



PUBLIC MEETING: Port Commission Business Meeting

DATE: Tuesday **November 7, 2023, 6 PM**

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

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

AGENDA

- 1) Commission meeting called to order
 - a. Pledge of Allegiance
 - b. Roll Call
 - c. Modifications, Additions and Changes to the Agenda
- 2) Public Comment (Speakers may be limited to three (3) minutes)
- 3) Business Action Items
 - a. Approve 2023–2024 Cascade Locks Historical Museum Grant Request – Janice Crane, [Page 2](#)
 - b. Authorize Reading Ordinance No. 2023-1: An Ordinance Regulating Conduct on Port Property (Copies of the Ordinance are available at the Port Office) – Jeremiah Blue, [Page 4](#)
 - c. Approve New Position and Organization Chart – Jeremiah Blue, [Page 14](#)
- 4) General Manager Report
- 5) Commission Comments
- 6) Executive Session under ORS 192.660 (2)(h) Legal Counsel regarding Litigation or likely Litigation to be Filed
- 7) Adjournment

IMPORTANT DATES

November 15, 2023

City of Cascade Locks and Port of Cascade Locks Joint Work Session

November 21, 2023

Port of Cascade Locks Commission Meeting

November 23-24, 2023

Port Office closed in observation of Thanksgiving and the Day After Thanksgiving



2023-2024 GRANT REQUEST TO PORT OF CASCADE LOCKS

Organization contact	Friends of the Cascade Locks Historical Museum Janice Crane, Executive Director P.O Box 321, Cascade Locks, OR 97014 541-203-0881, janice@cascadelocksmuseum.org
Registration	501c3 Nonprofit Organization, TIN 46-3180540, Oregon Nonprofit Organization (Public Benefit), Register Number 950631-95, BIN 01572597-6
Mission	Cascade Locks Historical Museum preserves and interprets our diverse heritage for the benefit of visitors and our community.
Amount requested	\$30,000
Project summary	Friends of the Cascade Locks Historical Museum requests operating support from the Port of Cascade Locks. This support will pay for part of the salary for the full time Executive Director.

Specific activities covered by the amount requested and timeline

The Executive Director role requires the employee to simultaneously be a competent business manager, effective fundraiser, museum content expert, and to provide regular customer service on both local history and tourism-related fronts. The Executive Director spends most of her time driving revenue-generating activities for the museum. She continues existing programs and identifies new community service niches that the museum can fill. She also develops new exhibits, programs, products and services, plans events, asks for donations, and writes grants. In her free time, the Executive Director is also the treasurer of the Oregon Museums Association, advocating for the museum industry and increasing recognition for Cascade Locks at the state and national level. These activities are ongoing, and any funds granted will be spent throughout the 2023-2024 fiscal year.

How does this project support economic development within the Port District?

The arts and culture sector is a \$9.3 billion industry in Oregon, making up 3.4% of the state economy and supporting 62,725 jobs; bigger than the transportation, utilities, and agriculture sectors.ⁱ Oregon's museum industry alone generates \$585 million annually in economic activity.ⁱⁱ This spending by organizations and their audiences supports 19,365 jobs and generates \$52 million in local and state government revenue.ⁱⁱⁱ

The table below segments Cascade Locks Historical Museum's contributions to this industry-wide economic impact. It was created using past museum financial data and the Americans for the Arts Economic Impact Calculator.

Port Fiscal Year	Museum Expenditures	Visitor Expenditures	Total Impact	Total FTE Jobs Supported	Local Government Revenue	State Government Revenue
2018-2019	\$12,283	\$43,345	\$55,628	1.5	\$2,591	\$2,623
2019-2020	\$67,531	\$28,694	\$96,225	2.9	\$3,817	\$4,281

2020-2021	\$88,299	\$29,481	\$117,780	3.6	\$4,590	\$5,209
2021-2022	\$93,741	\$37,323	\$131,064	3.8	\$5,174	\$5,821
2022-2023	\$105,816	\$89,880	\$195,696	5.7	\$8,216	\$8,880

The museum’s direct economic impact has more-than tripled since the Port’s initial 2019 investment. Despite a \$21,000 loss in budgeted unrestricted revenue incurred as a direct result of the previous commission’s activities, 42% of the museum’s revenue in the 2022-2023 fiscal year came from sources outside of Cascade Locks. With your continued support, we can continue to increase our impact in our community and tourism spaces.

The Cascade Locks Historical Museum is active with multiple arts and culture economic development assessment projects. The museum is one of the key survey organizations for Oregon Heritage (Oregon State Parks) statewide heritage plan assessment, a survey site for the regional Arts and Economic Prosperity impact survey (Columbia Gorge Tourism Alliance, results expected Fall 2023), and an interviewed stakeholder from the 2023 Travel Oregon stakeholder survey. The regional results from the Travel Oregon stakeholder survey^{iv} showed that arts and culture is the 4th strongest driver of tourism in the Mt. Hood/Columbia River Gorge region, just behind the powerhouse sectors of outdoor recreation, food and beverage, and agritourism.

In addition, the museum fulfills the function of Visitor Information Center for the City of Cascade Locks’ tourism committee. Impact models show that “welcome center visitors stay longer and visit more locations during their stay at a destination, and their propensity to return to the destination is higher”^v and that “welcome center[s] generate approximately \$35 in new tourism expenditures for every dollar of operating budget.”^{vi} As the primary cultural organization and visitor information hub in the Port District, the museum is a key player in the local economic ecosystem.

Prior history of awards from Port to recipient

Award Date	Amount
Total FY 2022-2023 Support	\$29,000
Total FY 2021-2022 Support	\$20,000 + \$7110 cruise ship passenger fees
Total FY 2020-2021 Support	\$35,000
Total FY 2019-2020 Support	\$67,500
Total FY 2018-2019 Support	\$1,500

If awarded, the final report will be delivered to the commission in April 2024. The Friends of the Cascade Locks Historical Museum are grateful for your continued support.

ⁱ CACO Statement Regarding the 2023 Session of the Oregon Legislature <https://mcusercontent.com/fff59ec4bfd2dec5de708c5b2/files/181f0b0e-c89d-cf9d-6116-5248c3267b75/CACOFInal23.pdf>

ⁱⁱ Oregon Museums as Economic Engines <http://www.aam-us.org/wp-content/uploads/2018/04/EE-Oregon.pdf>

ⁱⁱⁱ Arts & Economic Prosperity Economic Impact of the Nonprofit Arts & Culture Industry Calculator. https://www.americansforthearts.org/sites/default/files/aepiv_calculator/calculator.html

^{iv} 2023 Oregon Tourism Industry Stakeholder Survey: Summary of Results Mt. Hood Gorge https://industry.traveloregon.com/wp-content/uploads/2023/05/Mt.-Hood-Gorge_2023-Industry-Stakeholder-Survey-Results-1.pdf

^v Pennington-Gray, Lori & Christine Vogt. “Examining Welcome Center Visitors’ Travel and Information Behaviors: Does Location of Centers or Residency Matter?” *Journal of Travel Research*, Vol 41, Issue 3, 2003

^{vi} Tyrrell, Timothy J. & Robert J Johnston. “Assessing expenditure changes related to welcome center visits.” *Journal of Travel Research*, Vol 42, Issue 1, 2003.

PORT COMMISSION REPORT

TO: PORT COMMISSION

FROM: JEREMIAH BLUE, GENERAL MANAGER

SUBJECT: ADOPTION OF ORDINANCE Nº 2023-1 REGULATING CONDUCT ON PORT PROPERTY

DATE: NOVEMBER 7, 2023

Introduction

The Commission has previously discussed updating Ordinance No. 2021-1 Section 5.7.1, regarding the topic of alcohol consumption on Port property. General Manager Blue was directed to work with legal counsel to take the appropriate steps to amend the Ordinance. On September 19, 2023, a report was submitted to the Commission, recommending updated language. A discussion followed and concluded with the consensus to approve the proposed changes.

ORS 198.540 requires that the Ordinance be read at two (2) different meetings. The Commission may direct that the reading be by title only. Minor adjustments and/or edits may occur between readings before adoption.

Recommendation

Approve to conduct the first reading and to read Ordinance No. 2023-1 Regulating Conduct on Port Property by title only. Contingent on an approval, the Commission can then vote to adopt Ordinance No. 2023-1 Regulating Conduct on Port Property. ORS 198.570 states that an ordinance shall take effect on the 30th day after it is adopted.

The second reading will be listed as a Business Action Item on the November 21, 2023 agenda. Once adopted, the Ordinance will go into effect December 21, 2023.

Commission Options

1. Approve to conduct the first reading and to read "Ordinance No. 2023-1 Regulating Conduct on Port Property" by title only.
2. Do not approve the first reading.
3. Other.

Pursuant to an approval, General Manger Blue can read the title of the Ordinance into the record.

PORT OF CASCADE LOCKS

ORDINANCE NO. 2023-1

AN ORDINANCE REGULATING CONDUCT ON PORT PROPERTY AND REPEALING AND REPLACING ORDINANCE NO. 2021-1

WHEREAS, the Port Commission for the Port of Cascade Locks (the “Port Commission”) has the authority pursuant to ORS 777.190 to make, modify, and abolish regulations providing for the policing, control, regulation, and management of property owned, operated, maintained, or controlled by the Port of Cascade Locks (the “Port”); and,

WHEREAS, the Port Commission adopted Ordinance No. 2023-1 setting forth certain rules and regulations governing conduct on Port property over two decades ago, and desires to now update the rules and regulations to reflect the current needs of the Port;

NOW, THEREFORE, the Port Commission of the Port of Cascade Locks ordains as follows:

Section 1. Title. This Ordinance shall be known as the Port Rules.

Section 2. Purpose. The purpose for these Port Rules is to provide for the regulation and enforcement of conduct occurring on Port property to ensure effective management and control of Port property and to safeguard Port property for the uses intended.

Section 3. Scope. These Port Rules apply to all persons, vehicles, and vessels entering upon or using Port property. Persons holding a specific permit, authorization, or agreement with the Port are subject to these Port Rules except to the extent that their specific authorization may provide otherwise.

Section 4. Definitions. The following definitions shall apply for purposes of interpretation and construction of the Port Rules, whether in the singular or the plural and regardless of whether the terms are capitalized in the text of the Port Rules.

“**Bridge**” or “**BOG**” means the Bridge of the Gods.

“**Business Park**” means the combined properties owned by the Port east of Herman creek.

“Camping” means remaining on Port property for the purpose of overnight occupancy, whether in a recreational vehicle or using any other personal property for the purpose of facilitating overnight occupancy.

“Commercial Activities” means any activity undertaken for business, profit, or economic gain, whether or not a profit or economic gain is realized. Commercial activities include, but are not limited to: concession activities, peddling wares, renting, leasing, or subleasing any real or personal property, and the sale or purchase of goods and services. Commercial activities include advertising for a commercial activity.

“Drone” means any unmanned aircraft system or drone for recreational or commercial operation, as defined by the Federal Aviation Administration.

“Fee Schedule” means the then-effective rates, fees, and charges adopted by the Port Commission as may be revised from time to time. The fee schedule may be a single schedule of fees, rates, and charges, or may include multiple schedules of fees, rates, and charges.

“General Manager” means the individual appointed by the Port Commission as the General Manager of the Port of Cascade Locks.

“Litter” means dumping, throwing, placing, depositing, leaving, or causing to be dumped, thrown, deposited, or left, any refuse, rubbish, trash, garbage, or debris of any kind of an object or substance that may pollute, mar, or deface upon or from Port property.

“Marine Park” means the areas of Port property designated as lands for recreational uses including boat launching and moorage and located generally south and west of the Sternwheeler Café.

“Park” means a vehicle that is stopped or standing for any period of time, regardless of whether the vehicle is occupied.

“Peace Officer” means any individual appointed by the Port Commission pursuant to ORS 777.190, which individual may have a position title that is distinct from Peace Officer. Peace Officer also includes any individual meeting the definition of a peace officer under ORS 161.015(4).

“Person” means a human being and, where applicable, any public or private business entity.

“Port” means the Port of Cascade Locks, Oregon.

“Port Beach Area” means the area of Port property that is contiguous with and lying easterly of Marine Park and running along the south edge of the Columbia River.

“Port Commission” means the Board of Port Commissioners for the Port of Cascade Locks.

“Port Property” means all real property, buildings, facilities, and fixtures in Hood River County, Oregon, that are owned, operated, maintained, or controlled by the Port of Cascade Locks.

“Recreational Areas” means areas of Port property designated by the Port for recreation.

“Recreational Vehicles” means a vehicle holding a current and valid registration from the Oregon Department of Motor Vehicles that may or may not have motive power and is designed for use as temporary living quarters.

“Toll Plaza” means the roadway directly below the canopy structure that all vehicles, regardless of method of payment, must pass under in order to enter and/or exit the Bridge of The Gods.

“Vehicle” means any device in, upon, or by which any person or property is or may be transported or drawn upon a street, road, path, or highway and includes vehicles that are propelled or powered by any means but does not include drones.

Section 5. Rules of Conduct.

5.1. OPERATING HOURS

5.1.1. Marine Park Hours. Marine Park hours are thirty minutes before sunrise to 10:00pm PST every day of the calendar year. No person shall enter nor remain in Marine Park between the hours of 10:00pm PST and thirty minutes before sunrise, unless the person is camping as authorized by the Port; using the boat launching or moorage areas as authorized by the Port; fishing as authorized by the Port or other regulatory agency of competent jurisdiction; or attending a social function as authorized by the Port.

5.1.2. General Business Park Hours. Business Park hours are thirty minutes before sunrise to 10:00pm PST every day of the calendar year, for all areas of the Business Park open to the general public for recreation, with the exclusion of leased commercial areas (“General Business Park Areas”). No person shall enter nor remain in the General Business Park Areas between the hours of 10:00pm PST and thirty minutes before sunrise, unless the person holds a special permit, lease, or other authorization by the Port that provides otherwise.

5.2. OPERATION OF VEHICLES

- 5.2.1. **Speed Limits.** No person shall drive any vehicle at a rate of speed exceeding the posted speed limit for the Port property upon which the vehicle is moving. The maximum rate of speed shall be limited to 15 miles per hour on Port property where pedestrians are permitted to use the same roadway, including in recreational areas, on Fisherman Access Road, in Marine Park, and on the Bridge of the Gods except through the Toll Plaza. The maximum rate of speed through the Toll Plaza shall be limited to 5 miles per hour. If speed limits lower than the maximum rates of speed specified in the Port Rules are posted by the Port, the maximum speed limit in such location shall be the posted speed.
- 5.2.2. **Traffic Laws.** Persons operating vehicles on Port property shall operate vehicles in compliance with all applicable laws and regulations of the Oregon Department of Motor Vehicles and these Port Rules.

5.3. PARKING

- 5.3.1. **Parking in Designated Areas Only.** Vehicles shall only be parked in designated parking areas on Port property. The registered owner of the vehicle shall be responsible for parking violations under the Parking Section of the Port Rules.
- 5.3.2. **Parking Fees Required.** Any vehicle that parks upon Port property shall be subject to parking fees at rates established by the Port Commission unless otherwise provided under this Parking Section. The registered owner of the vehicle shall be responsible for all payments due.
- 5.3.3. **Privileges for Disability Permit Holders.** Vehicles carrying a visible, valid, individual disability parking permit may park in any designated parking space reserved or marked for parking for persons with disabilities or for resident parking. Disability Permit Holders are subject to all applicable parking fees established by the Port Commission.
- 5.3.4. **Privileges for Special Parking Permit Holders.** Vehicles carrying a visible, valid, wheelchair user parking permit or an Oregon Wounded Warrior parking permit may park in any designated parking zone that is limited in the length of time that vehicles may be parked, without incurring penalties for overtime parking. Permit holders under this subsection may also park in parking spaces reserved for residents and in any metered public parking zone without paying the parking meter fee.
- 5.3.5. **Limitations on Privileges for Special Parking Permit and**

Disability Permit Holders. Vehicles carrying individual disability parking permits, wheelchair user parking permits, and Oregon Wounded Warrior parking permits may not: (a) park in a zone where parking, stopping, or standing of vehicles is prohibited; (b) park overnight where overnight parking is prohibited; (c) park during late evening hours where parking during those times is prohibited; (d) park in zones reserved for special types of vehicles or activities; or (e) park in zones where parking is only permitted for 30 minutes or less.

5.4. CONDUCT ON BRIDGE OF THE GODS

- 5.4.1. **Vehicle Weight Limits.** No person shall operate a vehicle nor cause a vehicle to be operated upon the Bridge of a total weight in excess of 20,000 pounds per individual axle, or 80,000 pounds in total gross weight.
- 5.4.2. **Vehicle Height Limits.** No person shall operate a vehicle nor cause a vehicle to be operated on the Bridge of a height greater than 14 feet and 6 inches.
- 5.4.3. **No Stopping or Parking of Vehicles.** Except as authorized by the Port or by an on-duty law enforcement officer, as may be caused by vehicle breakdown, or as may be reasonably necessary for safety reasons, no person shall stop, park, or leave a vehicle unattended on the Bridge.
- 5.4.4. **Toll Required.** All persons are required to pay the applicable toll rates for Bridge crossing as established by the Port Commission.
- 5.4.5. **Activities on the Bridge.** Permissible activities that are allowed on the Bridge include: walking, bicycling, driving a motor vehicle, and equestrian use, provided that Port Rules are followed, and the use is conducted in a reasonable and safe manner. Prohibited activities that are not allowed on the Bridge include: jumping off the Bridge, stopping, parking, interfering with traffic, interrupting traffic, and acting in a manner that is unreasonable or unsafe for self or others.

5.5. CAMPING

- 5.5.1. **Camping Allowed in Designated Areas Only.** Camping on Port property is allowed in designated camping areas only. No person may camp on Port property except in designated camping areas and in compliance with Port Rules.
- 5.5.2. **Maximum Camping Limit.** No person may camp in any designated camping area on Port property for more than

fourteen (14) consecutive nights, or for more than fourteen (14) total nights in any given month, without a special permit issued by the General Manager.

- 5.5.3. Camping Fees.** The Port Commission may establish reasonable fees for camping in designated camping areas. Persons camping in designated camping areas shall be subject to all applicable camping fees that may be established by the Port Commission.

5.6. FIRES

- 5.6.1.** No person shall build or attempt to build or start a fire anywhere on Port property, other than clean-burning gas stoves or as may be authorized by the Port in Marine Park.

5.7. ALCOHOL CONTAINERS

- 5.7.1.** Definitions.

5.7.1.1. “Alcoholic Beverage” means any liquid or solid containing more than one-half of one percent alcohol by volume and capable of being consumed by a human being.

- 5.7.2.** No Person shall possess or consume an alcoholic beverage in a glass container within Marine Park or any other Recreational Area unless allowed by Special Permit issued by the Port.

5.8. TRESPASS

5.8.1. Authorized Entry Only. No person shall enter or remain on Port property unless the person is: (a) present pursuant to a license or lease authorized by the Port; (b) present for the purpose of conducting business with the Port or with a Port licensee or lessee on the property; or (c) using the areas of Port property that are open to the public during the hours when they are open to the public.

5.8.2. Right of Removal of Person. No person shall remain on Port property after being asked to leave Port property by the General Manager, a Peace Officer, or Port employee acting within the scope of their duties. A person may be asked to leave for violation of any of the Port Rules or if the requesting party reasonably believes the person intends to commit, or will imminently commit, a violation of any of the Port Rules. Persons who have been asked to leave for violation of a Port Rule may be referred to law enforcement and prosecuted for criminal trespass.

5.8.3. Right of Removal of Personal Property.

5.9. COMMERCIAL ACTIVITIES

5.9.1. Permission Required for Commercial Activity. No person shall conduct or carry on commercial activity anywhere on Port property except with the express authorization of the General Manager or Port Commission to do so, and may only conduct commercial activity within the scope of such permission.

5.10. BOAT ACTIVITIES

5.10.1. Boat Launch in Designated Areas Only. No person shall launch any boat, vessel, or watercraft except in the designated launching areas of Marine Park.

5.10.2. Overnight Stays on Boats. No person shall remain overnight on any boat, vessel, or watercraft in Marine Park for more than three consecutive nights, nor leave a boat, vessel, or watercraft in Marine Park for longer than 72 hours at the transient dock consistent with the Oregon State Marine Board Rules.

5.11. USE OF DRONES

5.11.1. General. No person shall operate a drone on Port property except in compliance with these Port Rules and all applicable state and federal rules for drone operation, including all applicable Federal Aviation Administration regulations.

5.11.2. Recreational Use of Drones. No person may operate a drone for recreational use within Marine Park except by Special Permit granted by the Port. Drones may be operated for recreational use within the Business Park without a Special Permit from the Port, provided the drone is operated during daylight hours only and does not fly over people or from a moving vehicle.

5.11.3. Commercial Use of Drones. No person may operate a drone for commercial use anywhere on Port property except by Special Permit granted by the Port and in compliance with Federal Aviation Administration regulations. No person may operate a drone for commercial use unless the person has a current and valid pilot certification from the Federal Aviation Administration.

5.12. DISCHARGE OF FIREARMS

5.12.1. No Firearms. No person shall brandish nor discharge firearms anywhere on Port property.

5.13. HUNTING

5.13.1. No Hunting. No person shall trap nor attempt to trap animals anywhere on Port property. Fishing is exempt from

this rule.

5.14. FISHING

5.14.1. Fishing in Designated Areas Only. No person shall conduct fishing activities from Port property except in designated fishing areas and in compliance with the State of Oregon Fish & Wildlife regulations. No person shall fish from a space designated for handicapped fishing unless the person carries proof of a current and valid handicap parking permit from the Oregon Department of Motor Vehicles.

5.14.2. No Fish Cleaning or Disposal. No person shall clean fish or dispose of fish parts on or from Port property.

5.15. SWIMMING

5.15.1. No Swimming in Unauthorized Areas. No person shall wade, swim, or bathe in Marine Park or in the old navigational locks.

5.16. LITTERING

5.16.1. No Littering. No person shall litter or allow littering on or from Port property.

5.17. SEWAGE DUMPING

5.17.1. No Dumping. No person shall dump or dispose of sewage on or from Port property except where designated by the Port and after paying all applicable sewage dumping fees as established by the Port Commission.

5.18. ANIMAL CONTROL

5.18.1. Leash Requirement. There are no designated off-leash areas anywhere on Port property. Animals must be both restrained by a leash or tether and under the immediate control and command of their owner or keeper at all times while on Port property. Persons in violation of this Port Rule may be referred to the Hood River County Animal Control Division of the Sheriff's Office for enforcement, in addition to any enforcement provisions under the Port Rules.

Section 6. Fees and Penalties. Any person who violates any provision of these Port Rules commits a Class A misdemeanor and shall be subject to a fine as may be established by the Port Commission. Each violation of a separate section of these Port Rules shall constitute a separate offense, and each day that a violation of these Port Rules is committed or permitted to continue shall constitute a separate offense.

Section 7. Enforcement. The General Manager, Peace Officers, and other

individuals as may be specifically authorized by the Port Commission, are each authorized to enforce the Port Rules and all provisions of this Ordinance, issue citations, and to collect fees and penalties for violations as established by the Port Commission. Any person who violates this Ordinance shall be subject to all applicable penalties, fees, and enforcement provisions provided in these Port Rules and as may be available at law. Persons who are issued a citation for violation of a Port Rule must appear before the Justice of the Peace Court in the City of Cascade Locks on the date and time listed on the citation or in such other court as the citation may identify.

Section 8. Severability. Each section, subsection, and provision of this Ordinance shall be severable. Any rule, section, subsection, or provision that is deemed invalid by a court of competent jurisdiction shall not invalidate the remainder of this Ordinance.

Section 9. Effect on Prior Ordinances. Ordinance No. 1997-1 and Ordinance No. 2020-1 are hereby repealed and replaced by these Port Rules. This Ordinance supersedes and replaces any and all previously adopted ordinances regulating the conduct described herein

Section 10. Effective Date. This Ordinance shall take effect on the thirtieth day after adoption.

Read for the first time: _____, 2023.

Read for the second time: _____, 2023.

Adopted this _____ day of 2023, by the Port Commission for the Port of Cascade Locks.

BY: _____ TITLE: Brad Lorang, President

Attest: BY: _____ TITLE: Albert Nance, Secretary

PORT COMMISSION REPORT

TO: PORT COMMISSION

FROM: JEREMIAH BLUE

SUBJECT: NEW PORT ROLE AND UPDATED ORGANIZATIONAL CHART

DATE: NOVEMBER 7, 2023

The Port has been diligently concentrating on the identification and implementation of projects, stimulating development, actively pursuing grant and funding opportunities, and rejuvenating crucial relationships across the state.

Attached to this email is a proposed Organizational Chart that introduces a new role within the Port - the Deputy Director, along with a comprehensive job description. In this proposed organizational structure, it is recommended to change the title from the General Manager position to that of Executive Director. This change is accompanied by the introduction of the Deputy Director role and is intended to reflect the evolving needs and direction of our organization.

The rationale for considering this change includes enhancing perception, clarifying roles, aligning with industry norms, and facilitating the growth and evolution of the organization.

RECOMMENDED MOTION

"I move that we approve the proposed organizational changes, which include the introduction of a new Deputy Director position and the transition of the title from General Manager to Executive Director."

**Proposed
Position Job Description**

Deputy Executive Director

**Full Time Employee
Management Position
Exempt Position
Salary range: Negotiable \$115,000 to \$120,000**

General Description of Duties:

The Deputy Executive Director (DED) serves in a key leadership and management role, with responsibility for key functional and administrative areas of the Port while also fulfilling various executive level roles and functions of the Executive Director (ED) when necessary. The DED works closely with the ED to achieve policy and project outcomes identified in the Port's Strategic Business Plan and by the Port Commission. Among other general areas, the DED is responsible for human resource functions, external and internal communication, and provides direct support to the ED for communication with the Board of Commissioners and preparation of the annual budget. The DED may also carry out a variety of unique projects related to policy development, new program development, legislative advocacy, and community engagement.

The Deputy Executive Director will serve as the primary administrator of human resource functions, primarily in the areas of employee procurement, development, and maintenance. The DED will carry out, or supervise staff who will carry out, public information activities including press releases and media alerts, advertising, legal and public notices, content development and maintenance of Port website and social media feeds, and dissemination of Port Commission meeting notices and compilation of meeting packets and agendas.

The DED will collaborate with Port staff who will implement compliance controls for Oregon public records law for Port documents and respond to public information records requests (FOIA) and manage the Port's archives and filing systems, photo and video library, provides quality control of Port correspondence, and oversees the production of Port print and electronic advertising and newsletters. The DED may also provide graphic design and content development for Port public presentations, fact sheets, white papers, infographics, street and property signage, and other visual collateral.

The DED serves as the Public Information Officer and fulfills the role of Port liaison with public safety, emergency response, and traffic control agencies in the region, with lead responsibilities in emergency response and traffic control communications during incidents affecting the Bridge of the Gods, Marine Park, or any other Port property or operation.

The DED provides strategic analysis and support for Port legislative priorities in Salem, Olympia and Washington D.C., coordinating collaborative advocacy efforts with other regional entities and performing direct outreach to legislators and field staff. The DED has frequent and regular contact with state and federal lobbyists, legislators and their field staff. The DED researches potential grant funding opportunities for capital improvement, planning, risk mitigation, or other projects and prepares and submits grant applications. The DED represents the Port on local committees and boards, and wand may provide public testimony on behalf of the Port for state agency and legislative committees.

The DED works closely with the Executive Director and other staff to prepare or review policy and legal documents, including Board memoranda, contracts, personal services agreements, leases, grants, request for proposals, job descriptions, recruitments and other documents related to personnel matters. The DED will be able to carry out the functions of the Executive Director when necessary or requested.

The position supervises several staff and frequently oversees the work of consultants and vendors.

Essential Duties:

- **Communications Management: (Requires 25% of Time)**
 - Prepares and administers Port Communications Plan
 - Carries out public information content development and dissemination across all Port online sites and feeds, news media, and advertising
 - Monitors and directs Port general email via portofcascadelocks.org online forms.
 - Conceives and conducts outreach efforts for Port activities generally and for development projects where specific public or agency input is sought.
 - Establishes relationships and maintains ongoing communication with businesses and public agency representatives.
 - Manages production of Port electronic and print newsletters
 - Coordinates response to public information requests.
 - Provides quality control for all Port public, constituent, and customer messaging.
 - Maintains Port signage plan for Port public spaces, traffic and parking control, events, and emergency notifications as needed.
 - Develops, implements, and maintains new office communication systems including shared calendars and files, facilities work order system, digital and paper archive file structure.
 - Performs graphic design and photo editing services for Port publications.

- **Human Resource Management: (Requires 25% of Time)**
 - Procurement: recruitment, selection, and orientation
 - Development: performance review, training, development & transition planning
 - Maintenance: grievance well being risk management and record keeping.

- **Marketing & Regional Coordination: (Requires 20% of Time)**
 - Represents Port on boards, committees and task forces.
 - Represents Port in local and regional economic development, lobbying and advocacy groups.
 - Assists Executive Director and members of the Commission in development and implementation of legislative strategies.
 - Manages advertising and marketing campaigns for real estate, electronic tolling, paid parking, and other Port initiatives.
 - Prepares responses to Requests for Information from state and regional economic development entities for capital and public improvement projects eligible for state funding or other investment.

- **Public Information Record Archive & Quality Control: (Requires 10% of Time)**
 - Prepares and monitors organizational structure for Port hard and electronic filing system and ensures compliance with OAR records retention schedule.

- Reviews Port correspondence, memos, Commission packet materials, manuals, and other documents for quality assurance.
- Prepares and coordinates Port policy documents, board memoranda, contracts, leases, grants, RFPs and RFQs, job descriptions, recruitments and other documents related to personnel matters.
- Maintains database of consultant contracts.
- Organizes and maintains office electronic shared files including photo library.
- Opens daily mail and distributes to other staff as required.
- Compiles and disseminates bi-monthly Commission meeting packets and other materials.
- **Special Projects Management: (Requires 20% of Time)**
 - Manages and/or assists Executive Director and other staff to carry out special projects which may include:
 - Legislative advocacy strategies
 - Community development initiatives
 - Bridge Maintenance and Preservation Plan
 - Education and workforce development initiatives
 - Strategic Business Plan and Communications Plan updates
 - Grant funding applications
 - Port marketing efforts
 - Project Permit and Site Plan Review Applications
 - Oversees and coordinates consultant and vendor agreements, performance, and schedule for assigned projects.

Non-Essential Duties:

- As assigned.

Supervision:

The DED works under the supervision of the Executive Director. Day-to-day activities are primarily self-directed. The Executive Director provides the annual review with feedback from others related to projects that cross-over into other areas. New or unusual assignments or situations receive guidance from the Executive Director. Guidance is communicated orally and/or in writing, and results are reviewed for accuracy and to assure use of proper methods. Other duties assigned that can be various and related to projects or tasks as deemed necessary by the Port or supervisor.

Supervisory Responsibilities:

Supervises Accountant, Events Coordinator, Maintenance Manager and other staff as assigned. Frequently oversees of task or project specific consultants and vendors. May supervise paid summer interns and provide guidance for completion of their specific projects.

Minimum Qualifications:

- **Education:** Four-year degree and five years of relevant work experience with a Port, or two-year degree with eight years of relevant work experience with a Port preferred.
- **Experience:** Prior marketing, communications, project/contract management and office administration experience preferred.
- **Approvals:** Must be bondable.
- **Certifications:** Possess and maintain a valid driver's license with good driving record.
- **Pass pre-employment background check.**

Required Knowledge, Skills, Abilities:

- Ability to exercise independent judgment and initiative.
- Ability to apply considerable knowledge of programs and procedures to daily management tasks.
- High level of experience, discretion, and technical skills in marketing, communication, policy development and project management.
- Substantive knowledge of information systems, internet and website management software and applications.
- Excellent verbal and written communication skills, including public speaking and interpersonal communication.
- Ability to work with the public in a professional manner and demeanor.

Work Environment:

Typical office environment. Private or non-private office or desk. Significant work out of office in professional and/or public meetings. Occasional work out of doors on Port grounds. Evening work required (*i.e., attendance at Commission and other committee meetings.*)

Physical Demands:

Requires strength and mobility for this setting, including prolonged sitting and use of computer. Work occasionally requires lifting objects weighing a maximum of 35 pounds each. Corrected vision sufficient for computer use.

Relationship With Others:

The Deputy Executive Director has regular telephone or in-person contact with employees of other departments, Port Commissioners, vendors and consultants, external agencies, customers, and members of the general public to provide and exchange information. Will require attendance and testimony in public meetings and with businesses, legislators, consultants and vendors. Contact typically involves providing and clarifying information; resolving discrepancies; negotiating, verifying, or enforcing the terms of contract agreements; enforcing compliance with rules and lease contract terms; and communicating Port policies and procedures. Communication may be both oral and written.

Port of Cascade Locks Organizational Chart



Consultant

Salary

Hourly

