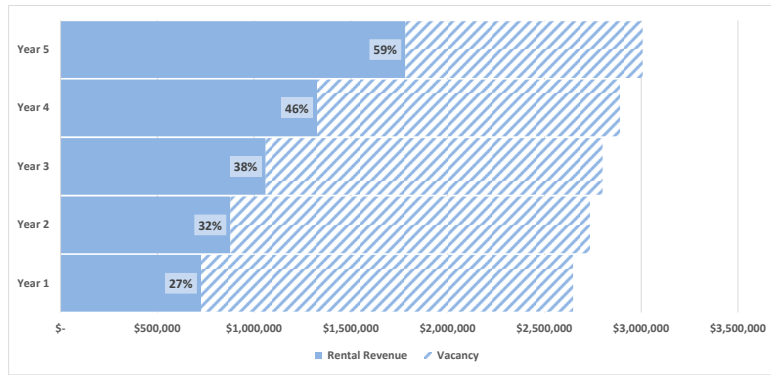


Figure 3: Economic Occupancy

For a more complete analysis of the source of site/rental revenue, Table 14, Figure 4 and Figure 5 provide the revenue by site/rental type. These values do not include any upside that may be realized by yield management or site stratification.

Table 14: Occupancy Based Revenue

Type	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Back In FHU RV Site	\$429,660	\$532,433	\$641,088	\$811,767	\$1,111,025	\$3,525,973
Pull Thru FHU RV Site	\$166,866	\$206,794	\$249,630	\$316,947	\$418,109	\$1,358,346
Yurt	\$98,688	\$103,972	\$126,037	\$151,192	\$192,228	\$672,118
Tent Site	\$29,970	\$33,423	\$43,202	\$45,362	\$60,244	\$212,201
Total	\$725,184	\$876,621	\$1,059,958	\$1,325,269	\$1,781,606	\$5,768,638

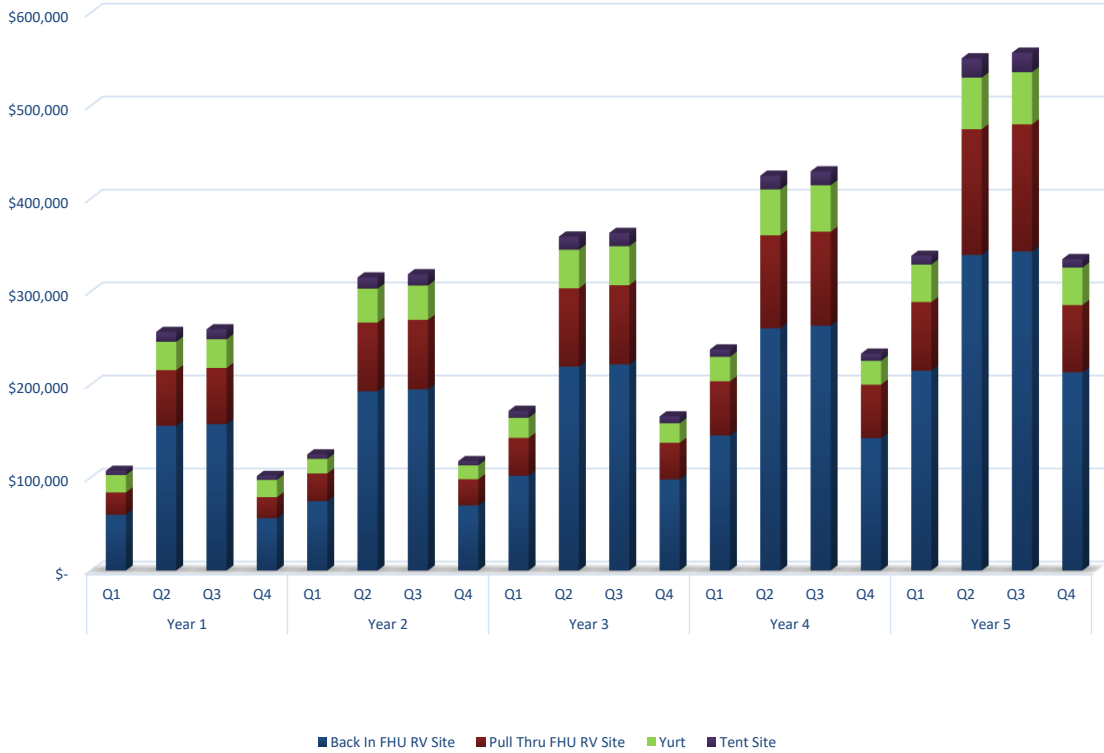


Figure 4: Revenue Contribution by Type

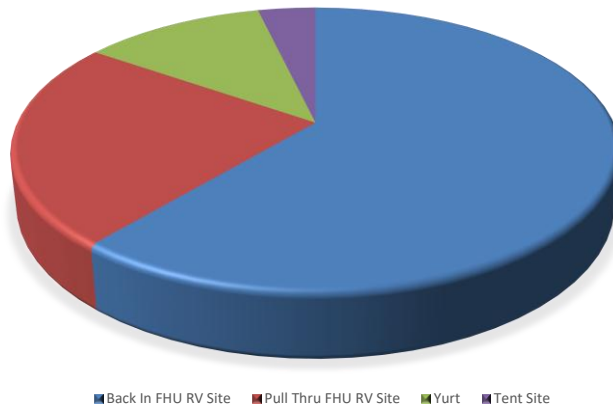


Figure 5: 5-Year Revenue Contribution by Type

Table 15, Figure 6, and Figure 7 provide the revenue by stay duration. These values do not include any upside that may be realized from yield management or site stratification.

Table 15: Revenue by Stay Duration

Stay Duration	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Daily	\$725,184	\$876,621	\$1,059,958	\$1,325,269	\$1,781,606	\$5,768,638
Total	\$725,184	\$876,621	\$1,059,958	\$1,325,269	\$1,781,606	\$5,768,638

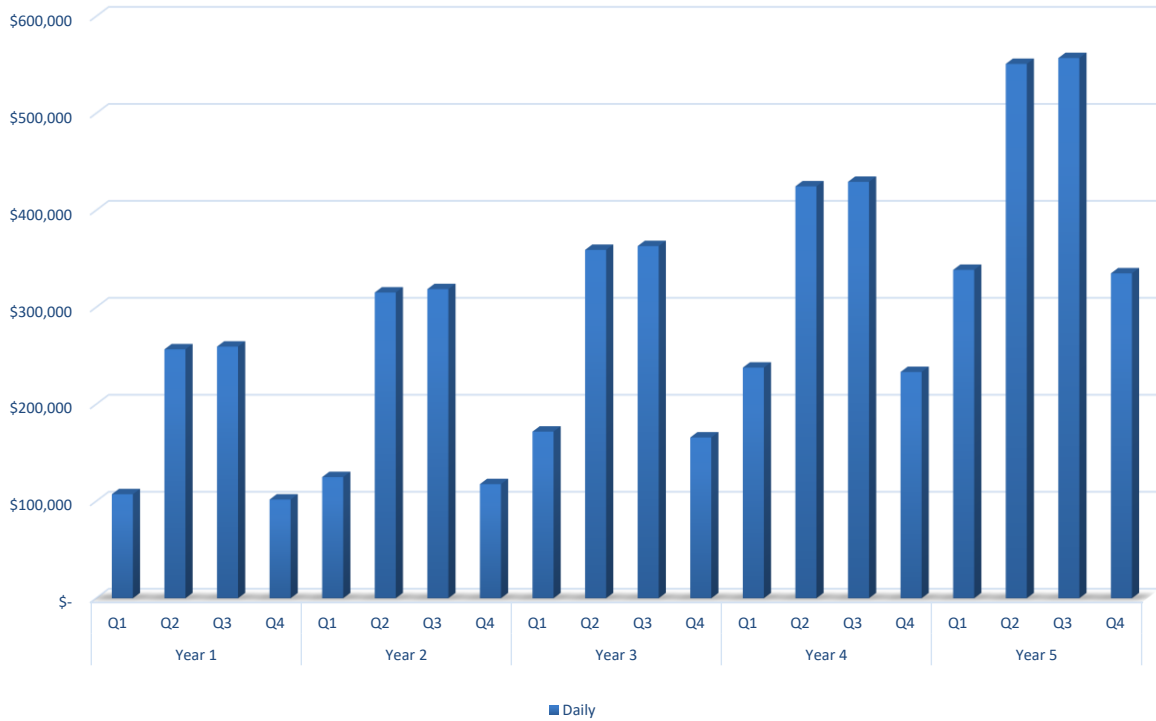


Figure 6: Revenue Contribution by Stay Duration

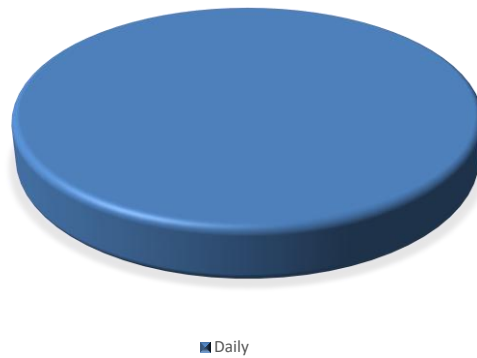


Figure 7: 5-Year Revenue Contribution by Stay Duration

Additional Revenue

Table 16 and Figure 8 show the impact of additional revenue sources on the total revenue. Figure 9 provides a 5-year composite view of the revenue sources.

Table 16: Additional Revenue Sources

Revenue Source	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Site/Rental Revenue	\$725,184	\$876,621	\$1,059,958	\$1,325,269	\$1,781,606	\$5,768,638
Yield Management	\$0	\$43,831	\$52,998	\$132,527	\$178,161	\$407,516
Ancillary Revenue	\$14,504	\$26,299	\$31,799	\$39,758	\$53,448	\$165,807

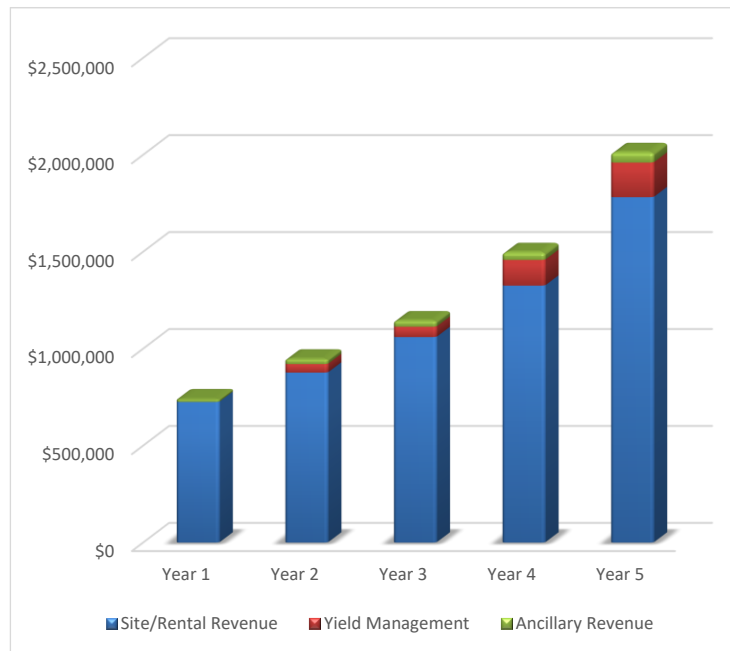


Figure 8: Sources of Revenue

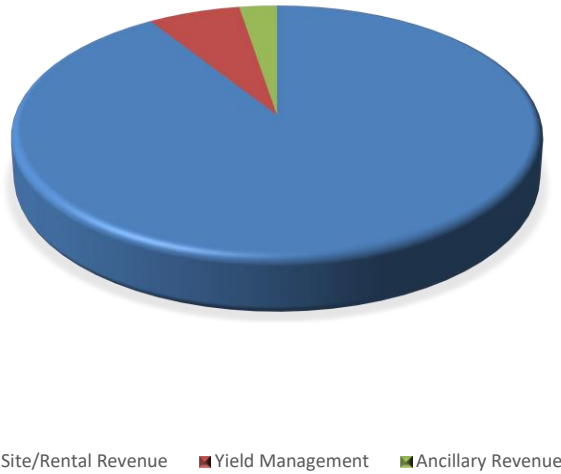


Figure 9: 5-Year Composite Revenue Sources

Operating Expenses

Operating expenses are calculated as a fixed amount or as a percentage of revenue (Table 8), which includes occupancy based revenue and revenue from additional sources. Table 17 and Figure 10 provide a snapshot, per year, of operating expenses. Figure 11 provides a 5-year composite view of the operating expenses.

Table 17: Operating Expenses by Year

Operating Expenses	Year 1	Year 2	Year 3	Year 4	Year 5
Utility	\$73,969	\$94,675	\$114,475	\$149,755	\$201,321
Payroll	\$147,938	\$170,415	\$183,161	\$209,657	\$221,454
Operational	\$73,969	\$85,208	\$91,580	\$97,341	\$100,661
Maintenance & Repairs	\$50,763	\$52,597	\$58,298	\$62,950	\$66,810
Marketing	\$88,763	\$94,675	\$68,685	\$59,902	\$60,396
Additional Expense	\$36,984	\$47,338	\$57,238	\$74,878	\$100,661
OPERATING EXPENSES	\$472,385	\$544,908	\$573,437	\$654,484	\$751,303

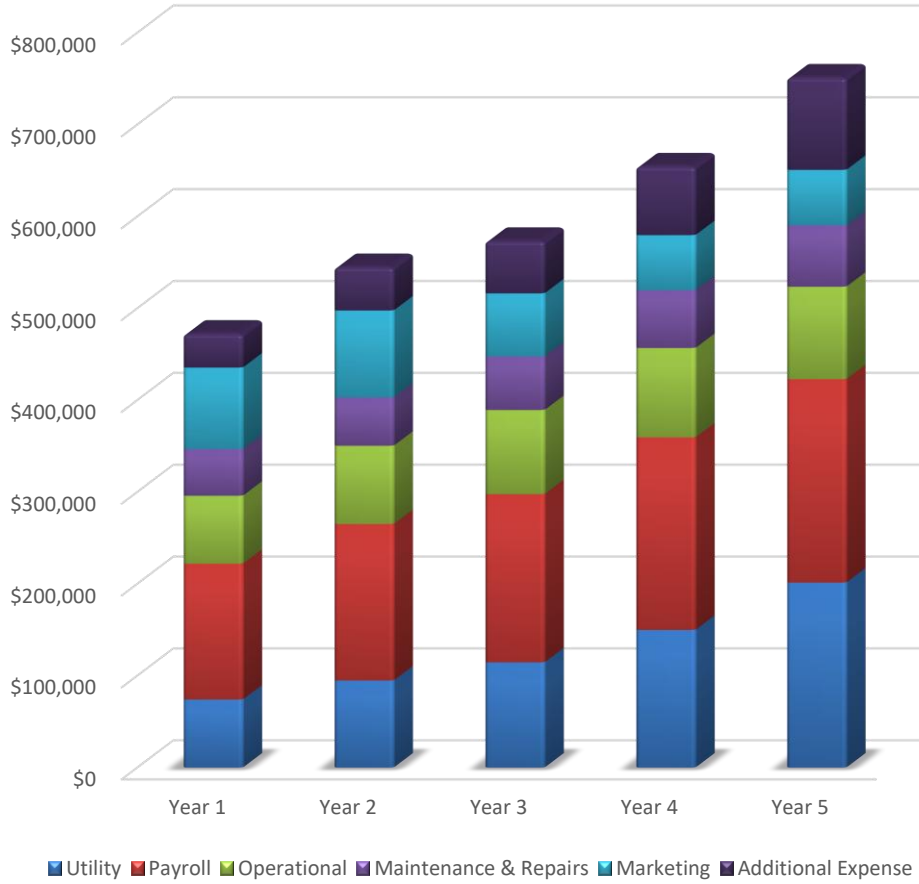


Figure 10: Operating Expenses by Type

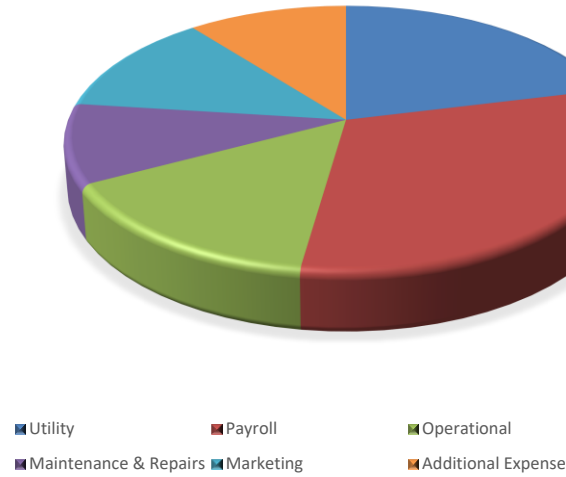


Figure 11: 5-Year Composite Operating Expenses

Net Operating Income Ratios

Table 18 and Table 19 show the Net Operating Income and further provide contributors to the total revenue, as well as the expenses as a percent of revenue (rounded to the nearest full percent).

Table 18: Net Operating Income Years 1 – 3

	Year 1		Year 2		Year 3	
	Total	% Revenue	Total	% Revenue	Total	% Revenue
REVENUE						
<i>Occupancy Based Revenue</i>						
Daily	\$725,184	98%	\$876,621	93%	\$1,059,958	93%
Total Occupancy Based Revenue	\$725,184	98%	\$876,621	93%	\$1,059,958	93%
<i>Additional Revenue</i>						
Yield Management	\$0	0%	\$43,831	5%	\$52,998	5%
Ancillary Revenue	\$14,504	2%	\$26,299	3%	\$31,799	3%
Total Additional Revenue	\$14,504	2%	\$70,130	7%	\$84,797	7%
Revenue Subtotal	\$739,688	100%	\$946,751	100%	\$1,144,754	100%
TOTAL REVENUE	\$739,688	100%	\$946,751	100%	\$1,144,754	100%
COST OF GOODS SOLD						
Ancillary Revenue	\$7,252	1%	\$13,149	1%	\$15,899	1%
TOTAL COST OF GOODS SOLD	\$7,252	1%	\$13,149	1%	\$15,899	1%
NET REVENUE	\$732,436	99%	\$933,602	99%	\$1,128,855	99%
OPERATING EXPENSES						
Utility	\$73,969	10%	\$94,675	10%	\$114,475	10%
Payroll	\$147,938	20%	\$170,415	18%	\$183,161	16%
Operational	\$73,969	10%	\$85,208	9%	\$91,580	8%
Maintenance & Repairs	\$50,763	7%	\$52,597	6%	\$58,298	5%
Marketing	\$88,763	12%	\$94,675	10%	\$68,685	6%
Real Estate Taxes	\$0	0%	\$0	0%	\$0	0%
Additional Expense	\$36,984	5%	\$47,338	5%	\$57,238	5%
Expense Subtotal	\$472,385	64%	\$544,908	58%	\$573,437	50%
OPERATING EXPENSES	\$472,385	64%	\$544,908	58%	\$573,437	50%
NET OPERATING INCOME	\$260,051	35%	\$388,694	41%	\$555,418	49%

Table 19: Net Operating Income Years 4, 5 and 5-year Composite

	Year 4		Year 5		Composite	
	Total	% Revenue	Total	% Revenue	Total	% Revenue
REVENUE						
<i>Occupancy Based Revenue</i>						
Daily	\$1,325,269	88%	\$1,781,606	88%	\$5,768,638	91%
Total Occupancy Based Revenue	\$1,325,269	88%	\$1,781,606	88%	\$5,768,638	91%
<i>Additional Revenue</i>						
Yield Management	\$132,527	9%	\$178,161	9%	\$407,516	6%
Ancillary Revenue	\$39,758	3%	\$53,448	3%	\$165,807	3%
Total Additional Revenue	\$172,285	12%	\$231,609	12%	\$573,324	9%
Revenue Subtotal	\$1,497,554	100%	\$2,013,215	100%	\$6,341,962	100%
TOTAL REVENUE	\$1,497,554	100%	\$2,013,215	100%	\$6,341,962	100%
COST OF GOODS SOLD						
Ancillary Revenue	\$19,879	1%	\$26,724	1%	\$82,904	1%
TOTAL COST OF GOODS SOLD	\$19,879	1%	\$26,724	1%	\$82,904	1%
NET REVENUE	\$1,477,674	99%	\$1,986,491	99%	\$6,259,062	99%
OPERATING EXPENSES						
Utility	\$149,755	10%	\$201,321	10%	\$634,197	10%
Payroll	\$209,657	14%	\$221,454	11%	\$932,625	15%
Operational	\$97,341	7%	\$100,661	5%	\$448,759	7%
Maintenance & Repairs	\$62,950	4%	\$66,810	3%	\$291,419	5%
Marketing	\$59,902	4%	\$60,396	3%	\$372,422	6%
Real Estate Taxes	\$0	0%	\$0	0%	\$0	0%
Additional Expense	\$74,878	5%	\$100,661	5%	\$317,098	5%
Expense Subtotal	\$654,484	44%	\$751,303	37%	\$2,996,519	47%
OPERATING EXPENSES	\$654,484	44%	\$751,303	37%	\$2,996,519	47%
NET OPERATING INCOME	\$823,191	55%	\$1,235,187	61%	\$3,262,543	51%

PORT COMMISSION REPORT

TO: PORT COMMISSION

FROM: JEREMIAH BLUE, EXECUTIVE DIRECTOR

SUBJECT: BRIDGE OF THE GODS CELEBRATION – FIREWORKS SHOW APPROVAL

DATE: FEBRUARY 17, 2026

Background

The Port of Cascade Locks and the Bridge of the Gods Celebration Committee are preparing for the upcoming Bridge of the Gods Celebration. This community event is intended to support tourism, local engagement, and economic activity in Cascade Locks, consistent with the Port’s Strategic Plan goals.

As part of the celebration programming, the committee has expressed interest in including a small professional fireworks display as an added attraction for attendees.

Discussion

At this time, the Celebration Committee is awaiting pricing and availability from licensed fireworks providers. Once final cost information is received, the committee will determine whether to fund the fireworks display using its allocated event budget.

However, because fireworks constitute a significant public event activity involving safety, permitting, and coordination with emergency services, staff is requesting that the Port Commission provide approval in concept for a fireworks show to be included as part of the Bridge of the Gods Celebration.

Final execution of the fireworks display would remain contingent upon:

- Receipt of acceptable pricing
- Committee confirmation that sufficient budget funds are available

- Compliance with all required permits and safety regulations
 - Coordination with local fire and law enforcement agencies
-

Recommendation

Staff recommends that the Port Commission approve the inclusion of a fireworks display as an authorized component of the Bridge of the Gods Celebration, subject to final pricing and budget determination by the Celebration Committee.

Recommended Motion

"I move to approve the inclusion of a professional fireworks display as part of the Bridge of the Gods Celebration, contingent upon final pricing, committee budget approval, and compliance with all required safety and permitting requirements."

PORT COMMISSION REPORT

TO: PORT COMMISSION

FROM: JEREMIAH BLUE, EXECUTIVE DIRECTOR

SUBJECT: FY 2026-27 BUDGET SCHEDULE

DATE: FEBRUARY 17, 2026

Background

The proposed Fiscal Year 2026-27 Budget Schedule has been developed to guide the Port's annual budgeting process. This schedule ensures timely review, public engagement, and compliance with all applicable Oregon budget law requirements.

The schedule outlines key milestones, including Budget Committee meetings, required public notices, public hearings, and final budget adoption. Approving this schedule will provide a clear framework for staff, the Budget Committee, and the public to follow throughout the budget development process.

In addition, the Port must appoint a Budget Officer to coordinate preparation of the budget and ensure that financial documentation is compiled in accordance with regulatory and accounting standards.

Since 2023, Matt Apken of Merina+Co has been contracted with the Port, providing expertise in financial oversight, compliance, and accounting principles. He ensures that all necessary financial data is accurately gathered and compiled in accordance with regulatory and accounting standards.

Matt prepares the initial draft budget for presentation to the Budget Committee and works closely with the Executive Director to ensure that budgetary decisions are accurately reflected, properly accounted for, and aligned with required guidelines.

Appointing Matt Apken as Budget Officer for Fiscal Year 2025–2026 will ensure continuity, accuracy, and financial integrity throughout the budgeting process.

Fiscal Impact

There is no additional fiscal impact associated with this action beyond the Port's existing contracted financial services with Merina+Co.

Recommendation

Staff recommends that the Commission appoint Matt Apken of Merina+Co as Budget Officer for Fiscal Year 2025–2026 and approve the proposed FY 2025–2026 Budget Schedule.

Recommended Motion

"I move to appoint Matt Apken of Merina+Co as the Budget Officer for the Port of Cascade Locks for Fiscal Year 2026-27, and to approve the Fiscal Year 2026–2027 Budget Schedule as presented.

Attachments

- Fiscal Year 2026-27 Budget Schedule

PORT OF CASCADE LOCKS 2026-2027 BUDGET SCHEDULE

February 17, 2026	Port Commissioners adopt 2026-2027 Budget schedule and priorities. Port Commissioners appoint the Budget Officer.
February 17, 2026	Port Commissioners appoint new Budget Committee members.
March 24, 2026	Budget Officer provides Budget orientation/training to new Budget Committee. Budget Officer confirms Budget Committee's meeting schedule to be published and distributed to the public.
March 31, 2026	Budget Officer files a copy of the Budget documents in the Administration office and makes Budget documents available for public inspection.
April 1, 2026	Budget Officer publishes "Notice of Budget Committee Meeting(s)" in Hood River news (no more than 30 days before or less than 5) and posts the schedule of Budget Committee meetings on the Port's website. Send to paper by 3/25/2026 to make the 4/1/2026 edition.
April 14, 2026 – 6 pm	Budget Committee meeting - Public comment heard. Budget Committee approves Fiscal year 2026-2027 budget (Meeting 1).
April 28, 2026 – 6 pm May 12, 2026 – 6 pm	(Optional Meeting 2 & 3) Budget Committee meeting, if needed- Public comment heard. Budget Committee approves Fiscal year 2026-2027 budget.
May 20, 2026	Budget Officer publishes "Notice of Budget Hearing and Financial Summary" (LB1). Send to paper by 5/14/2026 to make the 5/20 edition.
June 2, 2026 – 6 pm	Port Commission Public hearing on proposed budget, enacts resolutions to adopt fiscal year Budget for 2026-27, make appropriations, and imposes and categorizes taxes and approves supplemental Budget.
June 30, 2026	Budget Officer submits tax certification and Budget documents to the county assessor by July 15 th .