



Dedicated to supporting the creation, retention, expansion, and recruitment of businesses and jobs that will enhance the economy of the Port District.

PORT COMMISSION MEETING
WEDNESDAY, OCTOBER 14, 2026, 5:30 P.M.
PORT OF THE DALLES ADMINISTRATIVE OFFICE

AGENDA

- A. CALL TO ORDER
- B. ROLL CALL
- C. PLEDGE OF ALLEGIANCE
- D. AGENDA CORRECTIONS OR ADDITIONS
- E. PUBLIC COMMENT OR QUESTION 3-minute limit per person per subject
- F. COMMUNITY PARTNER PRESENTATION Jacob Anderson, Economic Development Officer, City of The Dalles
- G. DISCUSSION ITEMS None
- H. CONSENT ITEMS (Items of routine nature: minutes, documents, items previously discussed, etc.)
 - 1. September 9, 2026, Regular Session Meeting Minutes Executive Assistant Toepke
 - 2. September 9, 2026, Strategic Planning Workshop Minutes Executive Assistant Toepke
 - 3. Strategic Planning Workshop Projects Executive Director Klaas
- I. REPORTS
 - 1. Director's Report Executive Director Klaas
 - 2. Financial Report: September 2026 Bookkeeper Toepke
 - 3. The Dalles Community Outreach Team Executive Director Klaas
 - 4. Columbia Gateway Urban Renewal Agency Board Commissioner Amery
 - 5. Wasco County Economic Development Commission Executive Assistant Toepke No meeting, no report.
- J. EXECUTIVE SESSION Pursuant to ORS 192.660(2)(e) To conduct deliberations with persons designated by the governing body to negotiate real property transactions **Media representatives are instructed not to report or disclose matters discussed in Executive Session*
- K. ACTION REQUIRED FROM EXECUTIVE SESSION
- L. UPCOMING MEETINGS/EVENTS
 - o November 18, 2026, 5:30 p.m.: Port of The Dalles Commission Meeting
- M. COMMISSION CALL
- N. ADJOURN

PORT OF THE DALLES AGENDA ITEM

MEETING DATE October 14, 2026

CONSENT ITEM H.-1.) September 9, 2026, Regular Session Meeting Minutes Executive Assistant Toepke

PORT OF THE DALLES COMMISSION
Regular Session Meeting Minutes
Wednesday, September 9, 2026, 3:00 p.m.
Port Administrative Office
3636 Klindt Drive, The Dalles, Oregon

CALL TO ORDER The Regular Session Meeting of the Port Commissioners was called to order by Commission President Coburn at 3:00 p.m.

ROLL CALL Executive Assistant Toepke

- COMMISSION Staci Coburn, President; Greg Weast, Vice-President; Jill Amery, Treasurer; John Willer, Secretary; Ed DeVlaeminck, Assistant Secretary-Treasurer
- STAFF Andrea Klaas, Executive Director; Jennifer Toepke, Executive Assistant/Bookkeeper
- LEGAL Bill Dick, Attorney, Dick, Dick & Corey, LLP
- GUESTS Matthew Klebes, City Manager, City of The Dalles; Jacob Anderson, Economic Development Officer, City of The Dalles
-

PLEDGE OF ALLEGIANCE Commissioner Coburn

AGENDA CORRECTIONS OR ADDITIONS None

PUBLIC COMMENT OR QUESTION None

PRESENTATIONS OR COMMUNITY PARTNER UPDATES None

DISCUSSION ITEMS None

CONSENT ITEMS *Motion to accept as presented: M/G. Weast, S/J. Willer, Motion passed unanimously. Voted Yes: S. Coburn, G. Weast, J. Amery, J. Willer, E. DeVlaeminck Voted No: None; Abstained: None*

1. August 12, 2026, Regular Session Meeting Minutes Executive Assistant Toepke
2. Board of Commissioners Annual Report FY2026 Executive Director Klaas

ACTION ITEMS

1. Wasco County Economic Development Commission 3-year Term Appointment Executive Director Klaas *Motion to appoint Executive Assistant Toepke to represent POTD on the Wasco County EDC for another 3-year Term: M/G. Weast, S/E. DeVlaeminck, Motion passed unanimously. Voted Yes: S. Coburn, G. Weast, J. Amery, J. Willer, E. DeVlaeminck Voted No: None; Abstained: None*

REPORTS

1. Director's Report Executive Director Klaas *Stands as included in meeting packet, plus: Nothing has been received (follow up from August's meeting) from The Dalles Yacht Club concerning the fueling; the Facility Condition Assessment Report is finished for The Dalles Marina, a second study (wind analysis) is now underway; Executive Director Klaas referenced the State of Oregon's 5th (Q3) economic and revenue forecast for 2027-2029 and the 2026 State Occupational Licensing Index.*
2. Financial Report: August 2026 Bookkeeper Toepke *Stands as included in meeting packet, plus Executive Director Klaas added that after Bookkeeper Toepke did some research, the final decision was taken to do an Audit Report for FY 2025-2026, not an Agreed Upon Procedures (AUP) Report, as previously reported at August's meeting.*

3. The Dalles Community Outreach Team Executive Director Klaas *The travel team is Commissioners Weast & Coburn, City of The Dalles City Manager Klebes, Wasco County Commissioner Justesen, and Executive Director Klaas. The team represents the community and has partnered with CFM Advocates to bring projects in Wasco County forward. Historically meetings have been with the legislators, this time there are different agencies added in as well – the schedule will be busy. Some of the projects on the list are Ag Workforce, Wheat, Forest Collaborative and Wildfire Resilience – specifically the Grasshopper Fire. The Port will talk about the boat launch ramp as part of Wasco County’s Emergency Operation Plan.*
4. Columbia Gateway Urban Renewal Agency Board Commissioner Amery *No meeting, no report.*
5. Wasco County Economic Development Commission Executive Assistant Toepke *No meeting, no report.*

COMMISSION CALL None

ADJOURN There being no further business to come before the Port Commission, *the meeting adjourned at 3:17 p.m.*

PORT OF THE DALLES:

ATTEST:

Staci Coburn, President
Board of Commissioners

John Willer, Secretary
Board of Commissioners

DATE APPROVED: October 14, 2026

Prepared by: Executive Assistant Toepke

PORT OF THE DALLES AGENDA ITEM

MEETING DATE October 14, 2026

CONSENT ITEM H.-2.) September 9, 2026, Strategic Planning Workshop Minutes Executive Assistant Toepke

PORT OF THE DALLES COMMISSION
Strategic Planning Workshop Minutes
Wednesday, September 9, 2026
Directly succeeding the 3:00 p.m. Regular Session Meeting
Port Administrative Office
3636 Klindt Drive, The Dalles, Oregon

CALL TO ORDER The Strategic Planning Workshop of the Port Commissioners was called to order by Commission President Coburn at 3:19 p.m.

ROLL CALL Executive Assistant Toepke

- COMMISSION Staci Coburn, President; Greg Weast, Vice-President; Jill Amery, Treasurer; John Willer, Secretary; Ed DeVlaeminck, Assistant Secretary-Treasurer
- STAFF Andrea Klaas, Executive Director; Jennifer Toepke, Executive Assistant/Bookkeeper
- GUESTS Matthew Klebes, City Manager, City of The Dalles; Jacob Anderson, Economic Development Officer, City of The Dalles

PLEDGE OF ALLEGIANCE None

MEETING OBJECTIVES Executive Director Klaas *Does the Port's Mission Statement still match and fit with what the Port is doing or might be doing? Problems that we need to solve or projects that you want us involved in? Then ultimately coming up with two or three projects to start working on right away, then one or two longer-term projects.*

CURRENT STATÉGIC INITIATIVES and WORK PLAN Executive Director Klaas *Stands as included in meeting packet, plus referred to for reference during the meeting objectives brief.*

LOCAL AND REGIONAL ALIGNMENT Executive Director Klaas *Stands as included in meeting packet, plus referred to for reference during the meeting objectives brief.*

BRAINSTORM All

Executive Director Klaas first led the Port Commission in review of the Port's Mission Statement by asking them to think about and respond, does our current mission statement: ... to support the creation, retention, expansion, and recruitment of businesses and jobs that will enhance the economy of the District, still fit? Generally, the Commission thought that the mission statement is still applicable to the work the Port is doing. A couple of Commissioners thought it could use some revamping. It was decided to revisit the mission statement review after holding the current strategic planning workshop and the Marina specific strategic planning workshop, to ensure that the statement is in line with the Port's current work.

Next up was brainstorming on any project, partnership, or problem that the Port Commission thinks the Port should be working on in the next one to five years. No idea is too early-stage — no bad or crazy ideas, judgment-free zone, assume positive intent. After some discussion, Executive Director Klaas asked each Commissioner to share their top two priority choices: Marina development and purchase existing properties and/or underutilized spaces; Purchase the 35-acres and a waterfront master plan; Procure and develop additional property and rebuild the D-Finger at the Marina; Waterfront development and emergency preparedness; Morelli Tree Cut, Marina fire and build a spec building. Port Staff will compile the brainstorming discussion and each Commissioner's top two priorities into a project list for both immediate and future action, and present to the Commission at their next meeting.

Meeting guest, City of The Dalles City Manager Klebes *addressed the Port Commission and Staff, primarily sharing City of The Dalles' eagerness to partner together on development of The Dalles Waterfront, specifically the area of the Cruise Ship Dock. He further suggested another possible area of partnership could be developing an aquatics code, referencing that of the City of Astoria's Aquatic Code, which would make development and regulation along the waterfront more viable.*

Meeting guest, City of The Dalles Economic Development Manager Anderson *also addressed the Port Commission and Staff, by sharing his view that Port parcels that aren't built on could become incubator space and his understanding that as Port of The Dalles does not have any industrial land left, it now has to reimagine itself.*

Commission Vice-President Weast left the Strategic Planning Workshop at 4:47 p.m.

ADJOURN There being no further business to come before the Port Commission, *the meeting adjourned at 4:56 p.m.*

PORT OF THE DALLES:

ATTEST:

Staci Coburn, President
Board of Commissioners

John Willer, Secretary
Board of Commissioners

DATE APPROVED: October 14, 2026

Prepared by: Executive Assistant Toepke

MEETING DATE October 14, 2026

REPORT ITEM H.-3.) Strategic Planning Workshop Projects Executive Director Klaas

Background

The Port Commission held a Strategic Planning Workshop in September, primarily to identify priority projects for the Port.

The workshop kicked off with a short brainstorming task as to whether the Port's current mission statement still fits or not. After some discussion, it was decided that the mission statement topic can be revisited after completion of both this strategic planning workshop and the POTD Marina specific workshop.

Concerning identifying priority projects, each Commissioner was asked to name their top two priorities, along with any additional ideas they wished to keep before the Commission. In total, the Commission put forward twenty-one ideas.

Following the session, Staff compiled the ideas and grouped them by theme. Several Commissioners raised the same or closely related ideas, and many smaller ideas fit naturally within a larger project. For example, three Commissioners identified waterfront development as a priority, and two others suggested specific uses along the waterfront. Grouping the ideas this way showed where the Commission has the strongest shared interest.

Note: There were several ideas related to the future of the Marina, including a D-Finger rebuild, the annual moorage in the boat basin, food trucks, plus the ongoing conversation around the possible revamp/rebuild of the public boat launch ramp by partnering with Oregon State Marine Board and the Federal Government. Because the Marina involves several related policy questions and decisions to be made, Staff will schedule a separate Strategic Planning Workshop for the Commission this year, dedicated to the Marina.

Organization of the Project List

The following list places every idea raised at the session under one of three categories:

- Work on Now: Projects with the broadest Commission support and a clear role for the Port. Staff recommend focusing on near-term time and resources here.
- In the Wings: Projects with merit that depend on partners, site control, or the outcome of a "Work on Now" project before the Port can move forward.
- Keep on the List: Ideas the Commission may wish to pursue later. These are held for future consideration, not dropped.

Strategic Planning Workshop Project List
Port of The Dalles Commission Strategic Planning Workshop, September 2026

Work on Now

1. Replant of Illegal Tree Cut on Port Property adjacent to the Riverfront Trail near Klindt Cove Park, The Dalles *Morelli Restitution*
2. Waterfront Development, The Dalles *Potential Partners: City of The Dalles, Columbia Gateway Urban Renewal Agency, Northern Wasco County Parks and Recreation District.*
3. Buying and Developing Industrial Land, Port District *Currently the 35-acre Project, The Dalles. Partners: Wasco County, State of Oregon.*
4. Business Retention, Expansion and Recruitment, Port District *Could include building a spec building, buying and repurposing existing buildings, buying and developing underutilized property.*

In the Wings

1. Develop Riverfront Park, The Dalles *Could be an RV Park and/or Wildfire Base Camp. Potential Partners: Northern Wasco County Parks and Recreation District and City of The Dalles*
2. Small Business Incubator, Port District
3. Emergency Preparedness and Fire Training, Port District *Potential Partners: Wasco County, Mid-Columbia Fire and Rescue District, Federal Emergency Management Agency*

Keep on the List

1. Blight cleanup of W. 2nd Street, The Dalles *Potential Partner: City of The Dalles*
2. Commercial Scuba Diving Program, The Dalles *Potential Partner: Columbia Gorge Community College*

MEETING DATE October 14, 2026

REPORT ITEM J.-1.) Director's Report Executive Director Klaas

Business Expansion, Retention and Recruitment

- State Lead: None this month
- The Whiting-Turner Contractor Company is finishing up building their temporary office space on Klindt Drive. They are employing a city and school bus to move employees from job site to job site.
- The Port, Northern Wasco County PUD and WY 'East are collaborating on a grant proposal for electric fleet charging to be in The Dalles.
- Current Port Property Status
 - o Leased: Lots 8, 9, 10, 25 on River Trail Way and 3801 Klindt Drive - total 9.13 acres
 - o Available: Lots 1, 2 & 6 - total 6.26 acres

Marketing & Outreach

- Executive Director Klaas was invited to meet with Business Oregon leadership and commissioners, along with City Manager Klebes and Mayor Mays, to talk about how Business Oregon can better support The Dalles and Wasco County.
- Executive Director Klaas participated in the final DEQ Rulemaking meeting related to proposed changes to stream temperature monitoring and what improvements can be made to improve water temperature.
- Port Staff met with Northern Wasco County Parks & Recreation District Director Scott Baker and discussed Riverfront Trail projects, erosion along the Riverfront Trail, Klindt Cove Park improvements and The Dalles Waterfront/Riverfront Park.
- Executive Director Klaas met with City Manager Klebes to discuss how the Port and City can work together on waterfront projects, with a focus on the marine terminal/cruise dock and what a long-term relationship could look like for the cruise dock.
- Port Staff attended the annual Oregon Public Ports Association meeting.
 - o The agenda included updates from the Coastal Caucus, the Maritime Administration, Governor Kotek's Transportation Policy Advisor, Federal update on dredging, Pacific Northwest Waterways related to biological opinion for the Columbia River and Business Oregon Development Department update.
- Executive Director Klaas attended the Mid-Columbia Economic Resiliency Team Quarterly meeting. [The Plan for a Resilient Oregon](#) was just released by the Governor's Office. One topic that was discussed was the Rowena Fire and the difficulty of recovery due to land use and permitting changes that have occurred from when properties were developed to today.

POTD Marina

- Public Boat Launch Ramp
 - o Fishing: The Northern Pikeminnow Sport-Reward Program is nearly finished for the season. Year to Date totals for all stations for week ending 10/04/2026=134,819 compared to 10/05/2025=144,586
- The Dalles Yacht Club
 - o A letter from The Dalles Yacht Club received September 9, 2026:
Annex 1. 09-08 Letter: Fuel Pump and Tanks Insurance Status and Lease Extension
 - o The Commission has stated that the fuel system belongs to The Dalles Yacht Club. Its operation, maintenance, regulatory compliance, insurance, and future are The Dalles Yacht Club's responsibility alone. Any long-term solution will be for The Dalles Yacht Club to develop and fund. The Port may continue to consider no-cost ways to participate, an example could be leasing land or dock space for the placement of fuel tanks and pumps.
 - o The fuel system's aboveground storage tanks on the Columbia River are subject to EPA's Spill Prevention, Control and Countermeasure rule (40 CFR 112), Oregon Fire Code and State Fire Marshal requirements, and mandatory spill reporting to state and federal agencies. Meeting these requirements is solely The Dalles Yacht Club's responsibility.
 - o Port Staff has the requested lease extension underway with Port Legal; the term will now be by fiscal year to match other Port leases.

- This report is put out by the Governor's Task Force on Data Centers
Annex 2. Oregon Data Center Advisory Committee, Preliminary Learnings and Questions Document
- The U.S. Coast Guard has produced a report, Marine Transportation System Recovery Plan for Sector Columbia River 2025, that may be useful as the Port looks for funding and support for development along the waterfront, especially if that development supports marine commerce. The Dalles is identified in the report as critical to the maritime transportation system. *Annex 3. Marine Transportation System Recovery Plan for Sector Columbia River 2025*
- Project: Replant of Illegal Tree Cut on Port Property adjacent to the Riverfront Trail near Klindt Cove Park, The Dalles Morelli Restitution
 - o Executive Assistant Toepke is working with Scott Susi, Conservation Planner, Wasco County Soil and Water Conservation District (WCSWCD), on the project to replant the illegal tree cut done by Anthony Morelli.
 - Compensatory Fine/Restitution: The total owed by Mr. Morelli is \$43,890.00. As of September 2026, the Port has received \$2,200.00; Mr. Morelli pays \$100.00 per month via the State of Oregon.
 - Project Cost: Mr. Susi does not expect this project to exceed \$20,000.00, excluding the cost to set up the irrigation system and irrigate it for 2-ish years, plus the weed treatments for several years. The Port has accepted Mr. Susi's proposal and asked him to finalize the cost estimate and to separately include the cost for the weed treatment with the rest of the Port Property weed control that Wasco County SWCD handles on an annual basis through an Intergovernmental Agreement (IGA). The Port also asked Mr. Susi if he'd check if SWCD had any matching grant dollars that could be applied to this project.
 - Concerning the irrigation system installation and management thereof, Executive Assistant Toepke will be requesting the Port's Landscape and Irrigation Consultant their best advice to address the irrigation needs of this site. Some options include an old school long hose from Klindt Cove Park (KCP) being deployed a couple of times per week to water the trees, a water tank installation on the site with a drip irrigation system – both (and other) options will also be discussed with Northern Wasco County Parks and Recreation District in hopes that they may partner with the Port to refill the water tank and/or allow watering from KCP.
 - Project Scope: Mr. Susi's recommendation is first to treat the site with an herbicide to kill and remove the vegetation that is currently on the site, then manually haul out. Wild grape and False Indigo have been established on the site since the issue happened. Once the site has been cleared, fill (Dirt Huggers) will need to be brought in to help new trees and shrubs get established. The entire site doesn't need to be covered, but where trees will be planted will definitely need fill dirt. Mr. Susi's preferred recommendation is to plant native Cottonwood, Blue Elderberry and White Alder. He went on to explain that it is worth the investment to purchase 3- or 4-year-old trees as they have a better chance of surviving. A dozen or so being appropriate. The trees will need to be watered regularly for the next 2 years or so, even in the winter for the best chance of survival. They will also need to be protected from beaver and other animals, so wire cages will be installed around each planting. Lastly, weed treatments will need to be performed for several years following plant-ing; this can be with chemical or hand/manual removal.
 - Project Timeline: To utilize the current planting window, the goal is for completion in November of this year.
 - o Executive Assistant Toepke is taking 6 sessions, 18 total training hours, 'SDAO Exclusive: Refreshed Supervision Series for Oregon Special Districts put on by HR Answers'. Session Topics include Foundation Block: Supervisor Essentials: Roles, guardrails, and a defensible decision framework; Communication That Works: EQ, clarity, feedback, and follow-through; Supervisor Legal Playbook: Key legal touchpoints, escalation moments, and documentation and Advanced Practice Block: Hiring Right and Starting Strong: Selection structure, fairness, and first-30-days expectations; Conflict Without the Chaos: Early intervention, tough meetings, and restoring working relationships; Performance That Improves: Coaching, accountability, engagement, and team cohesion. By the end of the program, supervisors are better equipped to address issues early and consistently, communicate expectations clearly and document appropriately, recognize legal touchpoints and avoid common risk triggers, hire more effectively and improve retention, and manage conflict and performance in ways that protect culture and compliance.

- Executive Assistant Toepke was invited to attend an 'Engagement Workshop: Experience Mt. Hood and the Gorge Regional Wayfinding Strategic Plan'.
 - o This meeting launched the development of a Regional Wayfinding Strategic Plan for Mt. Hood and the Columbia River Gorge. The project will evaluate how visitors navigate the region and clarify key routes, regional entry points, and priority destinations so people can travel more easily and safely between communities and recreation areas. The plan will focus on regional connections, wayfinding gaps, areas where wayfinding could be improved, and opportunities for better coordination while building on existing signage and local wayfinding systems. During the meeting, participants helped to identify navigation challenges, confirm important routes and destinations, and highlight opportunities that should be considered in the regional strategy.
 - o Experience Mt. Hood and the Gorge is funding and coordinating the development of this plan, which grew from tourism industry feedback that identified wayfinding as an important regional need. Once the plan is complete, Experience Mt. Hood and the Gorge will use its recommendations to work with the appropriate agencies, municipalities, and partners to help advance priority projects. A limited pool of starter funding may be available to support select high impact projects identified through the planning process. Experience Mt. Hood and the Gorge will not own, install, or maintain signs, and local signage programs will remain the responsibility of the appropriate jurisdictions and partners.

PORT OF THE DALLES AGENDA ITEM

MEETING DATE October 14, 2026

REPORT ITEM J.-2.) Financial Report: September 2026 Bookkeeper Toepke

July 2026

- Savings Accounts
 - o Oregon State Treasury Short Term Fund's interest rate increased to 4.02%
 - o First Interstate Bank Money Market's interest rate was unchanged at 3.71%
- Profit & Loss Budget vs Actual Reports by Fund Line items are as expected for the 3rd month of FY 2026-2027
- Uncommon Income & Expense
 - o General Fund
 - Income
 - \$3,563.33 (prorated) under Other Resources-Leased Land & Facilities: New lease of POTD Lots 8 & 9
 - Expense
 - \$4,875.00 under Material & Services-Launch Ramp & Transient Moorage: Final payment for the POTD Marina Facility Condition Assessment Report (total cost shared with the Port Development Fund)
 - o Port Development Fund
 - Expense
 - \$475.00 under Materials & Services-Contracted Services: Homeless Encampment Removal and Cleanup on Port Property
 - \$4,009.03 & \$278.74 under Materials & Services-Travel, Marketing & Promotion: Port Commissioner expense reimbursements for The Dalles Community Outreach Trip to Washington, D.C.

Cash Basis

PORT OF THE DALLES

Balance Sheet by Class

As of September 30, 2026

	<u>General Fund</u>	<u>Marina Fund</u>	<u>Port Development Fund</u>	<u>Unclassified</u>	<u>TOTAL</u>
ASSETS					
Current Assets					
Checking/Savings					
FIB Checking					
General Fund	13,842.22	0.00	0.00	0.00	13,842.22
Marina Fund	0.00	1,275.11	0.00	0.00	1,275.11
Port Development Fund	0.00	0.00	6,682.04	0.00	6,682.04
Total FIB Checking	<u>13,842.22</u>	<u>1,275.11</u>	<u>6,682.04</u>	<u>0.00</u>	<u>21,799.37</u>
FIB Money Market					
General Fund	31,744.51	0.00	0.00	0.00	31,744.51
Marina Fund	0.00	1,149.36	0.00	0.00	1,149.36
Port Development Fund	0.00	0.00	15,638.24	0.00	15,638.24
Total FIB Money Market	<u>31,744.51</u>	<u>1,149.36</u>	<u>15,638.24</u>	<u>0.00</u>	<u>48,532.11</u>
LGIP					
General Fund	1,888,127.86	0.00	0.00	0.00	1,888,127.86
Marina Fund	0.00	64,349.16	0.00	0.00	64,349.16
Port Development Fund	0.00	0.00	5,886,078.87	0.00	5,886,078.87
Total LGIP	<u>1,888,127.86</u>	<u>64,349.16</u>	<u>5,886,078.87</u>	<u>0.00</u>	<u>7,838,555.89</u>
Petty Cash	66.28	28.48	55.24	0.00	150.00
Total Checking/Savings	<u>1,933,780.87</u>	<u>66,802.11</u>	<u>5,908,454.39</u>	<u>0.00</u>	<u>7,909,037.37</u>
Total Current Assets	<u>1,933,780.87</u>	<u>66,802.11</u>	<u>5,908,454.39</u>	<u>0.00</u>	<u>7,909,037.37</u>
TOTAL ASSETS	<u>1,933,780.87</u>	<u>66,802.11</u>	<u>5,908,454.39</u>	<u>0.00</u>	<u>7,909,037.37</u>
LIABILITIES & EQUITY					
Liabilities					
Current Liabilities					
Other Current Liabilities					
Payroll Liabilities	<u>-335.15</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>-335.15</u>
Total Other Current Liabilities	<u>-335.15</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>-335.15</u>
Total Current Liabilities	<u>-335.15</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>-335.15</u>

Cash Basis

PORT OF THE DALLES

Balance Sheet by Class

As of September 30, 2026

	General Fund	Marina Fund	Port Development Fund	Unclassified	TOTAL
Total Liabilities	-335.15	0.00	0.00	0.00	-335.15
Equity					
Unrestricted Net Assets	1,683,639.21	66,148.03	6,247,092.56	0.00	7,996,879.80
Net Income	250,476.81	654.08	-338,638.17	0.00	-87,507.28
Total Equity	1,934,116.02	66,802.11	5,908,454.39	0.00	7,909,372.52
TOTAL LIABILITIES & EQUITY	1,933,780.87	66,802.11	5,908,454.39	0.00	7,909,037.37

PORT OF THE DALLES
Profit & Loss Budget vs. Actual-GENERAL FUND
 July through September 2026

	<u>Jul - Sep 26</u>	<u>Budget</u>	<u>% of Budget</u>
Ordinary Income/Expense			
Income			
Beginning Fund Balance	0.00	1,597,882.00	0.0%
Interest from Earnings	19,174.01	55,926.00	34.29%
Other Resources			
Fire Emergency-Insurance/Other	0.00	507,301.00	0.0%
Grants	0.00	1,644,000.00	0.0%
Launch Ramp & Transient Moorage	890.00	4,000.00	22.25%
Leased Land & Facilities	39,948.33	150,000.00	26.63%
Loan Repayments	0.00	0.00	0.0%
Other Income-Uncategorized	15,881.32	20,000.00	79.41%
Total Other Resources	56,719.65	2,325,301.00	2.44%
Previously Levied Taxes	4,113.47	7,000.00	58.76%
Property Taxes	3,963.53	476,196.00	0.83%
Transfer from Other Funds			
Port Development Fund	300,000.00	300,000.00	100.0%
Total Transfer from Other Funds	300,000.00	300,000.00	100.0%
Total Income	383,970.66	4,762,305.00	8.06%
Gross Profit	383,970.66	4,762,305.00	8.06%
Expense			
Capital Outlay			
Facilities & Equipment	0.00	250,000.00	0.0%
Launch Ramp & Transient Moorage	0.00	1,500,000.00	0.0%
Total Capital Outlay	0.00	1,750,000.00	0.0%
Material & Services			
Accounting & Audit	0.00	15,000.00	0.0%
Contracted Services	7,003.95	85,000.00	8.24%
Dues & Memberships			
Bank Fees	179.87	0.00	100.0%
Dues & Memberships - Other	7,581.52	50,000.00	15.16%
Total Dues & Memberships	7,761.39	50,000.00	15.52%
Insurance-Property & Liability	0.00	45,000.00	0.0%
Launch Ramp & Transient Moorage	12,790.35	75,000.00	17.05%
Legal	3,438.60	20,000.00	17.19%
Maintenance-Supplies & Services	2,487.19	20,000.00	12.44%
Office Supplies & Equipment	558.91	50,000.00	1.12%
Travel, Education & Meetings	812.59	40,000.00	2.03%
Travel, Market Promo & Meetings	189.56		
Utilities	3,636.80	20,000.00	18.18%

PORT OF THE DALLES
Profit & Loss Budget vs. Actual-GENERAL FUND
 July through September 2026

	Jul - Sep 26	Budget	% of Budget
Total Material & Services	38,679.34	420,000.00	9.21%
Personal Services			
Taxes & Benefits			
Insurance	18,508.13	0.00	100.0%
Payroll Tax Expense	5,857.88	0.00	100.0%
PERS	9,474.79	0.00	100.0%
Taxes & Benefits - Other	200.00	175,000.00	0.11%
Total Taxes & Benefits	34,040.80	175,000.00	19.45%
Wages & Salaries	60,773.71	350,000.00	17.36%
Total Personal Services	94,814.51	525,000.00	18.06%
Transfers & Contingency			
General Operating Contingency	0.00	100,000.00	0.0%
Transfer to Other Funds			
Port Development Fund	0.00	1,000,000.00	0.0%
Total Transfer to Other Funds	0.00	1,000,000.00	0.0%
Total Transfers & Contingency	0.00	1,100,000.00	0.0%
Total Expense	133,493.85	3,795,000.00	3.52%
Net Ordinary Income	250,476.81	967,305.00	25.89%
Net Income	250,476.81	967,305.00	25.89%

PORT OF THE DALLES
Profit & Loss Budget vs. Actual-MARINA FUND
 July through September 2026

	<u>Jul - Sep 26</u>	<u>Budget</u>	<u>% of Budget</u>
Ordinary Income/Expense			
Income			
Beginning Fund Balance	0.00	65,689.00	0.0%
Interest from Earnings	654.08	2,299.00	28.45%
Other Resources			
Fire Emergency-Insurance/Other	0.00	507,301.00	0.0%
Total Other Resources	0.00	507,301.00	0.0%
Total Income	654.08	575,289.00	0.11%
Gross Profit	654.08	575,289.00	0.11%
Expense			
Capital Outlay			
Fire Emergency	0.00	0.00	0.0%
Infrastructure Improvements	0.00	0.00	0.0%
Total Capital Outlay	0.00	0.00	0.0%
Debt Service	0.00	0.00	0.0%
Material & Services			
Contracted Services	0.00	60,000.00	0.0%
Total Material & Services	0.00	60,000.00	0.0%
Transfers & Contingency			
General Operating Contingency	0.00	0.00	0.0%
Transfer to Other Funds			
General Fund	0.00	507,301.00	0.0%
Total Transfer to Other Funds	0.00	507,301.00	0.0%
Total Transfers & Contingency	0.00	507,301.00	0.0%
Total Expense	0.00	567,301.00	0.0%
Net Ordinary Income	654.08	7,988.00	8.19%
Net Income	654.08	7,988.00	8.19%

Profit & Loss Budget vs. Actual-PORT DEVELOPMENT FUND

July through September 2026

	<u>Jul - Sep 26</u>	<u>Budget</u>	<u>% of Budget</u>
Ordinary Income/Expense			
Income			
Beginning Fund Balance	0.00	6,216,205.00	0.0%
Interest from Earnings	60,578.64	217,567.00	27.84%
Other Resources			
Grants	0.00	2,000,000.00	0.0%
Land Sales & Contract Interest			
V&G	0.00	0.00	0.0%
Land Sales & Contract Interest - Other	0.00	1,500,000.00	0.0%
Total Land Sales & Contract Interest	0.00	1,500,000.00	0.0%
Loan Repayments			
City of Dufur	0.00	19,546.00	0.0%
Total Loan Repayments	0.00	19,546.00	0.0%
Other Income-Uncategorized	111.22	2,000,000.00	0.01%
Total Other Resources	111.22	5,519,546.00	0.0%
Transfer from Other Funds			
General Fund	0.00	1,000,000.00	0.0%
Total Transfer from Other Funds	0.00	1,000,000.00	0.0%
Total Income	60,689.86	12,953,318.00	0.47%
Gross Profit	60,689.86	12,953,318.00	0.47%
Expense			
Capital Outlay			
Land Acquis, Develop & Improve	0.00	8,000,000.00	0.0%
Total Capital Outlay	0.00	8,000,000.00	0.0%
Debt Service	0.00	0.00	0.0%
Material & Services			
Accounting & Audit	0.00	15,000.00	0.0%
Contracted Services	90,949.76	500,000.00	18.19%
Land Sale Costs	0.00	150,000.00	0.0%
Legal	456.00	10,000.00	4.56%
Travel, Market Promo & Meetings	7,922.27	25,000.00	31.69%
Total Material & Services	99,328.03	700,000.00	14.19%
Special Payments			
Other Partnership Projects	0.00	2,000,000.00	0.0%
Total Special Payments	0.00	2,000,000.00	0.0%
Transfers & Contingency			
General Operating Contingency	0.00	200,000.00	0.0%
Transfer to Other Funds			
General Fund	300,000.00	300,000.00	100.0%

Cash Basis

PORT OF THE DALLES
Profit & Loss Budget vs. Actual-PORT DEVELOPMENT FUND
July through September 2026

	<u>Jul - Sep 26</u>	<u>Budget</u>	<u>% of Budget</u>
Total Transfer to Other Funds	<u>300,000.00</u>	<u>300,000.00</u>	<u>100.0%</u>
Total Transfers & Contingency	<u>300,000.00</u>	<u>500,000.00</u>	<u>60.0%</u>
Total Expense	<u>399,328.03</u>	<u>11,200,000.00</u>	<u>3.57%</u>
Net Ordinary Income	<u>-338,638.17</u>	<u>1,753,318.00</u>	<u>-19.31%</u>
Net Income	<u><u>-338,638.17</u></u>	<u><u>1,753,318.00</u></u>	<u><u>-19.31%</u></u>

MEETING DATE October 14, 2026

REPORT ITEM J.-3.) The Dalles Community Outreach Team Executive Director Klaas

The Dalles Community Outreach Team (COT) traveled to Washington, D.C. in September. Following is a short recap of the meetings.

Monday 9/14

- *National League of Cities and National Association of Counties*
 - o The COT met separately with National League of Cities and National Association of Counties staff to discuss the congressional calendar and the outlook for major legislative priorities, including FY2027 appropriations, Water Resources Development Act (WRDA), the Farm Bill, surface transportation reauthorization, Secure Rural Schools (SRS), and forest management legislation.
 - o NACo discussed its continued advocacy for SRS reauthorization and Senate consideration of the Fix Our Forests Act.
- *US Department of Transportation Maritime Administration (MARAD)*
 - o We met with the Director of Port Infrastructure Development, and the Legislative Affairs Director and had discussions around maritime workforce development and the Port's plans to improve the Port owned boat launch and dock facilities. Possible funding programs include FEMA's Port Security Grant Program and the Marine Highway Program.
- *Environmental Protection Agency Water Infrastructure Finance Investment Authority (WIFIA)*
 - o COT met with EPA's WIFIA team for an overview of the program and an initial discussion of the City's water treatment and transmission needs.
- *U.S. Forest Service and U.S. Department of Agriculture*
 - o The team met with the USFS Legislative Affairs Director and other staff to discuss wildfire resilience and forest collaboratives. We also discussed the importance of starting forest restoration very quickly and why mutual aid agreements between the USFS and local agencies is critical for early response to fires.

Tuesday 9/15

- *Senator Murray (WA)*
 - o Discussed Columbia Gorge Regional Airport, an Oregon airport located in Washington and operated under joint management agreement between the City of The Dalles and Klickitat County. Also discussed the importance of Secure Rural Schools and forest policy.
- *Senator Merkley (OR)*
 - o Shared potential FY2028 requests for the airport business incubator, the Mill Creek Road and City bridge projects, and the Wicks Water Treatment Plant.
 - o The meeting also covered Secure Rural Schools, the Grasshopper fires, Water Infrastructure Finance Investment Authority and the Fix Our Forests Act.
- *Congressman Newhouse (WA)*
 - o Discussed the Columbia Gorge Regional Airport business incubator, aviation workforce development, wildfire response, and Secure Rural Schools reauthorization.
- *Governor Kotek's Office*
 - o Met with the Governor's federal affairs staffer to discuss Governor Kotek's federal priorities and opportunities for coordination. Her office is focused on salmon restoration, Bonneville Power Administration issues, wildfire recovery, and the Farm Bill.

Wednesday 9/16

- *Senator Wyden*
 - o Met with Senator Wyden and staff. The conversation focused primarily on Secure Rural Schools, the City's potential WIFIA application, and the terminated \$19.99 million EPA Community Change Grant for the Early Learning and Resilience Center.
 - o Senator Wyden asked the COT to help build national support for long-term SRS reauthorization. His office expects to introduce legislation and would like counties to mobilize their congressional delegations, particularly House Republicans.
 - o Regarding the Community Change Grant, Senator Wyden said he would consult with his Energy and Natural Resources staff about other potential sources of federal assistance while the litigation proceeds. We also believe there may be an opportunity to discuss a future CDS request to replace a portion of the lost funding, potentially around \$2-3 million.
- *Senator Cantwell and Senate Commerce Committee Staff (WA)*
 - o Discussed the airport business incubator and aviation workforce development partnership with Columbia Gorge Community College and staff expressed interest in the workforce development effort.
- *Congressman Bentz*
 - o Congressman Bentz discussed the reauthorization of Secure Rural Schools and the continued House Republican pressure for Senate action on the Fix Our Forests Act.

PORT OF THE DALLES PACKET ANNEXES

MEETING DATE

October 14, 2026

- *Annex 1. The Dalles Yacht Club 09-08 Letter: Fuel Pump and Tanks Insurance Status and Lease Extension*
- *Annex 2. Oregon Data Center Advisory Committee, Preliminary Learnings and Questions Document*
- *Annex 3. Marine Transportation System Recovery Plan for Sector Columbia River 2025*

09-08 Letter: Fuel Pump and Tanks Insurance Status and Lease Extension

Dear Commissioners of the Port of The Dalles,

Subject: Fuel Pump and Tanks — Insurance Status and Lease Extension

Following a review of our records, we would like to provide an update regarding the fuel system at the marina and outline our proposed next steps.

1. **Insurance Coverage Status.** Our insurance policy for the marina's fuel system is fully paid and remains in force through September 2027. This corrects our earlier understanding of a nearer-term expiration.
2. **Ongoing Maintenance.** The Dalles Yacht Club will continue to maintain the fuel system in accordance with applicable standards and our existing obligations.
3. **Lease Extension.** We intend to extend our lease for an additional one-year term to provide continuity of operations and coordination with the Port.
4. **Collaborative Planning.** With the insurance period confirmed and lease continuity in place, we believe this provides a practical window for the Port and the Club to jointly evaluate and determine a long-term solution for the fuel system.

Proposed next steps:

- Confirm acceptance of the one-year lease extension by September 28, 2026.
- Schedule a joint working session to review options for the fuel system (technical, regulatory, and financial considerations).
- Share any relevant documents or requirements the Port would like addressed in advance of that meeting.

We suggest holding an initial coordination meeting to align on scope and decision criteria; can we proceed this way?

Sincerely,

Richard Hofer



Commodore

The Dalles Yacht Club

Date: September 9, 2026



OREGON DATA CENTER ADVISORY COMMITTEE

Preliminary Learnings and Questions Document

Abstract

Governor Tina Kotek established the Data Center Advisory Committee in January 2026 to help Oregon develop a thoughtful, forward-looking approach to data center development that supports economic opportunity while protecting Oregon's air, land, water, energy system, communities, and public finances. After nine months of reviewing information, hearing presentations, and listening to public comment, this document captures the committee's initial learnings and remaining questions.

The Committee comprises: Dan Dorran, Greg Dotson, Bill Edmonds, Margaret Hoffman, Michael Jung, Tim Miller, and Jean Wilson. This Report was drafted using an iterative process between Committee members and committee staff. All Committee members had an opportunity to add to and refine this document. The final version was edited by co-chairs Margaret Hoffmann and Michael Jung, and facilitator Donna Silverberg.

Oregon Data Center Advisory Committee (DCAC)

TABLE OF CONTENTS

September 2026

Contents

TABLE OF CONTENTS.....	1
PURPOSE & CHARGE	2
PROCESS & ENGAGEMENT	2
OREGON’S DATA CENTER LANDSCAPE.....	3
WHAT THE COMMITTEE HAS LEARNED.....	5
Water Stewardship	5
Land Use & Community Planning.....	7
Energy & Affordability.....	8
Tax Incentives & Community Benefits	11
Transparency & Accountability	14
Economics & Workforce.....	14
OREGON VOICES & PUBLIC COMMENT	17
COMMITTEE PRINCIPLES FOR FINAL DELIBERATION	17
LOOKING AHEAD	19

Oregon Data Center Advisory Committee (DCAC)

PURPOSE & CHARGE

Governor Tina Kotek established the Data Center Advisory Committee (Committee or DCAC) to help Oregon develop a thoughtful, forward-looking approach to data center development that supports economic opportunity while protecting Oregon's air, land, water, energy system, communities, and public finances.

The Committee's charge is not to determine whether data centers should exist in Oregon or whether Oregon should prohibit future development. Rather, the Committee was asked to examine how continued data center development could occur responsibly and in a way that reflects Oregon's values, protects the state's resources, and delivers meaningful benefits to Oregonians and host communities.

The Committee is developing recommendations for Governor Kotek later this year. This document contains the Committee's Preliminary Learnings and Questions, which is a step in the recommendation development process. Its purpose is to:

- summarize what the Committee has learned to date;
- identify important information and data gaps;
- surface policy questions that require additional examination; and
- invite additional input before the Committee develops its final recommendations.

This document does not contain the Committee's final recommendations. Instead, it provides a foundation for continued discussion and public comment. Following review of additional information and public input, the Committee expects to submit final recommendations to the Governor before the end of 2026.

PROCESS & ENGAGEMENT

The Committee spent nine months examining the opportunities and challenges associated with data center development in Oregon. Recognizing Tribal sovereignty, the Committee Co-Chairs provided a separate and distinct invitation for Tribal Governments' elected officials and/or staff to provide input directly to the Committee. The Committee convened substantive sessions focused on economic and workforce impacts, water, land use, energy, affordability, taxation and revenue, air quality, and transparency.

Throughout the process, the Committee invited and heard presentations from 127 experts including Tribal officials and their staff, state agencies, local governments, utilities, community colleges, economic development organizations, industry representatives, labor unions, subject-matter experts, advocacy groups, elected officials, and members of

Oregon Data Center Advisory Committee (DCAC)

the public. Committee members also reviewed research, case studies, and examples of approaches being considered, implemented, or challenged in other states.

Public input has been an important part of the Committee’s work. Well over 700 substantive written comments have been received to date. The comments reflect significant public concern about the effects of data center development, particularly related to energy affordability, taxation and incentives, water, climate, and air quality. At the same time, the Committee recognizes that written comments have not been evenly distributed geographically, with relatively few comments received from communities where substantial data center development is actually occurring.

The Committee will continue to seek input during the public comment period regarding the observations and facts presented within this document. The public is encouraged to respond to the questions identified throughout the document and to identify important issues or information that the Committee has not yet considered.

OREGON’S DATA CENTER LANDSCAPE

Data centers are centralized computing facilities that enable internet services and our digital economy. American families and businesses rely on the benefits they provide, ranging from the convenience of email and streaming media to essential first responder communications and digital medical records. Oregon was an early market for data centers and has housed facilities that have supported these aspects of our lives for over twenty years.

Based on the Committee’s research and presentations, there are five types of data centers in Oregon, reflecting varying physical designs and business models:

1. Retail: Multi-tenant facilities, usually serving organizational customers’ offsite computing needs;
2. Wholesale: Larger blocks of space and power leased to industrial tenants, such as media streaming companies or smartphone application providers;
3. Hyperscale: Very large facilities linked to massive storage, conventional cloud computing, and AI-scale computing, predominantly for single tenants;
4. Telco: Small facilities that support telecommunications and network exchange functions; and
5. Powered Shell: Buildings prepared for data center use, often with power and core infrastructure in place before a full IT buildout.¹

¹ ECONorthwest and University of Virginia. 2026. “Understanding Oregon’s Data Center Industry: An Evidence-Based Assessment.” Presentation to the Oregon Data Center Advisory Committee, July 31, 2026. Preliminary findings from forthcoming report prepared for The Lemelson Foundation.

Oregon Data Center Advisory Committee (DCAC)

Today a new type of data center is emerging around the world, far larger and more resource-intensive than ever before. These next-generation data centers support training of artificial intelligence (AI) large language models (LLMs). Today's global race to build the infrastructure to train AI LLMs is placing unprecedented demands on land, water, and energy resources. Of the 31 data centers in the process of siting in Oregon, 19 are Wholesale, 5 are Powered Shell, and 8 are Hyperscale. Although business confidentiality and legal protections can make it challenging to determine specific services provided by data centers, the Committee found no available data suggesting that data centers for the exclusive purpose of training AI LLMs have been planned in Oregon.

To some, data centers represent the backbone of the next generation of critical infrastructure, following similar development of railroads, electricity grids, interstate highways, telephone lines, wireless networks, and the internet. They provide opportunities for community investment and prosperity that parts of Oregon have not seen for generations. To others, data centers are harbingers of an AI future that displaces workers, misleads the populace, and grossly consumes limited energy resources while avoiding taxes, skirting compliance with natural resource regulations, and failing at being transparent businesses which Oregonians can trust. Striking a thoughtful and well-reasoned balance between these two sentiments is a challenge Oregon can meet. Doing so could not only bring more responsible oversight of the data center industry, but also accelerate progress toward Oregon's existing policy priorities.

Data Centers & Federal Policy

It is critical to note that State government is not the only actor in this policy landscape. Under the current Administration, the US federal government is increasing its efforts to assert control over the siting of data centers and to ensure that they face minimal barriers. The President has issued an executive order setting a national priority of achieving a "rapid" buildout of AI data centers throughout the country.² He has issued several other executive orders, and federal agencies, such as the Environmental Protection Agency and Federal Energy Regulatory Commission, have acted to reduce barriers to the build out of AI data center infrastructure. While the federal government has supported unbridled AI data center development and necessarily increased the demand for electricity, it also has taken actions that thwart the development of renewable energy, which is a clean, affordable, and abundant source of energy in the Northwest. This demonstrates the chaotic policies of the federal government currently. While pulling available levers to accelerate AI data center construction throughout the country, the federal government has simultaneously been making it harder to add clean energy to the grid.

² 90 Fed. Reg. 35385 (July 28, 2025), <https://www.govinfo.gov/content/pkg/FR-2025-07-28/pdf/2025-14212.pdf>.

Oregon Data Center Advisory Committee (DCAC)

WHAT THE COMMITTEE HAS LEARNED

Governor Kotek asked the Committee to understand the “challenges and opportunities in key policy areas related to the siting of data centers in our state.” Her charge focused the Committee squarely on the question of the sustainability of these facilities. After conducting extensive fact-finding over seven public meetings across nine months, supplemented by over nine hours of oral public comments and extensive literature review, the Committee understands that there is significant general public opposition to data centers. That said, this Preliminary Learnings Document represents an evidence-based report on what we have discovered to date. The Committee sees both opportunity and risk for Oregon. Our state has hosted data centers since the earliest generation of internet infrastructure, and these facilities have contributed to the prosperity of urban and rural communities alike across the state. At the same time, the current unprecedented scale and speed of data center development has raised serious concerns for many Oregonians. The Committee has repeatedly heard concerns voiced about the sustainability of development, the need for transparency, and the role of AI in society.

The Committee has reached the collective understanding that Oregon must consider the individual impacts of data centers at the local level, the cumulative effects of multiple facilities operating in the same community, airshed, basin, or energy system, and the industry’s role in our state.

Water Stewardship

Overview

Data centers need to be cooled, and water has historically been utilized directly for data center cooling systems. Some conventional methods, such as evaporative cooling, are water-intensive, while other more modern approaches, such as closed-loop cooling, are more water-efficient. There are cooling approaches that use little-to-no water directly, such as free-air and immersion cooling, but these generally increase electricity demand. Some forms of electricity production require water consumption, which means that using less *direct* water for cooling generally increases *indirect* data center water consumption.

The Committee learned that indirect water consumption associated with electric power generation can be multiple times larger than direct data center water usage, depending on the generation source. Solar and wind energy use very little water, while thermal generation (e.g., fossil-fired) and hydroelectric power are highly water-intensive. The state has jurisdiction only over water resources used directly in Oregon’s data centers and used indirectly from power generation facilities sited within Oregon’s borders.

Oregon’s surface and groundwater resources are already fully allocated. To construct a new facility, data centers must obtain an existing water right. They can do this by purchasing an industrial water right from an entity no longer using it or accessing water through a municipal system.

Oregon Data Center Advisory Committee (DCAC)

While data center water use is relatively small compared with statewide agricultural irrigation or other uses, the Committee heard that water impacts are highly place-specific and time-sensitive. Seasonal demand and basin conditions can make the effects of a facility much more significant locally than overall statewide comparisons suggest.

The Committee also heard that non-disclosure agreements (NDAs) can make it difficult for the public to understand how much municipal water is being used at the individual data center level. The Committee identified significant gaps in publicly available information about water intake, discharge, indirect water use, and basin health.

Key Learnings

- **Energy-Water Nexus:** Cooling technology choices create a fundamental tradeoff: low/no-water cooling approaches (e.g., closed-loop, free-air) increase electrical grid load, whereas water-based cooling systems (e.g., evaporative, chilled water) conserve energy by drawing upon local water resources and discharging water after use.
- **Resource Allocation:** Surface and groundwater rights are, for all intents and purposes, fully allocated statewide. Data center developers must acquire an existing water right or work within a municipal allocation. Widespread use of NDAs reduces visibility into actual data center water usage, both direct and indirect.
- **Consumption Patterns:** Direct data center water use represents a small, single-digit percentage of statewide water consumption, but data center water demand can spike during seasonal irrigation peaks. The share of local water impacts may vary seasonally, with an enterprise-scale data center using water in amounts approaching that used by a single irrigation center pivot during peak demand.
- **Water Quality:** Since water is used by data centers for cooling rather than processing, primary on-site water quality impacts stem from thermal heat transfer and evaporative residual concentration. Chemical impacts to water used in data centers, from additives used for disinfection, to inhibit corrosion, and address scaling, are modest in comparison to other industrial water processes. All water discharged by data centers, including water released to and discharged by municipal wastewater treatment systems, must meet federal and state water quality standards.
- **Information Deficits:** Since most data centers access and discharge water through municipal water systems, and with NDAs being common practice, significant public data gaps exist regarding data center water consumption (both direct and indirect) and water quality impacts (comparing facility water at intake vs discharge).

Oregon Data Center Advisory Committee (DCAC)

Questions for Consideration

1. How could/should Oregon most effectively mandate standardized reporting and public disclosure of data center impacts on water consumption (both direct and indirect) and water quality (at discharge and basin-level)?
2. What water-related metrics should be required for individual data centers or aggregated data from municipal water suppliers to report? How can basin-level constraints and seasonal variances be reflected in these metrics to add precision and increase accuracy?
3. Should the state require or incentivize renewable power combined with low/no-water cooling technologies to reduce direct and indirect water impacts from data centers?
4. How could approaches, such as regional Managed Aquifer Recharge projects, which store abundant winter water for availability during peak summer demand, be leveraged to address the seasonal nature of data center water usage in Oregon?
5. What specific safeguards could be implemented to further protect Tribal water rights and cultural resource interests at the basin level?
6. How could data center water performance relate to incentives, such as tax abatements and permitting speed, to ensure benefits to Oregon's water resources?

Land Use & Community Planning

Overview

Oregon's land use system was designed to manage long-term growth and competing land uses. Data center development presents new challenges because facilities can require large sites, substantial power and fiber infrastructure, water access, transportation connections, and other specialized infrastructure. The Committee heard that most existing data center facilities are located within designated urban areas, with a smaller share located on rural lands.

The unprecedented pace and scale of proposed development raise questions about whether Oregon's existing planning tools adequately address cumulative impacts, facility clustering, infrastructure demands, and potential conflicts with agricultural, forest, residential, Tribal, and other land uses.

The Committee will need to consider whether Oregon should develop better statewide information about available industrial land and whether regional approaches could help communities evaluate data center development more strategically.

Oregon Data Center Advisory Committee (DCAC)

Key Learnings

- **Rapid Expansion:** Active data center facility counts grew from 8 in 2000 to ~123 by 2025, with 80% located within Urban Growth Boundaries (UGBs) and 20% on rural industrial exception lands.
- **Pipeline Pressure:** Development pressure is unprecedented, with ~9,000 acres known to be proposed in the pipeline—6,500 acres of which would require UGB expansions or changes in rural land use designations.
- **Framework Strain:** Oregon's landmark land use planning system was built for long-term growth management amidst competing priorities, and it experiences friction when responding to the speed and scale of the data center industry's demand for new sites with appropriate characteristics.
- **Cumulative Land Impacts:** Oregon's land use planning system has facilitated facility clustering ("data center gravity"), creating localized infrastructure demands for which traditional project-by-project reviews may not be optimized to evaluate. That said, the system may be helping to minimize some of the incompatible and undesirable land use activities that appear to be taking place in other states.

Questions for Consideration

1. Is the existing land use framework adequate to handle growth while protecting Exclusive Farm Use (EFU) lands, forests, and residential areas?
2. Should the state build a centralized industrial land inventory to evaluate regional siting options and cumulative impacts?
3. What role, if any, does the state have to play in supporting local governments responding to data center development interests?
4. Should best practices be established for facility clustering, vertical "stacking" (i.e., multi-story builds), and buffering zones to protect farmland and residential areas?
5. Are current engagement and permitting processes sufficient to protect Tribal lands and cultural sites, or are changes needed to address data center-specific impacts?
6. Should Oregon encourage regional industrial land "pools" to limit piecemeal local UGB expansions?

Energy & Affordability

Overview

Data centers represent rapidly growing and large-load electricity demands that differ from many historical patterns of load growth. Their impacts therefore extend beyond individual

Oregon Data Center Advisory Committee (DCAC)

facilities to the effects on and questions about grid planning, transmission, generation, energy reliability, air and noise emissions, and affordability.

The Committee heard that Oregon’s regulatory and policy frameworks do not apply uniformly across investor-owned utilities, consumer-owned utilities, and the Bonneville Power Administration (BPA). Investor-owned utilities are subject to regulation by the Oregon Public Utility Commission (PUC), consumer-owned public utilities are locally governed, and BPA is a federal agency. As such, different mechanisms to manage growth and to protect energy affordability for ratepayers are utilized.

One of the biggest concerns raised in public comments was whether data centers have driven or will drive up electricity rates substantially. The Committee heard from consumer-owned utilities (COU) that their first goal is to keep rates low for their customers and that the mechanisms they have put in place to ensure their customers are protected from data center-driven costs are working effectively. The Committee also heard from experts regarding the protections established through Oregon’s groundbreaking POWER Act for investor-owned utility (IOU) customers. Current evidence indicates that Oregon’s COU and IOU ratepayers are effectively protected from the increased costs caused directly by data centers.

The Committee also observed that data centers could potentially provide value to the electricity system, and/or keep rates low for customers, through flexible loads, demand response, energy storage, distributed resources, and other grid-enhancing technologies.

The central question is not simply how much electricity data centers consume, but how Oregon can ensure that data center loads contribute to the development of a reliable, affordable, and clean energy system without shifting disproportionate risks and costs to other customers.

Key Learnings

- **Grid Impacts:** Data center electrical loads increasingly represent exceptionally large, fast-growing, and always-on energy demands that stress grid planning and transmission models differently than historic growth. As a result, the demand for these increased loads has an impact on the entire energy ecosystem that must be considered carefully, both in current operations and in long-term planning.
- **Flexibility:** Data center-enabled grid flexibility, both within data centers themselves and on the grids to which they are connected, can address challenges from ongoing constraints to new generation and transmission.
- **Air Quality & Backup Power:** Diesel backup generators are generally stand-alone (not grid-connected) assets that are deployed, nearly universally, to sustain data center operations with emergency power when needed. Consistent with federal and state regulations, they are permitted to operate for up to 100 hours/year for routine testing without exceeding air quality standards. Declared emergency operations, in contrast, could exceed these limits and, if they happen frequently, result in

Oregon Data Center Advisory Committee (DCAC)

additional air quality requirements. While such emergencies are rare, evidence is growing that shows our aging grid infrastructure is increasingly vulnerable.

- **Grid Utilization:** The power grid is built to meet peak demand, which results in low overall grid utilization for this capital-intensive infrastructure. As large, steady power users, data centers could become anchor tenants to *increase* grid utilization, spreading fixed infrastructure costs over a larger overall base of power consumption, which could reduce upward pressure on electricity rates.
- **Utility Cost Increases:** Most regulated utility cost increases appear attributable to growing wildfire-related expenditures, investments in aging transmission infrastructure, rising prices for routine equipment, and higher costs for power procurement.
- **Regulatory Asymmetry:** Oregon’s climate policies, such as Oregon HB 2021’s clean energy mandates, and regulatory institutions, such as the PUC, apply to the state’s IOUs but do not apply to COUs.
- **Ratepayer Protections:** Oregon’s POWER Act (HB 3546) provides essential cost-containment tools (e.g., exit fees and special tariffs) for IOUs, and COUs have their own separate and distinct rate-payer protections in place.
- **Marginal Costs:** To the extent that data center demand raises the marginal costs of incremental generation procured by IOUs and COUs alike, these impacts affect all electricity customers and make it harder and more expensive for Oregon to meet its energy needs.
- **Clean Energy:** Many data center companies have their own decarbonization goals. To the extent that data center procurement of decarbonized energy raises the marginal costs of clean energy, these impacts may make it harder and more expensive for Oregon to meet its clean energy goals, especially in the near term. On the other hand, data center-driven demand for clean energy also can stimulate investment in clean energy technologies and supply, which could make it easier and cheaper for Oregon to meet its clean energy goals, particularly in the long run.
- **BYONCE and Energy Storage:** Several states are developing and implementing policies to encourage or require data centers to *Bring Your Own New Clean Energy* (BYONCE). In addition to decarbonized generation resources, this also can include utility-scale and distributed energy storage systems that can augment wind and solar power, while also serving as a grid-connected buffer for backup generation.
- **VPPs, DERs, and Microgrids:** Virtual power plants (VPPs), distributed energy resources (DERs), and microgrids show promise as complements to the traditional utility-centric infrastructure approach to energy supply and delivery.
- **Public Concerns:** Utility affordability is the single most frequent concern expressed in public comments (38.7%), though limited comments were received from rural eastern Oregon host communities.

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Questions for Consideration

1. How can the state best motivate data center-enabled grid flexibility to address peak power demands, including inside data center facilities (e.g., emergency and/or economic curtailment, compute-prioritization), in data center campuses (e.g., on-site energy storage, microgrids) and on the grid nearby (e.g., distributed energy resources, virtual power plants)? Who would or should have the authority to manage this process?
2. How could grid utilization be usefully measured and practically managed across Oregon's diversified electric grid landscape?
3. Should regulatory policies distinguish between new data center facility builds and major retrofits/upgrades?
4. Does Oregon need to ensure that data center-driven energy procurement in COU service territories is more consistent with the state's clean energy and climate goals? If so, how could this be accomplished?
5. Should the state mandate facility-level emissions/water performance rules and/or incentivize next-generation energy backup/storage for data centers?
6. Are ratepayers in IOU and COU service territories adequately protected from rate increases related to data center development or are new mechanisms needed?
7. How could Oregon accelerate deployment of cleaner alternatives to conventional stand-alone diesel backup generators for data centers to reduce carbon emissions, lower air pollution, and provide benefits to local communities and the broader power grid?
8. How might data centers contribute to a statewide infrastructure fund or other financing mechanisms to support projects that reduce pressure on and enhance the electricity grid for all customers?

Tax Incentives & Community Benefits

Overview

Oregon has three primary tax incentive programs that are utilized by data centers. They include the Standard Enterprise Zone (SEZ), the Long-Term Rural Enterprise Zone (LTREZ), and the Strategic Investment Program (SIP). These three incentive programs exchange a temporary, targeted local property tax reduction or abatement for a durable investment and recurring long-term public revenue. In general, these exchanges are as follows:

Oregon Data Center Advisory Committee (DCAC)

- **What the state and local communities give:** Temporary reductions in local property taxes on newly installed buildings, machinery, and equipment only. The land and pre-existing property remain fully taxable throughout. Abatements run 3–10 years in Standard Enterprise Zones, up to 15 years in Long-Term Rural Enterprise Zones, and 15 years under the Strategic Investment Program. When the abatement ends, the full value of the property returns to the tax rolls.
- **What the state and local communities get:** New private capital investment, new and higher-paying jobs, and long-term recurring revenue from local property taxes. The state and communities also benefit from the business paying the Corporate Activity Tax, payroll taxes, community service fees and/or School Support Fees, other negotiated fees, and property tax on land and existing improvements. Data center companies must meet minimum investment amounts and satisfy continuing performance criteria for the duration of the abatement.

The Committee heard that Oregon’s lack of a general sales tax, mild climate, access to high-speed computer fiber, industrial land, and historically low electricity costs are important factors in the state’s attractiveness to data center developers. Many rural communities reported that partnerships with data center developers have enabled significant, sometimes generational, infrastructure investments that otherwise would not have been possible.

At the same time, Oregon lacks a centralized, readily accessible picture of the tax incentives provided to data centers. This includes the revenues and payments generated by facilities and the community investments made possible outside of formal enterprise zone agreements or community benefit agreements.

This creates a basic policy question: What should Oregon provide to attract data center investment, and what should Oregon and its communities receive in return?

The Committee will examine to what extent existing fiscal incentives remain necessary, how incentives could be tied to measurable outcomes, and how Oregon can improve transparency around public costs and community benefits.

Key Learnings

- **Incentive Structures:** Property tax abatements through Enterprise Zone Agreements (EZAs) are intended to increase economic investments that lead to tax revenue for the state. They serve as one of Oregon's incentives structures for data centers. EZAs combine with the state's other competitive advantages: no general sales tax, a mild climate, land, and historically low electricity costs. Other states use different incentive tools tied to their own specific situations, including sales/use tax exemptions, investment tax credits, and expedited permitting.
- **Local Flexibility:** Communities hosting data centers value the discretionary

Oregon Data Center Advisory Committee (DCAC)

flexibility enabled by tax abatement community benefit agreements. This allows a local jurisdiction to determine what the community benefits agreements will fund, as opposed to tax revenue that is tied to a local distribution formula.

- **School Funding Impacts:** Abating local property taxes decreases the amount of local school funding revenue available for schools statewide; however, because Oregon's tax incentive programs are targeted to new investments, the taxes abated would not otherwise exist absent the incentive. Once the tax incentive expires, the data center company's property taxes are assessed in full, increasing the local property tax base and the share of local funding for schools statewide.
- **School Support Fee Administrative Challenges:** In 2023, the Oregon Legislature established the Enterprise Zone School Support Fee, a required payment in lieu of property taxes. Companies that receive an SEZ or LTREZ exemption within an enterprise zone must make direct payments to local K-12 school districts. Zone sponsors and local school districts mutually set a flat rate between 15% and 30% of property taxes that would have otherwise been due without abatement. Communities value the flexibility of these discretionary payments from data centers. However, the EZA program puts new administrative burdens on school districts – essentially billing data centers directly. This can create a challenge, especially for smaller districts.
- **Data Fragmentation:** Public information does exist about data center incentives, investments, and payments across state agencies (such as Business Oregon, DEQ, OWRD, and ODOE). That said, this data remains siloed and difficult to access in a consistent, centralized manner.

Questions for Consideration

1. Should additional standardized, centralized public reporting be required for all data center tax abatements, revenues received, and community investments? If so, how could this be implemented and coordinated?
2. To what extent are existing property tax abatement programs still necessary to attract data centers, given Oregon's natural and inherent advantages (e.g., mild climate, fiber access, land, no sales tax)?
3. What should be the role of local governments in negotiating the EZA incentives vis a vis the state negotiating these incentives for data centers?
4. Should future data center transparency requirements apply retroactively when existing facilities undergo major hardware or repowering upgrades?
5. How might data center tax abatements be most effectively tied to data center performance across resource impacts, public benefits, etc.?

Oregon Data Center Advisory Committee (DCAC)

Transparency & Accountability

Overview:

A consistent theme the Committee heard across every topic area was the difficulty of evaluating cumulative impacts because information about data centers is fragmented across state agencies, local governments, utilities, and private entities. The Committee identified potential value in a coordinated, state-hosted data center information system that could bring together standardized information on:

- water intake and discharge;
- energy use, peak demand, and flexibility;
- backup power, emissions from them, and any violations/penalties;
- tax abatements and public revenues;
- employment and workforce outcomes;
- community benefit agreements;
- infrastructure investments; and
- facility development and locations.

The Committee notes that data center transparency frameworks should avoid unnecessary duplication and reporting burdens, respect legitimate confidential business information, and focus on information needed to understand and address public concerns and policy impacts.

Economics & Workforce

Overview

The Committee learned that data centers can create substantial economic activity, particularly through construction, engineering, operations, and infrastructure investment. In some rural communities, data center development has been associated with significant changes in short and long-term employment and economic activity.

The Committee heard that Oregon has opportunities to strengthen local workforce pipelines. Community colleges and other training providers are developing programs for data center occupations, but high rates of students being hired before completing programs demonstrate the need for stackable credentials, dual-credit opportunities, apprenticeships, scholarships, and other strategies that help workers complete training and advance their careers.

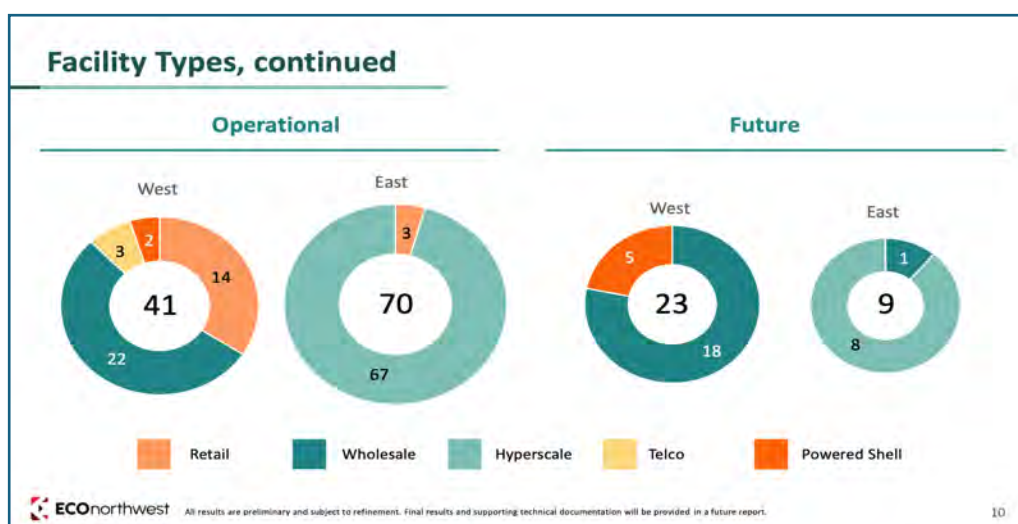
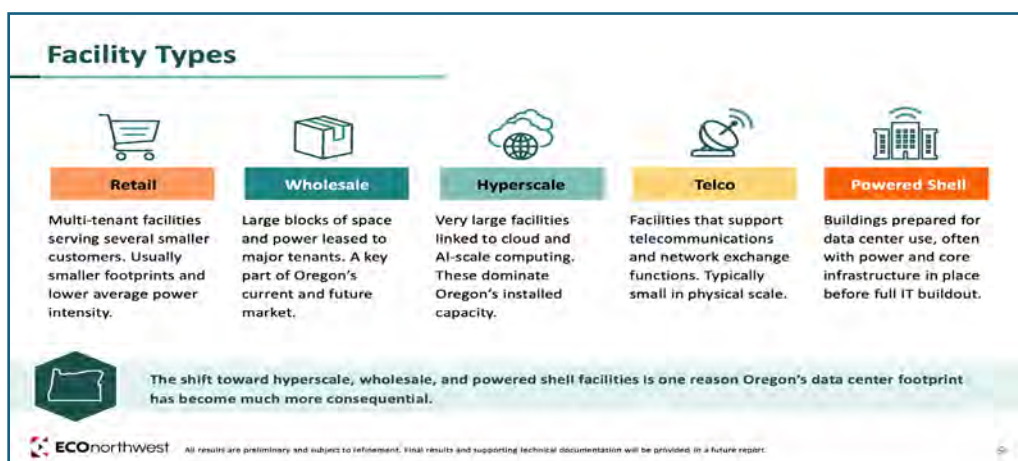
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The Committee also heard that community benefits can vary significantly depending on the capacity of local governments to negotiate skillfully with developers. Many communities have secured data center investments in transportation, water systems, schools, first responders, hospitals, libraries, and other local priorities.

These observations raise questions about how Oregon can ensure that economic benefits derived from data centers are durable, measurable, and broadly shared.

Key Learnings

- **Industry Scale:** Oregon hosts 123-144 facilities, depending on data center definitions, ranging from a variety of telecom nodes, wholesale campuses and retail facilities in the Portland/Hillsboro metro region to predominantly hyperscale complexes in Eastern Oregon.



- **Data Center Services:** Data centers in Oregon are primarily smaller, non-AI-oriented facilities that serve as infrastructure for a wide range of internet services, including data storage, payment processing, cloud computing, content streaming, telecommunications, and social media.

Oregon Data Center Advisory Committee (DCAC)

- o The Committee notes that, during the entire review process, it heard no indication of data centers exclusively dedicated to training Artificial Intelligence (AI) Large Language Models (LLMs) operating in Oregon today.
- **Rural Economic Impacts:** Data center investments and operations drive substantial local economic activity and prosperity in both the short- and long-term, especially in rural areas where their benefits are most clearly evidenced. For example, the Committee learned that the arrival of data centers in Prineville reduced unemployment from 20% to 6%, employing ~400 on-site personnel. The Committee also learned that data center operations jobs represent about 15% of total employment in Morrow County.
- **Sustained Construction Jobs:** Ongoing multi-year campus expansion cycles have been shown to generate ongoing construction and engineering employment. This cumulative effect counters the narrative that data centers only offer one-off construction jobs. For example, ECONorthwest reported that data center construction has directly created approximately 3,900 jobs and \$980M in labor income. According to the same study³, almost one in every 100 jobs in Oregon is related to data centers.
- **Workforce Pipelines:** High student hire-away rates in community college programs (e.g., Blue Mountain CC) underscore the need for stackable credentials, dual credits, and structured apprenticeships.
- **Negotiation Disparities:** Community Benefit Agreements (CBAs) can yield uneven local benefits, depending on municipal representatives' negotiation capacity.

Questions for Consideration

1. What role should the state play in local CBA negotiations? Should the state offer model guidelines and/or facilitation of negotiations?
2. How should the state track and publicly report community investments occurring both within and outside formal Enterprise Zone Agreements (EZAs) or via CBAs?
3. Would a regional process, such as the Central Oregon Regional Large Lot Program, which helps cities and counties in Central Oregon manage and provide large industrial land sites for economic development, be valuable to replicate in other areas in the State? If so, what is the State's role in facilitating their creation?
4. Should Oregon establish a centralized public database for direct/indirect workforce, investment, and expenditure metrics?

³ ECONorthwest and University of Virginia. 2026. "Understanding Oregon's Data Center Industry: An Evidence-Based Assessment." Presentation to the Oregon Data Center Advisory Committee, July 31, 2026. Preliminary findings from forthcoming report prepared for The Lemelson Foundation.

Oregon Data Center Advisory Committee (DCAC)

5. What policy frameworks should address data center facility decommissioning, repowering, or server rack retrofit cycles?
6. What opportunities could Oregon create for public/private partnerships between industry, public universities, community colleges, and other organizations to advance collaboration, accelerate innovation, and enhance competitiveness on a statewide level?
7. Should Oregon be offering retraining or other types of support for workers in other industries or sectors?

OREGON VOICES & PUBLIC COMMENT

Public input provided an important perspective on the Committee’s work. To date, Committee staff have catalogued more than 700 substantive written comments after accounting for duplicate and non-substantive submissions. The comments reflect strong concern about the effects of continued data center development. Major themes include energy affordability, taxation and incentives, water, climate, and air quality. Approximately 90 percent of written comments reviewed to date oppose continued or expanded data center development.

The Committee recognizes that the written-comment record does not necessarily represent the views of all Oregonians or all communities affected by data center development. Approximately 70 percent of submitted comments were near-copy form letters, and the majority originated in the Portland metropolitan area. Comparatively few written comments came from communities in Morrow, Umatilla, and Crook counties, where substantial data center development is occurring and proposed.

The Committee will continue to seek input from across Oregon before completing its recommendations.

COMMITTEE PRINCIPLES FOR FINAL DELIBERATION

The Committee coalesced around the idea that the state could lead on statewide data center impacts and transparency, while local governments would oversee local data center siting and community benefits agreements. Emerging Committee cross-cutting principles include at least (and are open for public comment for changes or additions):

- **Transparency first:** Build a coordinated statewide reporting approach that clarifies and standardizes core metrics, minimizes duplication, and balances commercial confidentiality with public accountability.

Oregon Data Center Advisory Committee (DCAC)

- **Local vs. state roles:** Carefully determine where local input and decisions are appropriate (for example, in CBAs, land use approvals, etc.) and where broader statewide interests require coordination to achieve greenhouse gas goals, statewide affordability, and to assess cumulative natural resource impacts.
- **Cumulative impacts and “gravity”:** Data center clustering generates ongoing construction cycles and cumulative resource demands; Consider cumulative impact assessment tools rather than purely project-level review and consider decommissioning requirements.
- **Protect affordability:** Ensure any new large loads do not shift infrastructure and operating costs disproportionately to residential ratepayers; explore POWER Act-equivalent protections or other mechanisms for COU regions/areas and assess similar policies in other states.
- **Encourage positive public outcomes:** Incentives (if retained) should be outcome-oriented (e.g. workforce development, local infrastructure, local and statewide water/energy performance, actual community benefits) and paired with transparent measurement and enforcement.
- **Encourage innovation and grid optimization:** Explore incentives or contractual frameworks that promote long-duration storage and non-wire alternatives to grid expansion. Demand flexibility and grid-enhancing technologies to enhance how data centers might be system assets, not just system loads.
- **Place-specific policy:** Water and land use decisions must reflect local basin- and landscape conditions such as Tribal sovereignty, timing/temporality of water use, groundwater recharge, habitat impacts, and community concerns.
- **Phased/iterative approach:** Given rapid technology changes such as AI workloads, cooling innovations, and battery alternatives, adopt flexible, iterative policy recommendations that can be updated and incentivized as evidence and technology evolve.
- **Account for federal regulations:** Federal regulatory changes such as EPA’s permitting rules and federal incentives and rollbacks are potentially significant external drivers that can substantially affect Oregon outcomes. They may warrant state guardrails, such as regulation changes.

Oregon Data Center Advisory Committee (DCAC)

LOOKING AHEAD

The release of this Document marks the next stage of the Committee’s work—not its conclusion. **The document will be available for a 45-day public comment period.** Members of the public are encouraged to respond to the questions identified in this document, provide additional information, identify gaps in the Committee’s observations, and share perspectives based on their experiences with data center development. **The Committee expects to present final recommendations to Governor Kotek by December 2026.**

Following release of this Document, the public will be asked to submit responses to the questions outlined in this document, or on anything missing from this document, via the form at: <https://www.surveymonkey.com/r/DCAC-Comments>.

The written public comment period for the Preliminary Learnings Document will start on September 10, 2026, and close at 5 PM on October 24, 2026.

To access Governor Kotek’s charge to the DCAC, Committee agendas, presentation materials, and meeting recordings and summaries, please visit:
www.oregon.gov/energy/get-involved/pages/oregon-data-center-advisory-committee.aspx.



**MARINE TRANSPORTATION SYSTEM
RECOVERY PLAN
FOR
SECTOR COLUMBIA RIVER
2025**

TABLE OF CONTENTS

SECTION 1: INTRODUCTION

<u>A. PURPOSE</u>	1
<u>B. SCOPE</u>	2
<u>C. OVERARCHING GOALS AND OBJECTIVES</u>	2
<u>D. ORGANIZATION</u>	3
<u>E. LEGAL CONSIDERATIONS</u>	7
<u>F. FUNDING CONSIDERATIONS</u>	8
<u>G. USCG GOVERNING RESPONSIBILITIES</u>	8
<u>H. MEMORANDUM OF UNDERSTANDING/MEMORANDUM OF AGREEMENT</u>	8
<u>I. OUTSIDE SUPPORT</u>	9
<u>J. PLANNING ASSUMPTIONS</u>	9
<u>K. KEY TERMS AND DEFINITIONS</u>	10

SECTION 2: PLANNING AND PREPAREDNESS

<u>A. PURPOSE</u>	14
<u>B. NORMAL PORT OPERATIONS</u>	14
<u>C. STAKEHOLDER COORDINATION</u>	15
<u>D. PRE-ESTABLISHED MTSRU</u>	17
<u>E. MTSRU RESPONSIBILITIES</u>	17
<u>F. TRAINING</u>	18
<u>G. ICP/IMT LOCATIONS AND EQUIPMENT</u>	18
<u>H. TYPE 1 AND TYPE 2 EVENT CONSIDERATIONS</u>	19

SECTION 3: MTS RECOVERY MANAGEMENT

<u>A. PURPOSE</u>	20
<u>B. PROCESS</u>	21
<u>Recovery Task 1: Establish the MTSRU</u>	21
<u>Recovery Task 2: Obtaining Situational Awareness</u>	24
<u>Recovery Task 3: Determine Impact to the MTS and Develop COAs</u>	25
<u>Recovery Task 4: MTS Status Reporting</u>	26
<u>Recovery Task 5: Demobilize the MTSRU</u>	29
<u>Recovery Task 6: Additional Tasking</u>	29

SECTION 4: MTSRP MAINTENANCE

<u>A. PURPOSE</u>	30
<u>B. MTSRP VALIDATION</u>	30
<u>C. MTSRP UPDATES</u>	30

APPENDIX

<u>A. MTS RECOVERY EEI FORM (CG-11410)</u>	32
<u>B. MTS RECOVERY FACILITY STATUS FORM (CG-11410A)</u>	34
<u>C. LIST OF ESSENTIAL ELEMENTS OF INFORMATION (EEI)</u>	36
<u>D. MTSRU NOTIFICATION PROCESS GUIDE</u>	37
<u>E. MTSRU DEMOBILIZATION REPORT TEMPLATE</u>	39
<u>F. INFRASTRUCTURE CHECKLIST(s)</u>	41
<u>G. MTS REPORTING TEMPLATE</u>	43
<u>H. MTSRU PLANNING P.</u>	44
<u>I. LOCAL MTS FACT SHEET</u>	45
<u>J. LIST OF ORGANIZATIONS TO PROVIDE SME ASSISTANCE</u>	46
<u>K. NORMAL PORT OPERATIONS – SECTOR COLUMBIA RIVER</u>	47
<u>L. LIST OF UNITS FOR PORT SURVEYS</u>	51

FIGURES

<u>Figure 1: Sector Columbia River AOR</u>	4
<u>Figure 2: CART EEI Summary Table</u>	7
<u>Figure 3: Example of ICS Organization including MTSRU</u>	22
<u>Figure 4: Example MTSRU Space Organization</u>	23

REFERENCES

- (a) Ports and Waterways Safety Act of 1972
- (b) Federal Water Pollution Control Act (FWPCA) of 1972.
- (c) Maritime Transportation Security Act of 2002 (MTSA)
- (d) Robert T. Stafford Disaster Relief Act (42 U.S.C. §5121 et. seq. as amended)
- (e) Security and Accountability for Every Port Act of 2006 (SAFE Port Act)
- (f) An Assessment of the U.S. Marine Transportation System: A Report to Congress, U.S. Department of Transportation, September 1999
- (g) Strategy to Enhance International Supply Chain Security, Department of Homeland Security, July 2007
- (h) Transportation Systems Sector-Specific Plan, Annex B: Maritime (2010)
- (i) Presidential Policy Directive 21 (PPD-21): Critical Infrastructure Security and Resilience
- (j) National Response Framework (NRF), Critical Infrastructure and Key Resources (CI/KR) Annex, 2011
- (k) National Disaster Recovery Framework, September 2011
- (l) National Strategy for Maritime Security: Maritime Infrastructure Recovery Plan (MIRP), April 2006
- (m) National Infrastructure Protection Plan (NIPP), 2009
- (n) National Maritime Transportation Security Plan (NMTSP), 2008
- (o) National Incident Management System
- (p) CBP/USCG Joint Protocols for the Expeditionary Recovery of Trade
- (q) Area Contingency Plan
- (r) USCG Navigation and Vessel Inspection Circular (NVIC) 09-02, (series) (Guidelines for Development of Area Maritime Security Committees and Area Maritime Security Plans Required for U.S. Ports)
- (s) Operational Risk Management, COMDTINST 3500.3 (series)
- (t) Recovery of the Marine Transportation System for Resumption of Commerce, COMDTINST 16000.28 (series)
- (u) USCG Incident Management Handbook, COMDTPUB P3120.17 (series)
- (v) USCG Marine Transportation System Unit Leader [MTSL] Job Aid
- (w) Common Assessment and Reporting Tool User's Manual
- (x) Policy on Use of Common Assessment and Reporting Tool, CG-FAC Policy Letter
- (y) Emergency Management Manual, Volume 3: Exercises, COMDTINST 3010.13 (series)

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SECTION 1: INTRODUCTION

The Marine Transportation System (MTS) Recovery Plan (MTSRP) for USCG Sector Columbia River and Columbia River Captain of the Port (COTP) Zone supports recovery and restoration of the MTS. Responsibilities extend to incident and non-incident areas, requiring engagement with a broad spectrum of port stakeholders. The MTSRP may be referenced in other contingency plans (Area Maritime Security Plan (AMSP), Salvage Plan, Area Contingency Plan (ACP), Mass Rescue Operation (MRO) Plan, Salvage Response Plan, Inclement Weather Instruction, etc.) that have recovery elements.

A. PURPOSE: This plan provides procedures to facilitate a safe, efficient, and timely restoration of the MTS to pre-disruption condition. Potential cascading effects extending beyond a local MTS disruption are addressed. Regional or National impacts may be felt when a major port is interrupted or closed with restrictions. Establishing an effective and efficient MTS Recovery framework to facilitate short-term recovery of the MTS and support restorative efforts beyond the initial response/recovery phase is vital to local, regional, and national economic and security interests. The MTSRP will be activated when the following categories of MTS disruptions occur:

1. **Infrastructure Impact** – A significant incident causing damage to a component or components of the MTS infrastructure that will likely require repair, alternative strategies, and/or vessel traffic control actions by the COTP prior to resumption of MTS operations. Examples include:
 - a. Earthquake/Tsunami
 - b. Flood
 - c. Heavy Weather/Storms
 - d. Major Infrastructure Casualty to Bridges, Roads, Dams/Locks or Public Infrastructure
 - e. Cyber Attack with Infrastructure Damage
 - f. Terrorist attack
2. **Constrained Operational Capacity** – An event without infrastructure damage that interrupts the normal port rhythm, including cargo operations, vessel movement, and physical security capabilities. Examples include:
 - a. Maritime Security (MARSEC) Level Increase
 - b. Cyber Attack without infrastructure damage
 - c. Labor Shortage-Disruption Event
 - d. Security or Casualty-related incident in an impacted port area causing enhanced cargo movement in other non-impacted ports within the Region
 - e. Weather related issues such as icing, snow accumulation, etc.
3. **Constrained by Response Operations** – An incident with response operations whose mitigation activities may disrupt the normal MTS operations beyond *pre-*

determined steady state thresholds as identified in Section 2 of the MTSRP.

Examples include response to:

- a. Oil Discharge/Hazardous Substance Release
- b. Mass Rescue Operations
- c. Marine Casualty that may or may not involve infrastructure damage. MTS Recovery will be a consideration in the primary response.

B. SCOPE: The MTSRP will be implemented during the **short-term recovery phase** of an incident to stabilize the MTS and support transition to long-term recovery in accordance with the National Disaster Recovery Framework.

1. **Framework** – The MTS Recovery incident management structure is a scalable and cooperative process for restoring MTS functionality within the incident area, to include resumption of trade outside of incident areas. The incident management structure must address three key operational planning factors when implementing the MTS Recovery function:
 - a. System stabilization
 - b. Short-term recovery
 - c. Transition from short-term to long-term recovery
2. **National Incident Management System (NIMS) Incident Command System (ICS)** – The MTSRP supports the National Response Framework (NRF) through use of the NIMS ICS planning process. This process is used in several other response plans (i.e., ACP, AMSPs, MRO Plans, Salvage Response Plan, etc).
3. **Critical Success Factors** – The processes outlined in the MTSRP address five critical success factors for efficient and effective MTS Recovery preparedness and response activities, which include:
 - a. Inventory and identify MTS capabilities and constraints.
 - b. Communication of capabilities and constraints with stakeholders.
 - c. Collaboration on mitigation plans between public and private stakeholders.
 - d. Alignment of resources; and
 - e. Unity of effort to mitigate constraints and maximize use or return to service of available capabilities.

C. OVERARCHING GOALS AND OBJECTIVES:

1. **Overarching Goals** – The goal for the MTSRP is to ensure preparedness and unity of effort between the Coast Guard and port stakeholders to safely, effectively, and efficiently recover from a MTS disruption.
2. **Objectives** – The objectives for MTS Recovery include but are not limited to:

- a. Establish a Marine Transportation System Recovery Unit (MTSRU) within the Planning Section of the Incident Command System (ICS) structure. Refer to Section 2.D.1 and 2.F. of this plan for MTSRU Staffing/Training.
- b. Identify resources, stakeholders, potential incident impacts, and courses of action for the recovery of the MTS, including additional support to the impacted area.
- c. Prioritize MTS Recovery operations by identifying critical ATON, infrastructure, and waterways prior to an event.
- d. Identify and prioritize cargo streams, maritime Critical Infrastructure/Key Resources (CI/KR), and methods to aid in their recovery. A prioritized list of infrastructure, cargo, and vessels can be found in Section 3.B.3.b.
- e. Review and maintain the Essential Elements of Information (EEI) to support recovery planning and operations.
- f. Track and report on the status of MTS infrastructure recovery using the Common Assessment and Reporting Tool (CART) and EEIs.

D. ORGANIZATION: As the lead federal agency within the maritime domain, Coast Guard COTPs will work with governmental agencies, advisory committees, port partners, and stakeholders to coordinate recovery of the MTS. Incident communications, coordination, requests for support, infrastructure liaison and similar requirements will be guided by the NRF.

1. **Area of Responsibility** – USCG Sector Columbia River is in Portland, Oregon. The boundary of the Portland, Oregon, Marine Inspection Zone and Sector Columbia River Captain of the Port Zone starts at the Washington coast at latitude 47°32'00" N, longitude 124°21'15" W, proceeding along this latitude east to latitude 47°32'00" N, longitude 123°18'00" W; thence south to latitude 46°55'00" N, longitude 123°18'00" W; thence east along this latitude to the eastern Idaho state line; thence southeast along the Idaho state line to the intersection of the Idaho-Wyoming boundary; thence south along the Idaho-Wyoming boundary to the intersection of the Idaho-Utah-Wyoming boundaries; thence west along the southern border of Idaho to Oregon and then west along the southern border of Oregon to the coast at latitude 41°59'54" N, longitude 124°12'42" W; thence west along the southern boundary of the Thirteenth Coast Guard District, to the outermost extent of the EEZ at latitude 41°38'35" N, 128°51'26" W; thence north along the outermost extent of the EEZ to latitude 47°32'00" N; thence east to the point of origin.



Figure 1: Sector Columbia River AOR

2. **COTP Zone Overview** – The port area description below provides a general overview of cargo types, priorities, and vessels that rely on a functional marine transportation system. Although referencing Economic Impact Studies for key labor, revenue and commodity statistics, it is strongly recommended that any user of the MTSRP ensure that the most current economic measurements are available when providing for media or senior leadership reporting.

The Columbia River Area of Responsibility (AOR) includes all the navigable waters under this Captain of the Port Zone, although the Columbia, Willamette and Snake Rivers are the main areas of emphasis in this plan. The Ports critical to the maritime transportation system in the AOR are: (Oregon) Astoria, St. Helens, Portland, Hood River, The Dalles, and Umatilla; (Washington) Ilwaco, Longview, Kalama, Vancouver, Walla Walla, Kennewick, Pasco, Benton, Whitman County, and Clarkston; and Lewiston, Idaho. The secondary Ports, still important to river commerce, are (Oregon) Arlington and Cascade Locks; (Washington) Camas-Washougal, Chinook, Columbia, Garfield, Klickitat, Skamania County, Wahkiakum, and Woodland.

The **Port of Portland's** maritime operation is the second largest exporter of wheat in the United States. The Columbia River is the third largest grain exporting center in

the world. In addition, the Port of Portland is the eighth largest U.S. Port in terms of total tonnage, the fourteenth largest container port, and one of the busiest auto ports on the West Coast, handling the third highest volume of autos in the country.

The **Port of Astoria** is the first deep-draft port available upon entering the Columbia River and is located only 14 miles from the Pacific Ocean. The Port maintains nearly 7,250 feet of total dock space on three piers. These piers and the adjacent property are dedicated to marine-dependent commercial and industrial activities.

The **Port of Vancouver**, WA is located at Columbia River Mile 105. Bulk cargoes account for about 80% of annual throughput at the Port of Vancouver, a leading port in North America for tonnage throughput and the largest foreign tonnage port on the Pacific Coast. The dominance of bulk cargoes began with the Port's traditional role in shipping commodity exports from resource-rich Western Canada. Terminal operators handle a wide range of bulk cargoes such as coal, grain, sulphur, potash, liquid chemicals, and fuel oil. The Port of Vancouver has three terminals, Centerm, Lynnterm and Vancouver Wharves, for handling general cargo. Forest products such as lumber, plywood, pulp, and newsprint account for approximately 10% of the Port's total throughput, and some 95% of all general cargo, which also includes steel and project cargo. Port of Vancouver has three container terminals, Centerm and Vanterm, both located in Burrard Inlet and Deltaport, located at Roberts Bank. Together, their annual capacity is 1.7 million TEUs per year.

The **Port of Longview** has eight marine terminals equipped to handle and store dry bulks, breakbulk, forest products, steel and heavy lifts. Dry bulk cargoes include chemicals, minerals, fertilizers, animal feeds and grains. Breakbulk cargo includes forest products, steel, project and heavy-lift cargo.

- a. **Local MTS Facts:** Appendix I is a one-page fact sheet of the local MTS in Sector Columbia River's AOR. This sheet provides information on recent annual arrivals by vessel type, a description of key facilities within the port, key cargo streams, and a list of key port stakeholders who participate in MTS Recovery during a disrupting event.
- b. **Uniqueness of the COTP Zone:** The Columbia-Willamette-Snake MTS, formed by the navigable portions of the Columbia, Willamette, and Snake Rivers, is a vital element of the economic engine of the American Northwest, and more broadly, to the Nation as a whole. It is one of the few port systems in the Nation to export more goods than it imports. It is also the top gateway for American wheat and barley exports, as well as a major exporter of corn, bulk minerals, timber, and paper products. Its importance is further underscored by the fact that some 45,000 people in Oregon, Washington, and Idaho work in jobs that depend on its functionality.

The system's ports are served by different, yet complimentary, types of maritime transportation - ranging from large, oceangoing vessels to inland barges. A series of eight locks and dams support upriver navigation and produce hydroelectric power for the region. In addition to vessel traffic, two Class I railroads operate along the banks

of the Columbia River and form an integral part of this system - both delivering and receiving cargo at the marine terminals. Also present are key pipelines that support the transportation and distribution of petroleum products. Finally, an extensive and complimentary network of highways, roads, and bridges overlays the region, adding a fourth mode of transportation that intersects with this regional MTS.

The interdependent network of waterways, locks and dams, aids to navigation, ports, and marine facilities comprising the regional MTS extends from the mouth of the Columbia River near Astoria, Oregon 465 miles inland, to the heads of navigation of the Snake and Clearwater Rivers at Lewiston, Idaho. This MTS supports a mix of liquid and dry bulk, break-bulk, containerized, and roll-on/roll-off cargoes, as well as passenger traffic. Also sharing the system's waterways is a diverse mix of fishing and recreational craft, as well as key hydroelectric power generation facilities. The waterway is further characterized by a range of operational environments, from industrialized ports like Portland and Vancouver, to small facilities located on very isolated stretches of the Snake River Canyon.

As the MTSRP is an All-Hazard plan, the appropriate incident response plan includes the **Sector Columbia River Natural/Manmade Disaster Plan, AMSP, ACP, and Salvage Response Plan** and will be the lead response plan for the specific event. The MTSRP will provide the MTS Recovery strategies to support the overall incident response and Incident Action Plan development process.

- c. **Maritime Critical Infrastructure Covered by Essential Elements of Information (EEI):** There are **37** distinct EEI categories available in CART to report the status of MTS Recovery in an affected port area. **Figure 2** provides a breakdown of the **14 EEI categories** in the COTP Columbia River Zone that will normally require the Coast Guard and stakeholders to conduct post-incident assessments to determine the operational status, recovery strategies, and resources necessary for recovery for every event type. Additional EEI categories may be added, however, the key **14 EEI Categories** below will always be considered when developing post-incident recovery strategies:

Summary

Status

Report Summaries

Port Status

Command Comments

Event Summary: Sector Columbia River EEI Validation

EEI Group	EEI Type	Baseline	Requires Assessment	Fully Available	Partially Available	Not Available	Comments (For Executive Summary Report)	Edit
Monitoring Systems	Monitoring Systems	6	6 (100%)	0 (0%)	0 (0%)	0 (0%)		Edit
Port Area - Critical Infrastructure	Barge Fleeting Areas	15	15 (100%)	0 (0%)	0 (0%)	0 (0%)		Edit
	Bridges	34	34 (100%)	0 (0%)	0 (0%)	0 (0%)		Edit
	Bulk Liquid Facilities	30	30 (100%)	0 (0%)	0 (0%)	0 (0%)		Edit
	Container Facilities	6	6 (100%)	0 (0%)	0 (0%)	0 (0%)		Edit
	Non-container Facilities	61	10 (16%)	51 (84%)	0 (0%)	0 (0%)		Edit
	Pass/Ferry Terminals	5	5 (100%)	0 (0%)	0 (0%)	0 (0%)		Edit
	Shipyards	10	10 (100%)	0 (0%)	0 (0%)	0 (0%)		Edit
Port Area - Vessels	Commercial Fishing	1500 (Vessels)	N/A	1500 (100%)	N/A	0 (0%)		Edit
Waterways and Navigation Systems	Aids to Navigation	53	10 (19%)	43 (81%)	0 (0%)	0 (0%)		Edit
	Anchorage	11	10 (91%)	1 (9%)	0 (0%)	0 (0%)		Edit
	Deep Draft Channel	4	4 (100%)	0 (0%)	0 (0%)	0 (0%)		Edit
	Locks	8	8 (100%)	0 (0%)	0 (0%)	0 (0%)		Edit
	Non-Deep Draft Chan.	1	1 (100%)	0 (0%)	0 (0%)	0 (0%)		Edit

CART HOME

BASELINE DATA

CREATE AN EVENT

ACTIVE EVENTS

PAST EVENTS

REPORTS

ADMIN

MTSR COMMON ASSESSMENT AND REPORTING TOOL - Release Information

Figure 2: CART EEI Summary Table

E. LEGAL CONSIDERATIONS: MTSR authorities include:

1. **Ports and Waterways Safety Act (PWSA) of 1972, Title 33 U.S.C. § 1221 et seq.** – The USCG has a statutory responsibility under the PWSA to ensure the safety and environmental protection of U.S. ports and waterways.
2. **Federal Water Pollution Control Act (FWPCA) of 1972, 33 U.S.C. § 1321 (c).** – The FWPCA gives the federal government the authority to “remove and, if necessary, destroy a vessel discharging, or threatening to discharge, by whatever means are available.”
3. **Maritime Transportation Security Act (MTSA) of 2002, 46 U.S.C § 70101 et seq.** – The MTSA empowers the Captain of the Port to serve as the FMSC in each COTP Zone to develop an Area Maritime Security Plan and coordinate actions under the National Transportation Security Plan.

4. **Robert T. Stafford Emergency Assistance Act (Stafford Act), 42 U.S.C. § 5121 et seq.** – The Stafford Act created the system by which a presidential disaster declaration of an emergency triggers financial and physical assistance through the Federal Emergency Management Agency (FEMA). The Act gives FEMA the responsibility for coordinating government-wide relief efforts through guidance found in the National Response Framework for 28 federal agencies and various non-government organizations.

F. FUNDING CONSIDERATIONS: Organizations participating in MTS Recovery are responsible for their own funding. However, expenses related directly to responding to and recovering from an incident (Transportation Security Incident (TSI), man-made or natural disaster) may be reimbursable. The following non-USCG special funding sources may be available in certain circumstances.

1. **Stafford Act** – The Stafford Act authorizes the delivery of federal technical, financial, logistical, and other assistance to states and localities during declared major disasters or emergencies. FEMA coordinates the administration of disaster relief resources and assistance to states. Federal assistance is provided under the Stafford Act if an event is beyond the combined response capabilities of state and local governments.
2. **Oil Pollution Act of 1990 (OPA 90)** – The Federal On-Scene Coordinator (FOSC) can request funding from the Oil Spill Liability Trust Fund (OSLTF) using the National Pollution Funds Center (NPFC) Ceiling and Numbering Assignment Processing System (CANAPS). CANAPS is accessed via www.npfc.gov/CANAPS. The FOSC can obtain an initial ceiling, amend ceilings, or cancel funding via CANAPS.
3. **Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) Funding** – CERCLA funds (for hazardous materials response) are accessed via CANAPS, in the same manner as described in 1.F.2.
4. **USCG & Other Government Agencies (OGA) Funding** – Funds from annual departmental appropriations to execute daily missions in relation to MTS Recovery. For USCG funds, Area Commanders may track extraordinary expenditures for responses to all hazards/threats in a separate account for potential reimbursement. Therefore, Incident Commanders shall submit financial reports to Area Commanders with sufficient detail to facilitate such tracking.

G. USCG GOVERNING RESPONSIBILITIES: The USCG is responsible for implementing procedures designed to ensure our nation's ports and waterways are safe and secure from the impacts of all hazards. The USCG is also designated as the Sector-Specific Agency for maritime mode within the Transportation Systems Sector-Specific Plan to the National Infrastructure Protection Plan (NIPP) of 2013. As the LFA, the USCG is responsible for protecting Maritime Critical Infrastructure within the MTS.

H. MEMORANDUM OF UNDERSTANDING/MEMORANDUM OF AGREEMENT (MOU/MOA): MTSR activities may require the aid and cooperation of several public and

private entities. When necessary, MOU/MOAs may be established beforehand between various agencies to facilitate cooperation.

There are currently no MOU/MOA's between COTP Zone Columbia River, Sector Columbia River and the various supporting agencies for MTS recovery.

- I. OUTSIDE SUPPORT:** Public and private entities listed in other contingency plans may have overlapping capabilities pertinent to MTS recovery and may be leveraged to support recovery efforts.

As outlined in the NRF, federal assets may be available through Stafford Act funding as part of Emergency Support Function (ESF)-1 (Transportation) after a federally declared disaster, or through agency-to-agency support in a non-disaster declared incident.

State assets may be available through State Mutual Aid processes coordinated through USCG liaison officials and the State of Washington and State of Oregon's identified Emergency Management Agency.

The table in APPENIX J: LIST OF ORGANIZATIONS TO PROVIDE SME ASSISTANCE provides a list of public and private entities that may have MTS Recovery support capabilities.

- J. PLANNING ASSUMPTIONS:** The following list of assumptions apply to the MTSRP:

1. The MTSRP was developed for response to a Type 3 or larger incident as described in reference (y).
2. The threat of a TSI resulting in an increased MARSEC Level and associated security measures may require coordinated recovery actions among stakeholders to restore the flow of commerce.
3. Apart from severe weather, most MTS disruptions will occur with little or no warning.
4. Cargo diversions from areas impacted by large-scale MTS disruptions will require surge management and increased safety and security measures.
5. Large-scale cargo diversions may require reallocation of federal resources and regulatory waivers to support reestablishment of trade.
6. A catastrophic event may seriously degrade local USCG capabilities and require large-scale support from resources outside the affected area.
7. If USCG facilities are adversely affected, Sector Columbia River will implement their Continuity of Operations Plan and will relocate operations as directed by that plan.

8. An MTS disruption may have regional and national implications.
9. An incident of any nature may adversely affect the MTS.
10. Other contingency plans may be executed in conjunction with the MTSRP.
11. The discharge or potential discharge of oil or release of a hazardous substance may impede recovery.
12. USCG missions will be conducted at normal operating levels during recovery.
13. USCG Reservists may be recalled to active duty to meet contingency operational requirements.

K. KEY TERMS AND DEFINITIONS:

1. **All Hazards** – A threat or an incident, natural or manmade, that warrants action to protect life, property, the environment, and public health or safety, and to minimize disruptions of government, social, or economic activities. It includes natural disasters, cyber incidents, industrial accidents, pandemics, acts of terrorism, sabotage, and destructive criminal activity targeting critical infrastructure.
2. **Business Continuity** – The ability of an organization to ensure that critical business functions will be available to customers and suppliers before, during, and after a disaster. Business Continuity should not be confused with disaster recovery.
3. **Common Assessment and Reporting Tool (CART)** – CART is a USCG database designed to collect maritime Essential Elements of Information data and communicate their status after a transportation disruption. CART is used to provide a consistent, nationwide method for timely documentation, tracking, and communication of MTS status, minimizing the administrative and performance burden on field commanders, and satisfying USCG and incident management information needs and requirements.
4. **Critical Infrastructure** – Systems, assets, and networks, whether physical or virtual, so vital that the incapacitation or destruction would have a debilitating impact on the security, economy, public health or safety, environment, or any combination of these matters, across any federal, state, regional, territorial, or local jurisdiction. DHS has identified 16 Critical Infrastructure sectors.
5. **Emergency Support Function (ESF)-1 Transportation** – ESF-1 provides DHS with a single point to obtain key transportation-related information, planning, and emergency management, including prevention, preparedness, response, recovery, and mitigation capabilities at the headquarters, regional, state, and local levels. The ESF-1 structure integrates DOT and support agency capabilities and resources into the *National Response Framework (NRF)* and the *National Incident Management System (NIMS)*. Initial response activities that ESF-1 conducts during emergencies include the following:

- a. Monitoring and reporting the status of and damage to the transportation system and infrastructure.
 - b. Identifying temporary alternative transportation solutions to be implemented by others when primary systems or routes are unavailable or overwhelmed.
 - c. Implementing appropriate air traffic and airspace management measures; and
 - d. Coordinating the issuance of regulatory waivers and exemptions.
6. **Essential Element of Information (EEI)** – Quantitative and objective information that will be used to ascertain, communicate, and track the status of MTS infrastructure and activity. The information will also be used to complete status report templates. These templates are designed to facilitate the collection and dissemination of consistent information regarding the status of the MTS during and following an incident.
7. **Interdependency** – Mutually reliant relationship between entities (objects, individuals, or groups). The degree of interdependency does not need to be equal in both directions.
8. **Jones Act Waivers** – The Merchant Marine Act of 1920 (Jones Act), 46 U.S.C. § 55102, requires that all merchandise transported by water between U.S. points be carried on U.S. flagged ships. Waivers of this requirement are granted by the Secretary of Homeland Security. Requests for waivers can be made at JonesActWaiverRequest@cbp.dhs.gov. Further information on waivers can be found at <https://www.cbp.gov/trade/jones-act-waiver-request>.
9. **Key Resource** – Public or privately controlled resources essential to the minimal operations of the economy and government.
10. **Marine Transportation System (MTS)** – The MTS consists of navigable waterways, ports, and intermodal landside connections that allow the various modes of transportations to move people and goods to, from, and on the water as part of the overall global supply chain or domestic commercial operations. The MTS also includes vessels, port facilities, and intermodal connections and users, including crew, passengers, and workers.
11. **Maritime Transportation System Recovery Support Cell (MTSRSC)** – MTSRSCs are Coast Guard personnel at a district, area, or headquarters unit that support the flow of information from the MTSRU to other elements of Coast Guard, DHS, and maritime industry during the response to and recovery from a disruption of the MTS. These cells are not normally augmented by other agencies or industry personnel.
12. **Marine Transportation System Recovery Unit (MTSRU)** – An Incident Command System (ICS) planning function which is established and staffed for incidents that significantly disrupts the MTS. This unit is primarily staffed by government personnel and is augmented by local marine industry experts.

13. **Maritime Critical Infrastructure and Key Resources (CI/KR)** – The CI/KR specific to or connected to the maritime environment includes ports, waterways, military facilities, nuclear power plants, locks, oil refineries, levees, passenger terminals, fuel tanks, pipelines, chemical plants, tunnels, cargo terminals, and bridges that are essential to the effective operation of the MTS.
14. **Maritime Domain** – The National Strategy for Maritime Security (NSMS) defines the maritime domain as all areas and things of, on, under, relating to, adjacent to, or bordering on a sea, ocean, or other navigable waterway, including all maritime-related activities, infrastructure, people, cargo, and vessels and other conveyances. The maritime domain for the United States includes the Great Lakes and all navigable inland waterways, such as the Western Rivers and the Intracoastal Waterway.
15. **National Defense Reserve Fleet (NDRF)** – The National Defense Reserve Fleet is comprised of ships owned and maintained by MARAD. The Fleet serves as a reserve of ships for national defense and national emergencies and includes a sub-set of ships in the Ready Reserve Force. Training ships can be requested and mobilized to support the berthing and feeding of responders and support personnel during incidents.
16. **National Response Framework (NRF)** – The NRF is a guide to how the nation conducts all-hazards response. It is built upon scalable, flexible, and adaptable coordinating structures to align key roles and responsibilities across the nation, linking all levels of government, nongovernmental organizations, and the private sector. Under the NRF, ESFs provide the structure for coordinating Federal interagency support for a federal response to an incident. The Department of Transportation is the lead and primary coordinating agency for ESF-1 (Transportation) with the support of 10 partner agencies.
17. **Preparedness** – Activities necessary to build, sustain, and improve readiness capabilities to prevent, protect against, respond to, and recover from natural or manmade incidents. Preparedness is a continuous process involving efforts at all levels of government and between government and the private sector and non-governmental organizations to identify threats, determine vulnerabilities, and identify required resources to prevent, respond to, and recover from major incidents.
18. **Ready Reserve Force (RRF)** – The RRF includes fast sealift ships, roll-on/roll-off ships, heavy lift ships, crane ships and government-owned tankers. RRF vessels are suitable for handling outsize or project cargo as well as dual-use or military equipment including large vehicles, trailered vehicles, watercraft, and aircraft. For contingencies, RRF vessels may fulfill a U.S. commercial market shortage of Roll-On/Roll-Off (RO/RO) vessels. RRF ships are expected to be fully operational within their assigned 5 and 10-day readiness status.
19. **Resilience** – The capability of an asset, system, or network to maintain its function during or following a terrorist attack, natural disaster, or other incident.

20. **Response** – Activities that address the short-term, direct effects of an incident, including immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and incident mitigation activities.
21. **Recovery**
- a. **Short-Term Recovery** – That period where impacted infrastructure and supporting activities within the incident have been returned to service and are capable of operations or service at some level. Initial activities, policies, or mitigation strategies aimed at initial recovery that is achievable within 90 days or less.
 - b. **Long-Term Recovery** – That period in which infrastructure and supporting activities have been returned to pre-incident conditions or service or have the capacity or capability to operate or provide service at pre-incident levels. Activities, policies, or mitigation strategies aimed at long-term recovery may take longer than 90 days.
22. **Restoration** – The level or degree to which recovery efforts can return the MTS to pre-incident capacity. Measurement is based upon industry potential movement of cargoes.
23. **System Stabilization** – The process by which the immediate impacts of an incident on community systems are managed and contained. As adapted and used by the USCG for MTSR activities and measures needed to stabilize critical MTS infrastructure functions following a transportation disruption to minimize health, safety, environmental, and maritime security threats when necessary; and to efficiently restore and revitalize systems and services essential to maritime supply chain support for communities and critical infrastructure sectors.
24. **Sector-Specific Agency (SSA)** – Federal departments and agencies identified in Homeland Security Presidential Directive 7 (HSPD-7) as responsible for CI/KR protection activities in specified CI/KR sectors. The USCG is a sector-specific agency for maritime transportation.
25. **Steady State** – The posture for routine, normal, day-to-day operations as contrasted with temporary periods of heightened alert or real-time response to threats and/or incidents.
26. **Transportation Disruption** – Any significant delay, interruption, or stoppage in the flow of trade caused by a natural disaster, heightened threat level, act of terrorism or any transportation security incident.

Transportation Security Incident (TSI) – A security incident resulting in a significant loss of life, environmental damage, transportation system disruption, or economic disruption in a particular area. (33 C.F.R. § 101.105).

SECTION 2: PLANNING AND PREPAREDNESS

- A. PURPOSE:** Emergencies evolve rapidly and become too complex for effective improvisation; therefore, a successful response can only be achieved by planning and preparing beforehand. Pre-identifying priorities, levels of performance, and capability requirements allows for the assessment of present state capabilities, vulnerabilities, and mitigating strategies.

Planning and preparedness include establishing priorities, identifying expected levels of performance, determining capability requirements, providing the standard for assessing capabilities, helping stakeholders learn their roles/responsibilities, and building stakeholders' relationships. Accordingly, these planning and preparedness activities and measures are crucial to operational success and should not be improvised or handled on an ad hoc basis.

The physical characteristics of the COTP Zone's AOR and the general description of its MTS are described in Section 1.D. This section, however, focuses on the Port Areas that make up the COTP Zone and describes the port's general priorities. The process of prioritizing port operations provides the initial planning outlook. It should identify key infrastructure, operations, and linkages within each port. The product will assist the COTP/FMSC in triaging the state of the MTS following an incident.

1. The planning elements listed in this section require input from stakeholders to ensure accuracy:
 - a. Describe normal port operations, the average day in Port(s) within Sector Columbia River,
 - b. Identify key infrastructure,
 - c. Clarify stakeholders' roles, responsibilities and coordination,
 - d. Pre-establish MTSRU membership,
 - e. Identify incident response facility locations,
 - f. Conduct training and exercises, and
 - g. Determine the decision points for transitioning from a Type 3 incident to a Type 1 or Type 2 incident as defined in reference (y).

- B. NORMAL PORT OPERATIONS:** In order to facilitate the recovery of the MTS or restore the basic functionality of the port after a major disruption, it is necessary to know and understand the port's critical infrastructure and operations including the intermodal dependencies required to support commerce. Appendix K of the plan, describes in general the "normal operations" of the MTS in the COTP Zone Columbia River." Another way to say it is "what's normal or what's happening" in the Columbia River COTP Zone on an average day. To understand the normal operations of the MTS it is important to consider three distinct elements: Infrastructure, Operations, and Linkages.

1. **Infrastructure** – Ports are complex entities, involving facilities and structures supporting transportation by several modes: water, rail, road, or even air. Consequently, ports are a

vitality important part of the nationwide MTS, which includes not only ports, but also inland and coastal waterways, and inter-modal connectors.

2. **Operations** – Those activities that must be done for the safe, secure, and efficient movement of cargo and people. This may include vessel movement, loading and offloading, and transport mode transition. It may also include port maintenance such as dredging, waterway clearance, and Aids to Navigation.
3. **Linkages** – These are downstream impacts that go beyond the local area when an MTS disruption occurs. Cargo and commodity distribution disruptions that could impact other regions of the United States or its territories and can be described as the port’s ‘Regional Linkages.’ Both a receiving port (reliant) and a providing port (supplier) will be affected by a disruption but in different ways. Downstream or cascading impacts can be described in operations and or capabilities, e.g. container transshipment and bunkering operations.
4. **General Priorities and Critical Infrastructure** – Within Tab D are the major economic elements, operations and physical characteristics of the Columbia River COTP Zone. It is not intended to replace the EEI database or provide details of all trade activities and is intended to provide MTS Recovery officials with a broad understanding of the pre-incident normal state and the general priorities for recovering port operations. Refer to the EEI database in CART and Appendix D for a complete list of EEIs.
 - a. Sector Columbia River is part of the Coast Guard’s Northwest District which includes major deep-water ports in addition to multiple commercial ports and smaller, recreational-based port areas. Significant operations that span all thirty-six ports include: Grain export; refined petroleum product reception/storage/delivery terminals with waterfront transfer locations; containerized-cargo operations including critical supply routes to Asia; Ro-Ro service including automobiles and barge cargoes; and passenger vessel operations.
 - b. Although there are a significant number of bridges crossing navigable waterways in the COTP Columbia River Zone including highway and rail, there are 4 bridges that span key navigable commercial waterways, are key intermodal links for cargo/vessel operations with their direct link to port areas, or that may disrupt key operations if compromised.

There are **18 Essential Aids to Navigation** throughout the lower Columbia River that have been prioritized for immediate post-damage or post-impact assessments if required. In addition to the Aids to Navigation, there are **deep draft channel segments within the Willamette and Snake Rivers**. These River segments have been prioritized for assessment by the U.S. Corps of Engineers, NOAA, or stakeholder teams with specific equipment and training.

C. STAKEHOLDER COORDINATION:

1. **MTS Recovery Planning Coordination** – Advanced planning and preparedness requires the expertise of public and private sector specialists, and the support of stakeholder leadership. Proactive engagement with stakeholder groups is vital to advance preparation and effective incident response and recovery. The **Sector Columbia River Port Coordination Team (PCT)**, the **Lower Columbia Region Safety Committee (LCRHSC)**, **River Safety Task Force (RSTF)**, and other applicable stakeholder groups are key to advance planning and preparation for effective incident response and recovery of the MTS

USCG Sector Columbia River will develop and maintain mutual supporting relationships that promote teamwork with the **PCT**, **AMSC**, **LCRHSC**, and **RSTF**. Sector Columbia River will also encourage local committees to participate in the ICS training whenever possible.

The Port Security Specialist (MTS Recovery/Salvage) at Sector Columbia River will develop, maintain, exercise and validate MTS information during port level normal operations identified in Tabs E through G. Working as necessary with the **PCT**, **AMSC Recovery Groups**, **Area Contingency Planning Committees**, and **Harbor Safety Committees**, this representative shall identify and prioritize critical industries, facilities, and infrastructure within the AOR. In addition, this representative shall identify potential port recovery solutions and contingencies that support business continuity planning.

2. **MTS Recovery Workgroup**

- a. Sector Columbia River will establish and maintain a Port Coordination Team to gather and maintain up-to-date information with respect to MTS Recovery planning, coordination, and best practices, including the development and maintenance of the MTSRP.
- b. The Sector Columbia River PCT will develop, maintain, exercise and validate MTS information during port level normal operations identified in Tabs E and F. The workgroup shall identify and prioritize critical industries, facilities, and infrastructure with its AOR. In addition, the workgroup shall identify possible port recovery solutions and contingencies that support business continuity planning. The workgroup shall at a minimum meet on an annual basis to maintain the accuracy of this information.
- c. Membership in the Sector Columbia River PCT includes representatives from port stakeholders listed in Tab C, of Section 2 of this plan. Required information for each member includes:
 - Local stakeholder agency
 - POC Name
 - Business Telephone number

- Business e-mail address

D. PRE-ESTABLISHED MTSRU:

MTSRU Staffing – The MTSRU shall be staffed by USCG personnel and supplemented by public and private stakeholder subject matter experts. The staffing, organization, and location of the MTSRU within the Incident Command organization will be dependent upon the type of incident and the direction of the Captain of the Port or On-Scene Coordinator. The success of the MTSRU depends on having an adequate number of qualified members. Each incident type or location may require members with different skill sets. Nonetheless, a baseline of qualified members shall be established to exercise MTSRU objectives that will enhance capability.

2. The MTSRU may consist of representatives from:
 - a. USCG members with facilities subject matter expertise.
 - b. USCG member with waterways management subject matter expertise; and,
 - c. USCG member with Port State Control subject matter expertise.
 - d. USCG MTSRU Leader Type 3 (MTSL3) trained personnel
3. Additional members of the MTSRU will come from port stakeholders, as incidents require. The stakeholder group developed to support MTS Recovery planning and execution during a port disruption event in the COTP Columbia River Zone is the ***Sector Columbia River Port Coordination Team*** supporting the Ports in the Columbia/Snake Rivers. See Tab C for a list of organizations providing SME Assistance to the MTSRU.
4. USCG MTSRU personnel shall be familiar with MTS Recovery policies, procedures, and EEIs. The initial USCG representatives shall be MTSL3 qualified and be prepared for rapid activation to establish a MTSRU.

E. MTSRU RESPONSIBILITIES (see reference (u)): MTSRU core responsibilities are:

1. Track, document, and report MTS status in the CART,
2. Understand critical recovery pathways,
3. Recommend courses of action,
4. Provide pertinent MTS stakeholders with a communication channel to the Incident/Unified Command (IC/UC),
5. Provide IC/UC with recommended priorities for cargo flow resumption and vessel movement, and

6. Identify long-term recovery issues and needs.

F. TRAINING:

1. Training Requirements for CG Personnel

- a. **MTSRU Leaders (MTSL)** – The MTSL will be trained to meet the USCG Performance Qualification Standard and complete ICS-100, ICS-200, ICS-300, and the MTSL3 PQS Workbook. The MTSRU leader shall be proficient using CART.
- b. **MTSRU Members** – Members should be familiar with port facilities, vessels and/or waterways management functions. They should be proficient using CART.
- c. All MTSRU members shall be familiar with the MTSRP.
- d. USCG unit personnel engaged in incident response (including ICS Section Chiefs and Command Staff, Situation Unit Leaders, Emergency Preparedness Liaison Officer) will be familiar with this plan.

2. Non-CG MTSRU Members

- a. Members will be familiar with or have access to this plan. Some members of the PCT may attend/participate in MTS Recovery Training Workshops (i.e. DHS Infrastructure Protection or U.S. CBP) however due to agency workload and priorities it is not likely that any will receive CART, MTS Recovery Unit Leader, or other advanced training.
- b. Exercises of the MTSRU and non-CG MTSRU Members will take place during any exercises involved with the Port Heavy Weather Plan, AMSP, ACP, Military Outload Plan, or other contingency plan including the MRO Plan. Section 4 of this plan provides further guidance on MTS Recovery Plan maintenance and exercises.

G. ICP/IMT LOCATIONS AND EQUIPMENT:

1. **MTSRU Workspace** – The MTSRU should remain near the Incident Command Post. This provides a better communication network with other incident command sections or units and reduces the cost of added logistics. See Section 3.B.1.d for greater detail.
2. **MTSRU “Go kits” Equipment:** Sector Columbia River will establish a “go kit” with the following equipment to support a response to an all threats, all hazard events. Supplies will be in sufficient quantity to allow the MTSRU to function for at least 48 hours without re-supply. Once the Logistics Section is established, the MTSRU can order new supplies through the incident organization.
 - Non-Standard Laptops: Already issued to MTSL/Deputy MTSL/ Port Security Specialist (Recovery/Salvage). The laptop should include MS

Word/Access/PowerPoint and have wireless capability. If additional laptops are available, note the number and location. Non-standard laptops should be upgraded as required.

- External Hard Drive/Dirty Computer: Loaded with the following minimum files/documents:
 - The Sector Baseline EEIs in Excel Format (exported from CART)
 - COMDTINST M16000.28(series)
 - AREA Guidance for MTS Recovery
 - CART User Guide (Current version)
 - Electronic Executive Summary for use in non-CART accessible environment
 - Vessel Scoring and Prioritization Tool (Optional)
 - ICS Forms (ICS 213RR; ICS 214; ICS 233)
 - Stock GIS Imagery or Satellite Imagery/Electronic Charts specific to the MTS within AOR (Optional)
 - CART Executive Summary Templates (Word Document)
 - Post Incident Assessment Forms
 - Additional Checklists as determined by the MTSRU Leader
 - Electronic copy of unit MTSR Plan
- Cell phone
- Remote access to MANTA
- Portable Printers
- Wi-Fi Hotspot/Mobile Internet connection: Minimum capability should enable wireless access for up to 5 wireless-capable laptops for access to CART and can be used for CAC-RAS into the CGDN for additional services such as GIS, CG E-mail.
- Projector: Portable projector for display purposes. Enhances ability to adequately display MTS Status, Satellite Photos, etc. along with SITU Status Boards.
- Extension Cords/Surge Protectors
- Copies of Plans, charts, maps, policy, procedures and protocols (electronic and paper)
- ICS forms catalog digital and hard copy
- Easel pads/markers
- In/Out Trays
- Paper/Pens/Masking, Duct, and Painter's Tape/Paper Clips/Staplers/
Folders/Markers/Accordion Folder/Notebooks
- Incident Management Handbook (IMH)
- Empty Binders
- Reference Binder: Contains hard copies of all reference documents/procedures/
policies
- General office supplies to support anticipated unit members.

H. TYPE 1 AND TYPE 2 EVENT CONSIDERATIONS:

1. **Concept** – This MTSRP is based on requirements for a Type 3 incident response. When an incident extends beyond the capabilities of local control and assets it may be classified as a Type 1 or 2 event. An incident management organization may expand and positions merge into larger sections. It is imperative that the MTSRU be flexible in response to an

organizational shift. When a shift occurs, there will likely be considerable oversight and external management of certain functions, priorities, and/or expectations of the MTSRU and trade resumption efforts in the affected area.

2. **Request for Forces (RFF)** – Based on the complexity of the incident and the response organization requirements, the MTSRU Leader may require additional resources to support the expanding roles and responsibilities. Should the MTSRU identify need for additional personnel, the established process for the RFF should be used. The RFF should specify what skill set is needed, such as SME in MTS recovery, MTSL3 qualified, or experienced CART user, etc. The District and Area Commands will assist in sourcing the requests.
3. **MTS Recovery Trade Resumption** – The requirement to understand critical trade resumption needs and how recovery operations may affect resumption of trade in the region is important during Type 1 or Type 2 events. MTS Recovery and resumption of trade requires coordination with land transportation modes such as the highway, rail, and pipelines. The ability to land relief supplies or necessary commodities ashore is of limited utility if there is no means of transporting and distributing the commodities to locations ashore where they are needed. The planning and execution of intermodal commodity movement in the aftermath of a catastrophic event is an ESF-1 (Transportation) mission under the NRF.
4. **Incident Management Structure** – ESF Support: In a Type 1 or 2 Incident, county and State Emergency Operations Centers (EOCs), FEMA Regional Response Coordination Centers (RRCCs) or Joint Field Offices (JFO), and the National Response Coordination Center (NRCC) will be stood up and fully staffed. Most if not all ESFs will be manned. It is essential for the USCG to provide MTS Recovery SMEs to these organizations. These MTS Recovery SMEs are a direct link to other ESFs at the Federal, State and Local levels. The SMEs can deliver MTS status reports, coordinate emergency supply distribution routes with port opening efforts, and have open communication up and down the chain. SMEs are critical to ensure seamless communication flow between the Incident/Unified Command, the State/County EOCs, and the Federal incident management.

MTSR SMEs from outside the affected area may populate the NRCC, RRCC and the JFO; the Sector MTSRU personnel, if available, should help staff with the State EOC ESF-1 desk. Local knowledge of port infrastructure and operations is critical at the local level of the incident management/response. To support the success of the recovery effort the Sector MTSRU shall develop and maintain a strong working relationship with the State's DOT ESF-1 representatives.

SECTION 3: MTS RECOVERY MANAGEMENT

- A. **PURPOSE:** This section outlines the process and procedures for the Incident Commander / Unified Command to ensure MTS Recovery Objectives are met, providing effective management of MTS Recovery operations in an all-hazard framework. It also defines and describes short-term recovery priorities and the transition to long-term recovery. When an

MTS event occurs, there is a normal cycle to the incident management response. This cycle provides a pathway for the Planning and Operations Sections when considering strategies and tactics during incident management planning including key stakeholder involvement, execution of pre-identified priorities and procedures, and a seamless transition into a long-term restoration phase, when appropriate.

1. Objectives – Responses to all contingencies in the maritime domain must take into consideration the impacts of that response on the MTS. MTS Recovery achieves multiple objectives:

- a. Maintains an open port concept,
- b. Mitigates impact on the MTS, trade, and the economy,
- c. Identifies resources, agencies involved, incident effects, and course of action for the recovery of maritime infrastructure,
- d. Prioritizes MTS Recovery operations,
- e. Identifies and prioritizes cargo streams,
- f. Coordinates with operational elements conducting salvage or marine debris removal operations, and
- g. Reports on the status of the MTS through EEIs within CART.

B. PROCESS: MTS Recovery at the port level contributes to national goals and is guided by the policies and priorities of local and regional needs. Sector Columbia River will engage and activate key port stakeholders and government agencies to ensure short-term recovery is considered during operational planning, recovery operations, and hand-off to other agencies for long term recovery action. To accomplish this Sector Columbia River will follow this process:

- a) Establishing the MTSRU,
- b) Obtaining situational awareness,
- c) Determining the impacts to the MTS and developing courses of action,
- d) Communicating the status of the MTS and recovery activities, and
- e) Demobilizing the MTSRU and transition into long-term restoration.

1. Recovery Task 1 - Establishing the MTSRU

- a. The determination to establish the MTSRU is the responsibility of the Planning Section Chief (PSC) (or Incident Commander if there is no PSC) and will be based on factors including: the length of the interruption, scale of the MTS disruption, or MARSEC increases. Although all MTS disruption scenarios are different, and may require participation from myriad stakeholders, there are basic assumptions for each event. These assumptions include:
 - (1) A written process exists to notify all members of the MTSRU that activation is required.
 - (2) Members have received appropriate training and have awareness of the priorities, procedures, and protocols of the plan.

- (3) Members have pre-determined roles and responsibilities with the MTSRU.
- b. Upon determination that the MTSRU will be activated, the PSC, or appropriate Command and General Staff, will notify the MTSRU Leader and provide initial directions. This is vital to establishing a sound foundation for MTS Recovery reporting and should include at a minimum:
- (1) Direction to activate the MTSRU,
 - (2) Estimate the duration of activation days,
 - (3) Location of Incident Command Post and MTSRU,
 - (4) Expectation for the MTSRU to be functional (stood up and operational),
 - (5) Expectation for stakeholder notification,
 - (6) Brief description of the disruption with copy of ICS-201 if possible,
 - (7) Incident Commander (IC) current objectives of the basic MTSRU Objectives, if established, and
 - (8) Expectation to attend the planning meeting at *[location/time]*.
- c. The MTSRU will be established under the Planning or Operations Section as shown in Figure 3.1. As the Incident Command System is flexible and scalable, the MTSRU may be placed in other ICS positions to satisfy unique needs of the IC/UC.

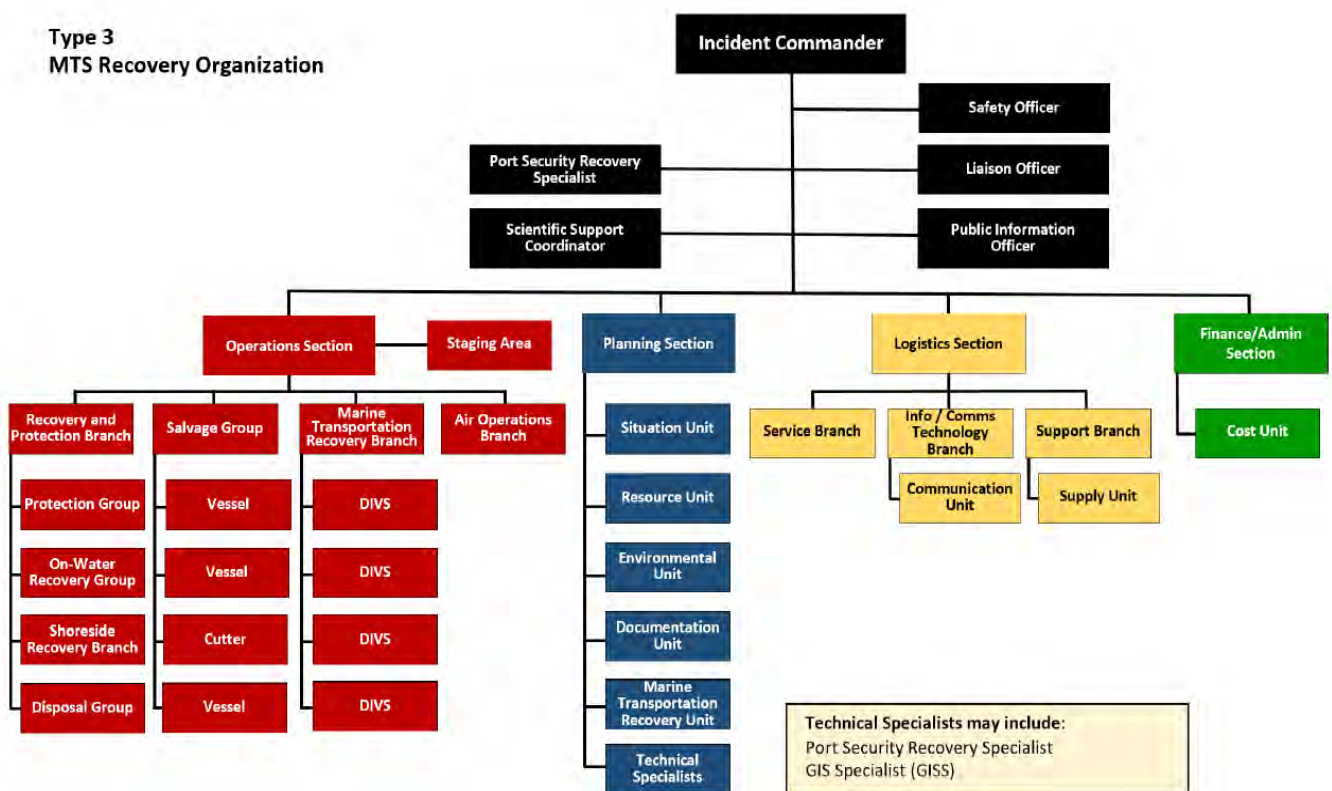


Figure 3: Example of ICS Organization including MTSRU

e. MTSRUs will be established in a location that will provide sufficient space, access, and functionality to support the management of MTS Recovery Planning and Reporting. The space required to establish a functional MTSRU will vary from incident to incident and will depend on the number of personnel assigned and anticipated participation of industry stakeholders. The space should be adequate to accommodate the MTSRU for a minimum of at least 15 days and can expand if necessary. Some primary considerations for space include:

- Space for a minimum of two (2) tables (30" x 48") and at least 4 chairs
- Space for small table for printer/Fax
- Access to electrical outlets
- Adequate lighting
- Telephone Line (2 phones) and dedicated Fax Line
- Private Space for Industry Discussions
- Proximity to Situation Unit
- Internet Access/Access to the CGDN (if not available use portable Hot Spot for wireless)

The location(s) of the MTSRU are listed below:

Primary MTSRU location:
USCG Sector Columbia River
Training Deck
6767 N Basin Ave
Portland Oregon, 97217

Secondary MTSRU location:
Clean Rivers Cooperative
5814 NW Balboa Ave
Portland Oregon, 97210

Figure 4 is an example of a standard MTSRU footprint within the Incident/Unified Command.

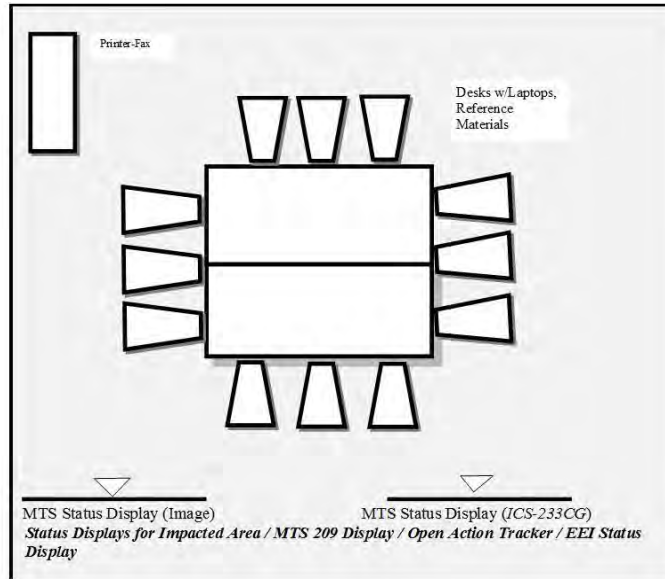


Figure 4: Example MTSRU Space Organization

- f. MTSRUs can function only when appropriately supported with resources and materials to ensure sustained operations for a minimum of 48 hours before resupply is required. Standard MTSRU Go-Kits or ICS MTSRU Kits are located at Sector Columbia River.
- g. The MTSRU is comprised of key USCG members, port stakeholders, State and local Emergency Response managers, and other critical maritime response and recovery representation as determined in the pre-event planning environment. Sector Columbia River will activate its USCG Personnel using the process and protocols outlined below:
 - (1) USCG Personnel Notification: Upon notification of the incident, the Sector Columbia Command Center will follow the appropriate QRC and notify applicable divisions.
 - (2) Port Stakeholder/State-Local Government/Other Government Agency: Alert Warning System (AWS) notification process (could be combined with CG Personnel Notification). The Port Coordination Team and MTSRU members will be notified by telephone or email with the future goal being AWS notification.

2. Recovery Task 2 - Obtaining Situational Awareness

MTSRU personnel will obtain overall situational awareness of the MTS, the impacted area, and any area that could be potentially impacted. This will require outreach to different Sections or Units within the Incident/Unified Command as well as industry. All MTSRU personnel will:

- a. Receive an initial briefing on the incident from the MTSL, SITL, PSC, or Command Duty Officer. Review current ICS-201 and/or IAP for overview of command objectives and current operations. Review the Columbia River COTP Zone MTSRP's pre-established processes, procedures, and priorities. This is a critical step in gaining situational awareness.
 - b. Determine which EEI category(s) have been impacted.
 - c. Recommend to the Operations Section the critical infrastructure and waterways to conduct Port Assessments to identify potential MTS impacts. Tab G, of Section 3, provides an example of an infrastructure assessment checklist.
 - d. Identify potential resources that may be deployed along with their application.
 - e. Conduct outreach to port partners and maritime stakeholders to determine the status of the MTS, including commercial vessel traffic. The Sector Columbia River PCT will convene via phone, in person, and via email to determine the status of the MTS.
 - f. Compare the status reports from field assessment teams and information from port partners against the CART baseline data. Open and create an event in CART and input initial information. Ensure port and harbor status information (Open, Open with Restrictions, or Closed) is updated in CART with any amplifying information.
 - g. In coordination with the SITL, develop/update incident command post situational display. Utilize CART GIS overlays, CART Executive Summary ICS-209, and photos of infrastructure damage. Maps, charts, and status boards will greatly aid situational awareness of MTSRU members as well as other members of the IC/UC organization.
- 3. Recovery Task 3 - Determine Impact to the MTS and Develop Courses of Action (COAs)**

MTS recovery recommendations are provided to the Incident Commander from the MTSL. Determining how to prioritize the recovery of waterways, facilities, and the flow of cargo in the region will be a significant and long running task of the MTSRU. The priorities of the Unified Command regarding opening waterways and supporting infrastructure may impact local and national economies as well as the national defense posture and other regional recovery efforts. These decisions may also be influenced by the impact to international commerce.

When assessing the impact of the MTS and developing associated COAs, the following should be considered:

- a. Determine the extent of the disruptions to the MTS. After assessing the status of the baseline EEIs, identify the impacts to cargo flow, vessel movement, critical infrastructure and waterways according to the priorities.
- b. Determine priorities. Section 2.B identifies planning priorities which need to be considered when developing COAs. Many factors could amplify, modify, or reprioritize these lists both before and during an incident. Incident specific infrastructure recovery priorities must be communicated to the Operations Section. The following information on cargo, infrastructure and vessel priorities will assist in this development.
 - (1) Cargo Priorities. For advance planning, guidelines for understanding potential national level needs and priorities have been established in a joint protocol developed by USCG and Customs & Border Protection. These priorities are in order:
 - National response supplies
 - National recovery supplies
 - National Defense Materials
 - Other national priority cargo
 - Local response supplies
 - Local recovery supplies
 - Local fuels and energy cargo
 - Local consumption food
 - Other local priority cargo
 - All other cargo
 - (2) Infrastructure Recovery Priorities. Local pre-incident infrastructure recovery priorities have been developed with input from local industry and agency stakeholders. MTSRU should develop a list of infrastructure priorities based on extent of impact and information within Section 2.B.
 - (3) Vessel Movement. When developing vessel movement priorities, the MTSRU will consider vessel characteristics (cargo, draft, height, port state, security restrictions, or stability issues), waterway restrictions (draft, air gap, visibility, sea state, tug and pilotage requirements), as well as facility restrictions (berth availability, power, security, availability of labor).
- c. Identify industry solutions. Industry will make decisions on the movement of their cargo and the operations of their facilities. This may include automatic rerouting of cargo vessels to ports outside the incident area or the use of trade alliances to offload cargo at a competitor's terminal. Industry SMEs in the MTSRU will have access to this information. The MTSRU should be prepared to report on vessel or cargo diversions.

4. Recovery Task 4 - MTS Status Reporting

The primary mission of the MTSRU is to provide accurate and timely status reporting of the MTS and effectiveness of the operations. Status reporting will be done through the CART in accordance with USCG policy.

CART is the primary MTS recovery communication tool within the USCG. In addition to internal reporting through CART, there are external communication nodes that the MTSRU will be required to maintain and validate for accuracy. These include the Homeland Security Information Network (HSIN), if utilized for response communications. *Sector Columbia River* will ensure the internal and external MTS Status Reporting expectations are met.

- a. Internal Communications: CART is the mandated tool for MTS status reporting. CART provides all levels of the organization with the ability to quickly access key recovery process measurements and information in the form of an Executive Summary/MTS Status Report. The executive summary provides senior managers and other appropriate incident management groups with the following:
- (1) Description(s) of the MTS in the impacted area,
 - (2) Recovery Actions by the IC/UC,
 - (3) Summary description of the impact of the incident on the MTS,
 - (4) Summary of condition and impact to each of the EEIs appropriate for the incident,
 - (5) Vessels in the queue,
 - (6) Future plans to facilitate MTS Recovery and resumption of commerce, and
 - (7) Intermodal impacts and considerations.

The data integrity standards in the CART User Guide will be strictly followed. The MTSRU will provide MTS status specific information during all phases of the planning cycle. See the MTSRU Planning “P” in Appendix H for IAP development and meeting cycle.

- b. External Communications: MTS Stakeholders do not have access to CART for real-time status reporting. The MTSRU will leverage the external outreach capabilities of HSIN to communicate critical MTS Status information and operational restriction updates to an unlimited number of users. Examples of stakeholder information that should be displayed in HSIN include **Port Status Information, Operational Restrictions, and Critical Cargo Management Information**.
- (1) Port Status: Sector Columbia River will use HSIN to notify MTS stakeholders of any change in the port status and amplifying information. This will be maintained real-time by Sector Staff. The MTSRU will monitor this closely when expected changes occur and require adjustment in HSIN.
 - (2) Operational Restrictions: As appropriate, Marine Safety Information Bulletins (MSIB); Broadcast Notice to Mariners (BTM); and other documents describing operational restrictions of the MTS will also be posted. Sector Columbia River

will ensure that appropriate operationally restricting information will be uploaded to HSIN.

- (3) Critical Cargo Management Information: CBP provides for real-time critical trade messaging via their website <https://www.cbp.gov/newsroom>. This information provides the status of CBP capabilities to manage cargo flow within the affected AOR, future plans and alternative procedures. This site will be provided to stakeholders via CBP.
 - (4) Business Resumption Messaging Merchants Exchange: <https://www.pdxmex.com>
The Merchants Exchange has posted information about ship cargo, docking and various services and has since expanded to keep pace with the ever-changing maritime trade and advancing technology which can be used by the MTSRU to disseminate information for businesses to make their own decisions.
- c. Reporting Standards: Sector Columbia River will adhere to the Data Integrity Standards described in the CART User Guide. The following basic reporting standards are not clearly described in policy, but will be implemented as a best practice for MTS Status Reporting:
- (1) Baseline: MTSL will determine if the entire baseline of all EEIs will be entered into the event or only the impacted EEIs. If all EEIs are not entered into the event Sector Columbia River will clearly note this in the Event Summary. Not including the full baseline will alter the Baseline % displayed.
 - (2) Status: The designation of Fully Available (**FA**); Partially Available (**PA**); or Not Available (**NA**) will be made in accordance with AREA Policy and the Data Integrity Standards. When the designation is PA or NA, comments will be added in the EEI as well as the Summary Table. This information is critical to understanding the impacts to individual EEIs as well as the aggregate impact on the EEI categories themselves along with potential local, regional, or national level impacts.
 - (3) EEI Comments: As noted above, comments shall be included when status designations are PA or NA. Comments should be brief but include information on the impacts of the disrupted EEI Categories at local thru national levels, anticipated repair dates in a MM/DD/YY format, and any other information determined to be significant to understanding the impact to the MTS.
 - (4) Report Summaries: The MTSL has the responsibility of reviewing the Report Summary entries prior to entering data into CART. The Report Summaries should be reviewed for:
 - Format
 - Accuracy
 - Spelling
 - Currency
 - Alignment with any other Public Messaging or other internal-external MTS Status reporting source.
- d. Alternative Reporting Process: In the event Sector Columbia River does not have access to CART or internet access is limited, the MTSRU will manually track EEI

Status and any significant changes in MTS recovery actions or recovery plans using the templates provided in Appendix Section at the end of this plan. The manually generated MTS Status tracking and reports will be archived and delivered to the Documentation Unit Leader (DOCL) at the conclusion of each operational period. Transmission of this information will be under the direction of the SITL, consistent with senior management communication requirements, and available means.

- (1) Sector Columbia River will maintain an export of all EEIs from CART in a separate spreadsheet to include EEI Name, Category, and Latitude/Longitude in a Decimal Degree format.
- (2) Guidelines for reporting in the template will adhere to the Reporting Standards previously described.

5. Recovery Task 5 – Demobilize the MTSRU

Demobilization of the MTSRU is a critical element of the overall recovery mission. Restoration of the MTS to 100% pre-incident functionality/productivity may be an unrealistic goal, and normally beyond the capability of the Incident/Unified Command. The MTSRU will establish a process for ensuring an orderly and effective transition into the long-term restoration of the MTS. The following guidelines will facilitate this transition and form the basis for the MTSRU Demobilization Report as required by LANTAREA or PACAREA Policy:

- (1) Recognize when the MTSRU functions are winding down and develop a demobilization strategy.
- (2) Identify and develop a list of issues or recovery actions that have not been completed and will need to be transitioned to long-term restoration.
- (3) Determine a timeline for the transition to long-term restoration actions and the agency/stakeholder assigned.
- (4) Recommend any legal, regulatory, or policy initiatives needed to address outstanding MTS Infrastructure issues or facilitate future MTS Recovery operations.
- (5) List any stakeholder concerns regarding MTS Recovery and restoration issues.
- (6) List and provide any MTS Recovery and restoration lessons learned to be included in the overall Incident After-Action Report (if required).

6. Recovery Task 6 – Additional Tasking

As determined by the local Sector.

COTP Zone Columbia River Marine Transportation System Recovery Plan

SECTION 4: MTSRP MAINTENANCE

A. PURPOSE: This section discusses plan validation and update requirements. Lessons learned and recommended actions from training and exercises as required by Enclosure 2 identify the best practices and areas of improvement needed.

B. MTSRP VALIDATION:

1. Annual MTSRP Validation

- a. Sector Columbia River will evaluate the MTSRP annually for adequacy, accuracy, consistency, and completeness. The purpose of the review is to ensure that the plan incorporates changes based on policy, lessons learned, and changes to port operations.
- b. Annual validation will be completed prior to the initial planning phase of the MTS Recovery exercise. This will ensure that the MTS Recovery exercise scenario is developed using the most accurate information available. The MTS Recovery exercise and/or real-world event can be used to validate any plan updates.
- c. Minor amendments or updates to the plan do not require formal review by the District or Areas.

2. CART Validation

- a. CART is a critical element to support post-incident stabilization and short-term recovery of the MTS.
- b. Sector Columbia River's Port Security Specialist (Recovery/ Salvage) shall review all EEI data for accuracy annually, but no later than 31 May.
- c. Each EEI has data integrity standards that provide uniformity to report status and potential consequences from the event. Sector Columbia River will use MTSR EEI Form (CG-11410) to capture the necessary information. (See Appendix B)

C. MTSRP UPDATES:

1. Five Year Review and Approval of MTSRP

- a. Sector Columbia River will conduct a formal detailed review of the MTSRP every five years. The review will focus on policy changes, and identify the best practices and lessons learned. In review, the following documents must be considered:
 - (1) After Action Reports and recommendations from MTS/Port Recovery exercises,
 - (2) Lessons learned from local stakeholder exercises,
 - (3) Lessons learned from past disaster recovery events (e.g. severe weather events, oil spill incidents, mass rescue operations),

COTP Zone Columbia River Marine Transportation System Recovery Plan

- (4) Review of government, industry and academic studies of industry interdependencies, downstream effects of transportation disruptions, and the resiliency of industries and transportation sectors in recovering from a disaster or an incident, and
 - (5) Policy updates.
- b. Sector Columbia River will ensure that the five-year review plan is forwarded to the cognizant District Commander Plan Review Authority for review.
- c. Review the plan and forward to the Plan Approval Authority for approval.

COTP Zone Columbia River Marine Transportation System Recovery Plan

APPENDIX A: MTS RECOVERY EEI FORM (CG-11410)

DEPARTMENT OF HOMELAND SECURITY U.S. Coast Guard		OMB No. 1625-0127 Expires: 04/30/2021
MARINE TRANSPORTATION SYSTEM RECOVERY ESSENTIAL ELEMENTS OF INFORMATION		
U.S. Coast Guard policy requires Sector Commanders to create, and update annually, Essential Elements of Information regarding the Marine Transportation System within their Captain of the Port Zones. This form is used to capture data and compare data gathered with information maintained by the U.S. Coast Guard.		
SECTION I: FACILITY CONTACT INFORMATION		
1. Facility Name		
2. Facility Point of Contact		
3. Position/Title		
4. Telephone	5. Email	6. Fax
7. Location		8. Lat-Long
SECTION II: CARGOES		
9. Products or goods received (liquid or dry bulk cargo by name(s), containers, autos etc.)		
Cargo Name	Liquid ☐ Dry ☐ Container ☐	
Cargo Name	Liquid ☐ Dry ☐ Container ☐	
Cargo Name	Liquid ☐ Dry ☐ Container ☐	
Cargo Name	Liquid ☐ Dry ☐ Container ☐	
Cargo Name	Liquid ☐ Dry ☐ Container ☐	
Cargo Name	Liquid ☐ Dry ☐ Container ☐	
SECTION III: SHIP - BARGE ARRIVALS		
10. On a weekly basis, how many ships/barges call at this facility?		
Vessel Type/Name	Arrivals per week	Cargo
Vessel Type/Name	Arrivals per week	Cargo
Vessel Type/Name	Arrivals per week	Cargo
Vessel Type/Name	Arrivals per week	Cargo
Vessel Type/Name	Arrivals per week	Cargo
Vessel Type/Name	Arrivals per week	Cargo

COTP Zone Columbia River Marine Transportation System Recovery Plan

SECTION IV: CRITICALITY OF CARGO TO RECOVERY			
11. Does facility transfer cargoes critical* to port recovery? Yes ☐ No ☐ (If yes, list critical cargoes below)			
<i>*Criticality may reflect the need of this cargo to the port or region. Ex: The product received is needed to support port recovery or emergency response efforts; or to another process based on unique components/design/ limited supply source.</i>			
Cargo Name	Liquid ☐	Dry ☐	Container ☐
Cargo Name	Liquid ☐	Dry ☐	Container ☐
Cargo Name	Liquid ☐	Dry ☐	Container ☐
Cargo Name	Liquid ☐	Dry ☐	Container ☐
Cargo Name	Liquid ☐	Dry ☐	Container ☐
Cargo Name	Liquid ☐	Dry ☐	Container ☐
Provide any additional information pertinent to the cargo criticality			
Privacy Act Statement			
Authority: 33 U.S.C. §1225, 46 U.S.C. §70103, and 50 U.S.C. §191 authorize the collection of this information. Purpose: Gathering essential elements of information before a port disruption enables the U.S. Coast Guard to establish a normal port condition baseline. Then, following a port disruption, the port's condition can be measured against the normal baseline to provide critical input to those federal, state, and local response organizations that are engaging in restoring the port to its pre-disruption condition. Routine Uses: It is used by the U.S. Coast Guard Marine Transportation System Recovery Unit to assess the condition of the port, prioritize recovery efforts, and gauge the effectiveness of the response. A complete list of the routine uses can be found in the system of records notice associated with this form, "Department of Homeland Security/U.S. Coast Guard-013 - Marine Information for Safety and Law Enforcement (MISLE)." The Department's full list of system of records notices can be found on the Department's website at http://www.dhs.gov/system-records-notices-sorn. Disclosure: This is a voluntary solicitation for information and is not mandatory; however the U.S. Coast Guard cannot properly prioritize recovery efforts without this valuable input.			
An agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The Coast Guard estimates that the average burden for this report is 30 minutes. You may submit any comments concerning the accuracy of this burden estimate or any suggestions for reducing the burden to: Commandant (CG-FAC), U.S. Coast Guard Stop 7318, 2703 Martin Luther King Jr Ave SE, Washington, DC 20593-7318 or Office of Management and Budget, Paperwork Reduction Project (1625-0127), Washington, DC 20503.			

COTP Zone Columbia River Marine Transportation System Recovery Plan

APPENDIX B: MTS RECOVERY FACILITY STATUS FORM (CG-11410A)

DEPARTMENT OF HOMELAND SECURITY U.S. Coast Guard MARINE TRANSPORTATION SYSTEM RECOVERY FACILITY STATUS		OMB No. 1625-0127 Expires: 04/30/2021
U.S. Coast Guard _____ is gathering critical facility status information for the port of _____ following _____.		
Information you voluntarily provide will enable the U.S. Coast Guard (USCG) to understand your facility's current status and will be used by the USCG Marine Transportation System Recovery Unit to prioritize port-wide recovery efforts.		
This is a voluntary solicitation for information and is not mandatory; however, without this information, the USCG cannot properly assess the condition of your facility and must consider it closed with no critical impact until the USCG is able to conduct an on-scene assessment.		
We request you review the criteria below and provide the information to:		
Name _____	via Fax _____	via Email _____
SECTION I: FACILITY INFORMATION		
1. Facility Name _____		
2. Facility Status (Check one)		
Fully Available ☐ Partially Available ☐ Not Available ☐		
3. Describe Reason the Facility is Partially Available or Not Available and at what % capacity the facility is operating and when you anticipate it being fully available. (i.e. no utility service, channel closure, damage to pier, reduced personnel, damage to facility, cranes, pumps or cyber attack.).		
(continue on page 2)		
4. If you do not receive your next scheduled ship/barge on time what is the significant impact? (i.e. your facility supplies the fuel for all city busses or an airport).		
(continue on page 2)		
SECTION II: FACILITY CONTACT INFORMATION		
5. Facility Point of Contact _____	6. Telephone _____	7. Fax _____
8. Email _____		9. Date _____

CG-11410A (01/18)

Page 1 of 2

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COTP Zone Columbia River Marine Transportation System Recovery Plan

MARINE TRANSPORTATION SYSTEM RECOVERY - FACILITY STATUS	
Name of Event:	Facility Name:
SECTION 1. FACILITY INFORMATION (Cont.)	
Privacy Act Statement Authority: 33 U.S.C. §1225, 46 U.S.C. §70103, and 50 U.S.C. §191 authorize the collection of this information. Purpose: Following a port disruption, the U.S. Coast Guard must quickly gather port impact information to determine what infrastructure and support services are not available or only partially available. Gathering port disruption information enables the U.S. Coast Guard to provide critical input to those federal, state, and local response organizations that are engaging in restoring the port to its pre-disruption condition. Routine Uses: It is used by the U.S. Coast Guard Marine Transportation System Recovery Unit to assess the condition of the port, prioritize recovery efforts, and gauge the effectiveness of the response. A complete list of the routine uses can be found in the system of records notice associated with this form, "Department of Homeland Security/U.S. Coast Guard-013 - Marine Information for Safety and Law Enforcement (MISLE)." The Department's full list of system of records notices can be found on the Department's website at http://www.dhs.gov/system-records-notices-sorn. Disclosure: This is a voluntary solicitation for information and is not mandatory; however the U.S. Coast Guard cannot properly assess the condition of the port without this valuable input. An agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The Coast Guard estimates that the average burden for this report is 15 minutes. You may submit any comments concerning the accuracy of this burden estimate or any suggestions for reducing the burden to: Commandant (CG-FAC), U.S. Coast Guard Stop 7318, 2703 Martin Luther King Jr Ave SE, Washington, DC 20593-7318 or Office of Management and Budget, Paperwork Reduction Project (1625-0127), Washington, DC 20503.	

COTP Zone Columbia River Marine Transportation System Recovery Plan

APPENDIX C: LIST OF ESSENTIAL ELEMENTS OF INFORMATION (EEI)

The U. S. Coast Guard and the Sector Columbia River Area Maritime Security Committee have developed a detailed listing of the **Essential Elements of Information (EEIs)** determined to be critical for the recovery of the MTS and resumption of trade. The EEIs form the basis of recovery operations and reporting of the status of MTS recovery operations. The **Sector Columbia River MTSRU/Port Coordination Team** will consider the impacts on all EEIs and determine their status as Fully Available (**FA**); Partially Available (**PA**); and Not Available (**NA**). Any determination of a **PA** or **NA** status will require the **EEI** to be formally assessed and a determination made as to whether jurisdiction or regulatory limitations will allow for additional resources or actions to assist in recovery.

Refer to the CART for a comprehensive list of all EEIs in the Sector Columbia River Area of Responsibility.

COTP Zone Columbia River Marine Transportation System Recovery Plan

APPENDIX D: MTSRU NOTIFICATION PROCESS GUIDE

Policy/Program Information

[Enter MTSRU Team Name] Alert is the process by which the Sector Command Center (SCC) alerts the members of **[Enter MTSRU Team Name]** that the MTSRU has been activated in response to a port disruption incident or an incident that could affect normal port operations. These incidents could range from major infrastructure damage incidents to a MARSEC increase in another port. The MTSRU serves as the Captain of the Port's subject matter expertise for all segments of port operations and provides advice and status updates of critical infrastructure and key operations within the MTS.

REFERENCES:

- (a) Area Maritime Security Plan for Sector Columbia River
- (b) USCG Sector Columbia River Marine Transportation System Recovery Plan (Series)

KEY DATA: Establish Situational Awareness

Person Activating the [MTSRU Team Name]:

Phone Numbers:

1. Enter Phone Numbers or Standing Teleconference Line Info as appropriate

Reason for Activation: Describe incident

What action is being taken? Describe any initial actions of USCG, OGAs, or Industry.

GATHER OTHER SIGNIFICANT INFO: If reported into the CC...

ANSWER

How long will port operations be interrupted?

Is the security of the port or port facilities at risk because of the incident?

Have any other agencies been notified?

Has the immediate threat been mitigated?

COTP Zone Columbia River Marine Transportation System Recovery Plan

What are the short-term effects of the incident on facility, vessel, and MTS operations?	
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NOTIFICATIONS: Improve/Strengthen Agency Partnerships	TIME
Prepare Incident Brief for Moderator (Prevention/Planning Dept Heads)	
Utilize the <i>[Pre-Developed AWS Scenario Created for this QRC.]</i> Follow the guidance in Alert Warning System (AWS) Alert Quick Response Card (QRC) for <i>[MTSRU Team Name]</i> Activation. Coordinate initial text verbiage * with Prevention/Planning Dept Heads. Provide a minimum of 30 minutes from Text Alert to Teleconference.	
Track responses to AWS. If there is no response within 30 minutes notify Prevention/Planning Dept Heads. Move on to secondary means of communication via personal telephone notification.	
Brief CDO, COTP and Prevention/Planning Dept Heads when 100% notification has been achieved.	
Dial into Conf Room established for Team Notification.	

COTP Zone Columbia River Marine Transportation System Recovery Plan

APPENDIX E: MTSRU DEMOBILIZATION REPORT TEMPLATE

[“Event Name”]
**Marine Transportation System (MTS) Recovery
Demobilization Report**
For
[SECTOR/MSU NAME]

From : [Sector Name]

To: Area

Via: [District Name WWM]

Ref: (a) [Area Policy]

(b) [District Policy]

(c) [Sector/MSU Name] INST Marine Transportation System Recovery Plan

1. In accordance with reference (a), this Demobilization Report captures the status of the MTS, including outstanding issues, post <Event Name>. This report contains the following:
 - a. By category, the status of Essential Elements of Information (EEIs) that remain in a condition other than fully available.
 - b. List of recommended legal, regulatory, or policy initiatives that address outstanding MTS infrastructure issues, and
 - c. List of stakeholders concerns regarding infrastructure restoration.
2. EEI Status Information: The following is a complete list of relevant EEIs and their status:
 - a. **Waterways and Navigation Systems**
 - i. Aids to Navigation:
 - ii. Deep Draft Channels:
 - iii. Non-Deep Draft Channels:
 - iv. Locks:
 - b. **Waterway Incidents**
 - i. Vessel Salvage/Wrecks:
 - ii. Oil Pollution Incidents:
 - iii. HAZMAT Incidents:
 - c. **Port Area – MTS Infrastructure**
 - i. Bridges:
 - ii. Bulk Liquid Facilities:
 - iii. Container Facilities:
 - iv. Non-Container Facilities:
 - v. Shipyards:
 - vi. Passenger Ferry Terminals:

COTP Zone Columbia River Marine Transportation System Recovery Plan

d. Port Area – Vessels

- i. Commercial Fishing:
- ii. Passenger and Ferries:
- iii. Barges:

e. Monitoring Systems

- i. Radar:
- ii. Communications:
- iii. Cameras:
- iv. Automated Identification System:
- v. Vessel Traffic Service:
- vi. Cyber / Information Systems

- 3. Policy Recommendations: The following is a list of recommended legal, regulatory, or policy initiatives that address the outstanding MTS infrastructure
 - a. Type 2 or higher event MTS Recovery Unit (MTSRU) Staffing (example):
 - b.
- 4. Stakeholder Concerns: The following is a list of stakeholder concerns regarding infrastructure restoration.
 - a. Regulatory Agency communications (example):
 - b.
- 5. USCG Best Practices and Lessons Learned: The following is a list of observed best practices and lessons learned for MTSR of the [Sector/MSU] area of responsibility.
 - a. Best Practices:
 - i. (example)
 - b. Lessons Learned:
 - i. (example)

COTP Zone Columbia River Marine Transportation System Recovery Plan

APPENDIX F: INFRASTRUCTURE CHECKLIST

Date:	Marina/Harbor:	Time:
Reporting Person(s):		
Agency:	Contact Information:	

<i>Critical Infrastructure Element</i>	<i>Description of Damage Observed</i>	<i>Location/ Identifier</i>	<i>Comment</i>
Port Area – MTS Essential Infrastructure			
Bridges/Overpasses			
Roads			
Railways			
Petroleum Pipelines			
Wharfs			
Buildings			
Cargo Handling Equip.			
Facility Security Fencing			
Electrical Power			
Data/Communications			
Water/Sewer Pipes			

COTP Zone Columbia River Marine Transportation System Recovery Plan

Notes:			
<i>Critical Infrastructure Element</i>	<i>Description of Damage Observed</i>	<i>Location/ Identifier</i>	<i>Comment</i>
Waterways and Navigation System			
Harbor Access			
Main Channel			
Turning Basins			
Aids to Navigation			
Hazards to Navigation			
Damaged Vessels			
Oil Pollution Incidents			
HAZMAT Incidents			
Fires			
Notes:			

COTP Zone Columbia River Marine Transportation System Recovery Plan

APPENDIX G: MTS REPORTING TEMPLATE

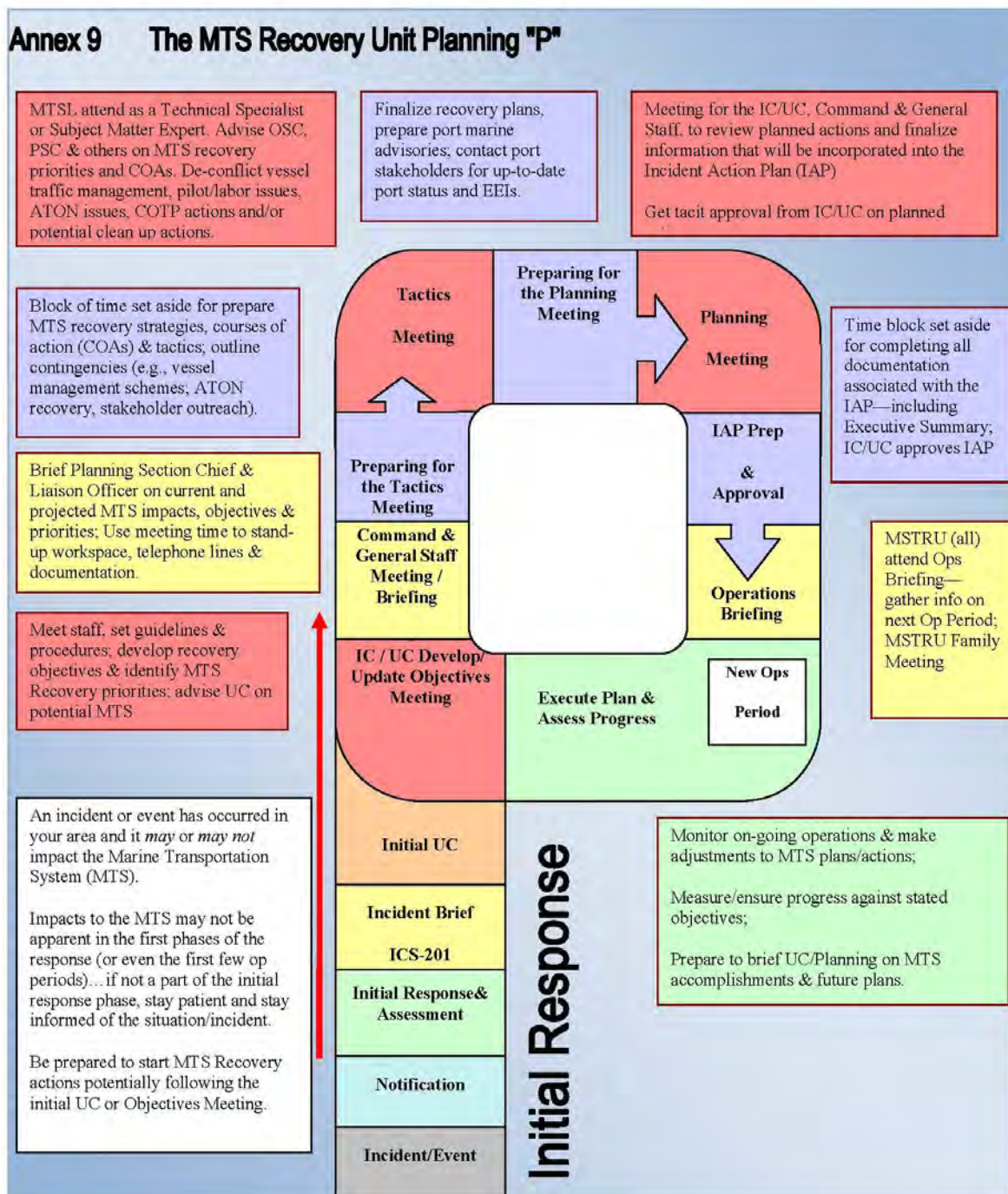
1. The purpose of CART is to ensure accuracy and consistency among CG units of port status and recovery operations reporting. To ensure consistency with other CG units, Sector Columbia River will align its reporting with the templates noted in the CART user guide. Electronic versions of this template will be maintained by the Sector Columbia River in accessible Public Folders as well as maintained on a portable hard drive/laptop stored in the MTSRU Go-Kits.

Appropriate review and archiving of these reports will be the responsibility of the MTSRU Leader and in coordination with the DOCL.

A printed copy of the CART user guide can be found in the Emergency Management Division Office and an electronic version can be found here: [Microsoft Word - CART 2.0 User Manual vAPR 2024](#)

COTP Zone Columbia River Marine Transportation System Recovery Plan

APPENDIX H: MTSRU PLANNING P



COTP Zone Columbia River Marine Transportation System Recovery Plan

APPENDIX I: LOCAL MTS FACT SHEET

The MTS

The Marine Transportation System (MTS) in the Columbia River COTP Zone consists of waterways, ports, and intermodal landside connections that allow the various modes of transportation to move people and goods to, from, and on the water. The local MTS includes the following:

- 34 bridges
- 33 ports
- 13 anchorages
- 08 dams and locks
- 10 shipyards
- 420 miles of coast
- 465 miles of River
- 61 marine terminals



The Astoria-Megler bridge was completed in 1966 and connects Oregon to Washington.

Important Facts

The Ports in the Columbia River COTP Zone accounted for over \$29 billion in commerce in 2019 and support approximately 100 thousand jobs in the Northwest. As the number one U.S. exporter of wheat and barley, the Ports within the Columbia River COTP Zone account for 42 million tons of commercial cargo sent overseas.

2024 Vessel Calls in the Port of Grays Harbor

Vessel Type	Amount
Grain	58
Forest Products	5
Autos	23
Chemicals and Minerals	10
Non-Petroleum Oil	11
Total	107

2023 Vessel Calls in the Ports of the Columbia and Snake Rivers



<i>Vessel Type</i>	<i>Amount</i>
Autos	147
Containers	74
Grain	557
Forest Products	55
Metals/Ore/Steel	102
Chemicals and Minerals	116
Soda Ash, Pot Ash	190
Clay, Cement, Limestone	76
Petroleum Products	216
Other Cargos	82
Total	1,615

Source: Portland Merchant Exchange 2021 Annual Report

COTP Zone Columbia River Marine Transportation System Recovery Plan

APPENIX J: LIST OF ORGANIZATIONS TO PROVIDE SME ASSISTANCE

Federal Partners		
Agency	Name	E-Mail
USACE Portland	Mark McKay	Mark.d.mccay@usace.army.mil
USACE Seattle	Brad Schultz	bradford.l.schultz@usace.army.mil
NOAA	Jeff Ferguson	Jeffrey.ferguson@noaa.gov
USTRANSCOM	Stephen Dowd	Stephen.b.dowd.mil@mail.mil
CBP	Ian Bow	ian.t.bow@cbp.dhs.gov
FEMA RX	Randy Branson	Randel.branson@fema.dhs.gov
DHS (CISA)	Chass Jones	Chass.jones@hq.dhs.gov
MARAD	Xochitl Castaneda	Xochitl.castaneda@dot.gov
State, Local and Tribal Partners		
Agency	Name	E-Mail
OEM	Erin McMahon	erin.mcmahon@oem.oregon.gov
ODOJ	Shannon Marheine	Shannon.m.marheine@doj.state.or.us
ODOE	Traci Naile	Traci.l.naile@energy.oregon.gov
ODHS	Nathan Reynolds	nathan.reynolds@odhs.oregon.gov
WEMD Tsunami Program	Elyssa Tappero	elyssa.tappero@mil.wa.gov
OEM Tsunami Program	Althea Rizzo	althea.rizzo@oem.oregon.gov
Oregon Tribal Liaison	Sophie Beym	sophi.beym@oem.oregon.gov
Local Partner Representation		
Agency	Name	E-Mail
River Safety Task Force	Tom O'Conner	thomas.oconnor@cityofvancouver.us
Portland Harbormaster	Sean Whalen	Sean.whelen@portlandoregon.gov
Vancouver Fire Department	Tom O'Conner	thomas.oconnor@cityofvancouver.us
Port of Portland Fire	Jarett Kays	jerett.kays@portofportland.com
Merchants Exchange	Curtis Cannizzaro	cannizzaro@pdxmex.com
Maritime Firefighting and Safety Association	Carl Obermier	obermeier@pdxmex.com
Columbia River Steamship Operators	Kate Mickelson	kate@crsoa.net
Columbia River Pilots	Jeremy Nielsen	officers@colrip.com
Columbia River Bar Pilots	Steve Ackerman	info@columbiariverbarpilots.com
Port of Portland	Bill McCormack	Bill.McCormack@portofportland.com
Port of Vancouver	Kent Cash	KCash@Portvanusa.com
Port of Astoria	Matt McGrath	mmcgrath@portofastoria.com
Port of Longview	Larry Landgraver	llandgraver@portoflongview.com
Port of Coos Bay	Mike Dunning	mdunning@portofcoosbay.com
Port of Grays Harbor	Nolan Wyatt	nwyatt@portgrays.org
Clean Rivers Cooperative	Vanessa Green	vgreen@pdxmex.com

COTP Zone Columbia River Marine Transportation System Recovery Plan

APPENDIX K: NORMAL PORT OPERATIONS – SECTOR COLUMBIA RIVER



Columbia River

Port Overview: The Sector Columbia River MTS includes 33 ports and 420 nautical miles of coast (and offshore) in Oregon and southwest Washington, and 465 miles of navigable rivers (the Columbia, Willamette and Snake River systems to Idaho). The AOR is divided into 4 main economic and operational port clusters; Coos Bay, Lower Columbia River, Grays Harbor and Tri-Cities. Approximately \$29 Billion dollars a year in commerce transits the COTP Zone. The river system is accessed from offshore by crossing the Columbia River Bar in Astoria, Oregon. A series of eight locks and dams support upriver navigation and produce hydroelectric power for the region. In addition to vessel traffic, two Class I railroads operate along the banks of the Columbia River and form an integral part of this system with both delivering and receiving cargo at marine terminals. Also present are key pipelines that support the transportation and distribution of petroleum products.

Entrance and Scheduling: The Columbia River Bar Pilots Association and Portland Merchant Exchange provides pilot scheduling and arrival services for vessels arriving in the Columbia River COTP Zone. Pilots in Coos Bay and Grays Harbor coordinate scheduled arrivals and departures. Utilizing vessels and aircraft, pilots will board vessels from the open sea to a berth or anchorage. Columbia River Bar Pilots board inbound vessels in the vicinity of the CR Buoy (Columbia River Entrance Buoy), and navigate ships beyond the Astoria-Megler Bridge, where vessels are turned over the Columbia River Pilots.

Channel: There are 4 deep-draft channel segments assigned to USACE for immediate and prioritized post-impact assessment when there is the potential of a compromised channel from heavy weather or other channel compromising events.

COTP Zone Columbia River Marine Transportation System Recovery Plan

Deep Draft Channel	Channel Depth MLLW
01 Columbia River Channel	42'
02 Coos Bay Channel	37'
03 Grays Harbor Channel	36'
04 Yaquina Bay	40'

Aids to Navigation: There are 18 Essential (1-S) Aids to Navigation in the Lower Columbia River and 22 in Grays Harbor. These have been determined by a workgroup of USCG personnel and stakeholders including the Bar Pilots and USN representatives. The Critical and Stakeholder Essential ATON list will be amended as necessary. The updated list of Critical and Stakeholder Essential ATON will be maintained in the Common Assessment and Reporting Tool (CART), which will be used to guide the prioritized assessment post-incident when required.

Columbia River (to Portland/ Vancouver) Essential Aids to Navigation	
ATON	LIGHT LIST NUMBER (LLNR)
1-S Cape Disappointment Light	LLNR 695
1-S Grays Harbor Light	LLNR 720
1-S Fort Stevens Wharf Light	LLNR 10005
1-S Astoria Light 36	LLNR 10095
1-S Pillar Rock Lower Range Front Light	LLNR 10235
1-S Pillar Rock Lower Range Rear Light	LLNR 10240
1-S Pillar Rock Upper Range Front Light	LLNR 10275
1-S Pillar Rock Upper Range Rear Light	LLNR 10280
1-S Rockland Light 27	LLNR 10320
1-S Bybee Ledge Channel Range Front Light	LLNR 10950
1-S Bybee Ledge Channel Range Rear Light	LLNR 10955
1-S St. Helens Range Front Light	LLNR 11030
1-S St. Helens Range Rear Light	LLNR 11035
1-S Warrior Rock Range Front Light	LLNR 11065
1-S Warrior Rock Range Rear Light	LLNR 11070
1-S Warrior Rock Reef Lighted Buoy 4	LLNR 11075
1-S Coffin Rock Light	LLNR 10895
1-S La Du Rock Lighted Buoy 19	LLNR 10765
Grays Harbor (Offshore Westport to Aberdeen) Essential Aids to Navigation	
ATON	LIGHT LIST NUMBER (LLNR)
Grays Harbor Light	15530
Grays Harbor Entrance Lighted Whistle Buoy 2	15550
Grays Harbor Entrance Lighted Whistle Buoy 8	
Point Chehalis Range Front Light	15585
Point Chehalis Range Rear Light	15590
Grays Harbor Channel Lighted Whistle Buoy 11	15595
Grays Harbor South Reach Range Front Light	15610
Grays Harbor South Reach Range Rear Light.	15615

COTP Zone Columbia River Marine Transportation System Recovery Plan

Grays Harbor South Reach Gong Buoy 21	15655
Grays Harbor South Reach Junction Buoy SC	15560
Grays Harbor North Channel Light Buoy 25	15695
Grays Harbor North Channel Light Buoy 32	15755
Grays Harbor Channel Lighted Whistle Buoy 35	15765
Grays Harbor Channel Lighted Whistle Buoy 40	15775
Grays Harbor North Channel Range F Front Light	15786
Grays Harbor North Channel Range F Rear Light	15790
Grays Harbor North Channel Light 46	15805
Grays Harbor North Channel Light Buoy 52	15841
Cow Point Reach Range G Front Light	15810
Cow Point Reach Range G Rear Light	15815
Cow Point Reach Range H Front Light	15850
Cow Point Reach Range H Rear Light	15855

COTP Zone Columbia River Marine Transportation System Recovery Plan

Anchorage: There are thirteen commercial anchorages in the COTP Columbia River Zone. Anchorages Astoria North and South are in Astoria, OR. Rainier anchorage is in Rainier, OR and is 4.5 miles long and can hold vessels under 650'. The Henrici Bar Anchorage is located on the Columbia River between River Miles 91.6 and 93.9 and holds vessels less than 600'. The Prescott anchor buoy is reserved for heavily laden vessels and is located on the Columbia River between river miles 72.1 and 72.5. Kalama Anchorage is located on the Columbia River between River Miles 73.2 and 76.2 and can hold vessels under 600'. Woodland anchorage is seldom used and is on the Columbia River between River Miles 83.6 and 84.3. Additional anchorages include Kelley Point, Longview, and Vancouver Upper and Lower. Coordination of these anchorages will be made through the Columbia River Pilots Association and the Columbia River Bar Pilots. Full details of the restrictions and operations within these anchorages may be found in 33 CFR 110.



Regulated Facilities: There are approximately 52 regulated facilities in the COTP Zone. Refer to CART for the most updated listing of facility EEIs in the COTP Zone Columbia River.

Container Terminals – The Port of Portland's Terminal 2 has over 2695' of pier space with 37' depth maintained at MLW, 310,000 sq. ft. of covered storage, and two gantry cranes. The Port of Vancouver, WA has four common-user container terminals with a total annual capacity of nearly three million TEUs. Grain is currently the leading export, however the Ports within the region are making efforts to lure additional cargo, tourist type vessels.



Port of Portland Terminal 6

Critical Energy Infrastructure Hub – Regulated in part under 33 CFR Part 154, this facility is in Portland, OR on the Willamette River includes a significant portion of Oregon's Natural gas, electricity, and fuel oil infrastructure.



**Critical Energy Infrastructure Hub,
Willamette River**

Military: There is a direct military nexus with the commercial Port of Portland. The same port-entrance waterway from the Pacific Ocean, the ***Columbia River Entrance Channel***, provides access to the commercial Ports of the Columbia, Willamette, and Snake Rivers, it allows access for military vessels to be dry-docked and repaired at Vigor Shipyards. Vigor Shipyards is located on Swan Island, across from MSU Portland.

COTP Zone Columbia River Marine Transportation System Recovery Plan

APPENDIX L: LIST OF UNITS FOR PORT SURVEYS

Port Survey Teams			
Team	Focus/Task	Area/Location	Report to:
<i>USCG Assets</i>			
AIRSTA Astoria	PWCS/ATON	AOR/Impacted Area	SCC
USCG ANT Astoria	ATON- Day Boards/Lights/Buoys	Port of Astoria	WWM/SCC
USCG ANT Kennewick	ATON- Day Boards/Lights/Buoys	Upper Columbia/Snake River	WWM/SCC
USCG Sta Portland	ATON- All/ PWCS	Port of Portland/ Vancouver	WWM/SCC
USCGC Bluebell	ATON- All	Columbia/ Willamette River	SCC
USCG Sta Cape Disappointment	ATON- All/ PWCS	Ilwaco, WA	SCC
USCG Sta Tillamook Bay	ATON- All/ PWCS	Tillamook/ Oregon Coast	SCC
USCG Sta Grays Harbor	ATON- All/ PWCS	Grays Harbor/Aberdeen/ Westport/Hoquiam	SCC
USCG ANT Coos Bay	ATON- Day Boards/Lights/Buoys	Coos Bay, Oregon Coast	WWM/SCC
SCR IMD	Oil/Hazmat/Wrecks	Portland/ Vancouver/Longview	IMD/NRC
Sector INSP	MTSA/ISPS/Facility Status	Columbia River	FAC/SCC
USCG Aux. Patrols	Marina Surveys	Impacted Area	SCC
<i>Port Partners</i>			
USACE Nav. Team	Federal Navigation Channels	Impacted Areas	MTSRU/EOC