



PUBLIC MEETING: Port Commission Business Meeting

DATE: Tuesday **March 5, 2024, 6 PM**

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

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

## **AGENDA**

- 1)** Commission meeting called to order
  - a.** Pledge of Allegiance
  - b.** Roll Call
  - c.** Modifications, Additions and Changes to the Agenda
- 2)** Consent Agenda
  - a.** Approval of minutes from Annual Planning Session on January 27, 2024 and Commission Meeting on February 6, 2024 – [Page 2](#)
  - b.** Approval of revised 2024-2025 Budget Schedule – [Page 9](#)
- 3)** Discussions
  - a.** Root Cause Analysis Team Report: January 13, 2024 Sternwheeler Unmooring – [Page 10](#)
  - b.** Increase Rates for Campground – [Page 17](#)
- 4)** Business Action Items
  - a.** Appoint Budget Committee members – [Page 20](#)
- 5)** Executive Director Report
- 6)** Commission Comments
- 7)** Adjournment



PUBLIC MEETING: Annual Planning Session 2024

DATE: Saturday, January 27, 2024 **8:30 PM**

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

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

## MINUTES

- 1) Commission meeting called to order 8:30 AM
  - a. Pledge of Allegiance
  - b. Roll Call
    - a. President Lorang
    - b. Vice-President Klute
    - c. Commissioner Nance
    - d. Commissioner Peterson (via Zoom)
    - e. Commissioner Thweatt
    - f. Members of the Staff and Other Support – Executive Director Jeremiah Blue; Deputy Executive Director Genevieve Scholl; Secretary Keriane Stocker; Operations Manager Parker Nelson; Accounting Specialist Melissa Warren; Attorney Tommy Brooks; Annie Rose Favreau, Senior Manager – Moss Adams; Jessie Lenhardt, Senior Manager – Moss Adams; Matt Apken, Accountant – Merina+Co; David McCurry, Senior Program Director Transportation – Parsons; Darrin Eckman, Project Engineer – AKS Engineering
  - c. Modifications, Additions and Changes to the Agenda
- 2) Welcome – Executive Director Jeremiah Blue
  - a. ED Blue welcomed attendees and expressed gratitude for the Commission’s patience and leadership, as well as taking the time to work through some decisions and learn more about the Port. He looks forward to a Strategic Business Plan to guide future decisions.
- 3) Presentations
  - a. Strategic Business Planning – Moss Adams
    - i. Welcome and Strategic Planning Overview
      - ❖ Favreau introduced herself and Lenhardt as consultants with Moss Adams. She provided a brief overview of the meeting, explaining that the morning session will focus on visioning work, including mission, vision, and values, and a SWOT analysis, while the afternoon will delve into key priorities and gather additional information. She emphasized the importance of aligning all aspects of the plan with the organization’s vision, mission, and values.
    - ii. Mission, Vision, Values
      - ❖ Overall common values included collaborative (with the city and with the community), data driven, stewardship (economic and environmental) and transparency.
      - ❖ When asked about the current Mission Statement, the Commission was encouraged to consider, “What role does the Port currently play in the community of Cascade Locks? Does this differ from the role that it should be playing?” and “Is there anything missing from [the current mission] statement? Has anything changed since 2013 that we should address in this

statement?" The consensus was that the current Mission Statement was redundant.

- ❖ The collective vision for the Port included a balance between meeting the needs of local residents by securely providing basic needs for all and attracting tourists through a thriving, healthy community with a destination feel.

**iii.** Break

**iv.** Strength and Weaknesses, Opportunities and Threats ("SWOT") Analysis

- ❖ SWOT Analysis gathered a good overall foundation of the Port's strengths and opportunities, identifying the Port's potential for growth and development and acknowledging the challenges in prioritizing and implementing those projects.

**4)** 12:27 pm – Lunch

**5)** Guest Speaker

**a.** 12:51 pm – Dallas Fridley, Regional Economist

- ❖ Fridley presented an in-depth look at the employment data in Cascade Locks and the Hood River region.

**6)** Discussions

**a.** Key Priorities Discussion – Moss Adams

**i.** Bridge of the Gods – David McCurry, Parsons

- ❖ McCurry highlighted the complexity of the current 15-Year Bridge of the Gods ("BOG") Maintenance Plan. The current plan is to maintain the bridge without making significant changes, which would cost around \$60 million. The Commission was encouraged to focus on the next steps and review a new updated bridge plan. McCurry emphasized the importance of understanding the overlap between the Bridge Maintenance Plan and the Strategic Business Plan, pointing out that projects like painting the bridge can take ten (10) years due to regulations and inflation costs. It is important that the Commission carefully plans and prepares. ED Blue added that the updated plan would focus more on accuracy as the current plan was a little more optimistic than accurate.

**ii.** Land Use and Development – Genevieve Scholl, Deputy Executive Director

- ❖ DED Scholl distributed a packet compiling the building profiles and properties the Port owns. The Commission's interest centered on developing the Industrial Park with a focus on job creation, tourism enhancement and options to generating revenue. Ideas included rezoning existing property, developing a destination resort and affordable housing development strategies. Eckman, who has been providing consultation to the Port since 2015, provided helpful insight.

**iii.** Break

**iv.** Economic Development – Jeremiah Blue, Executive Director

- ❖ Favreau pointed out that housing was mentioned in several of the interviews that were conducted. Brooks provided legal advice regarding where the state stands on whether ports can develop housing. He emphasized that the closer the Port stays to what the statutes stipulate a port is allowed to do, the stronger the argument that it is within a port's authority. If the Port decides to build more housing for the betterment of the community or because they would like the city to have more affordable housing, it will be a harder argument to defend. ED Blue added that it is something the Port has to be

cognizant of as their decisions will ripple out to affect other ports. There are ports that are not ready to take on the housing issue, yet. He advised that the Port should tread lightly.

The discussion also included how the Port can strategically support the revitalization of the downtown area, while staying in line with the role of a port.

- v. Recreational Assets
  - ❖ The Commission evaluated the port's involvement in three areas: recreational properties, venue rentals and community events. She prompted the Commission to identify any properties that may be costing the Port more to maintain than the benefits they generate. Discussion also included what the port's purpose in offering rentals was; whether it was to generate revenue or to attract visitors and stimulate economic activity? Favreau also posed the question whether the port should actively participate in hosting community events or leave that role to other community organizations.
- vi. C Peterson commented on what he felt were key issues: the downtown area and Thunder Island. He felt that the Port can play a role in pressuring the City to address vacant properties. He understood that it fell outside of the Port's direct purview but would be beneficial for the overall community. Regarding Thunder Island, he would like to prioritize the repair to ensure continued summer revenue from weddings and other tourist activities.
- vii. C Thweatt expressed enthusiasm about exploring the potential of the Port's properties and acknowledged the need for further planning, especially regarding bridge toll.
- viii. C Nance commented on the excitement of exploring all of the Port's potential opportunities but also acknowledged the challenge of tackling of everything at once. He understood that long-term planning is crucial and emphasized the importance of considering future needs and leaving options open for future generations.
- ix. P Lorang highlighted the importance of a measured approach and the need to break down the bigger goals into smaller, achievable steps. He advised taking measured steps through planning, feasibility studies and careful consideration of potential impact, and holding onto the understanding that some projects may take years to complete.
- x. VP Klute expressed concern about ensuring a cohesive plan and also emphasized that the focus should be long-term planning to create a overall harmonious development strategy.
- xi. ED Blue commended the Commission for their impressive work, especially with engaging in complex discussions quickly and in acknowledging the significant challenges involved in making long-term decisions with lasting impacts, within their limited timeframe. ED Blue expressed his gratitude for the Commission's thoughtful approach and their willingness to take on the burden of navigating complex issues.

7) Adjournment 3:57 pm

**VP KLUTE MADE A MOTION TO ADJOURN; C NANCE SECONDED; Passed Unanimously**

Port of Cascade Locks:

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Port Commission President  
Brad Lorang

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Port Commission Secretary  
Albert Nance

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Date Approved

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Prepared by: Keriane Stocker



PUBLIC MEETING: Port Commission Meeting

DATE: Tuesday **February 6, 2024, 6 PM**

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

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

## MINUTES

- 1) Commission meeting called to order 6:00 PM
  - a. Pledge of Allegiance
  - b. Roll Call
    - i. President Lorang
    - ii. Vice-President Klute
    - iii. Commissioner Nance
    - iv. Commissioner Peterson (via Zoom)
    - v. Commissioner Thweatt
    - vi. Members of the Staff and Other Support – Executive Director Jeremiah Blue; Deputy Executive Director Genevieve Scholl; Secretary Keriane Stocker; Operations Manager Parker Nelson; Accounting Specialist Melissa Warren; Tommy Brooks, Attorney; Dan Mahr, Government Affairs Consultant; Darrin Eckman, Project Engineer
    - vii. Members of the Public – Denise Emmerling-Baker, Flora Gibson (Columbia Gorge News), City of Cascade Locks, Mandy (no last name provided)
  - c. Modifications, Additions and Changes to the Agenda
    - i. GM Blue requested to move Item 6) Executive Session up to the top of the agenda, before Special Presentations.
- 2) Executive Session under ORS 192.660 (2)(h) Legal Counsel regarding Litigation or likely Litigation to be Filed
  - a. Recess from Regular Session, into Executive Session at 6:20 pm
  - b. Recess out of Executive Session, into Regular Session at 6:31 pm
  - c. No action was taken as a result of Executive Session
- 3) Special Presentation and Reports by outside resources, staff, and Government Officials
  - a. Thunder Island Bridge Update – David McCurry
    - i. McCurry presented the damage caused by the Sternwheeler collision to the pedestrian bridge. His findings had determined that the damage was not structural, and mostly caused by the buoyancy of the vessel. The timeline for repair should be completed by February 29<sup>th</sup>, with the hope that the repairs will be completed by April.
  - b. Legislative Update – Dan Mahr
    - i. Mahr updated the Commission on the progress of the \$6 million for seismic studies and preservation studies. He stated that it got a lot of support from local legislators Representative Helfrich and Senator Bonham, and also Joint-Committee Chair, Representative McClain. The bill will be heard at the Joint-Transportation Committee in Salem on Thursday, February 8. Mahr plans to attend in person, along with David McCurry and Mark Larabee to give testimonies. He will also submit letters of support from various organizations. Mahr invited the Commission to also give their testimony if they had the time. Senator Bonham will also introduce a separate, standalone bill as a backup. Mahr explained that if the bill passes to the Ways and Means Committee, it may get approved as a standalone bill or the Committee may make

them wait until the end of the session to be funded by through the Christmas Tree bill.

On the Washington-side, Representative Waters has decided not to pursue the \$6 million from the Washington legislature in this session. The Washington legislature is dealing with several cost overruns on some big projects that were authorized in the last session and word has been that there most likely will be no new transportation funding for these types of projects. They will pick back up on the Washington-side in the 2025 session and in the meantime, Mahr will continue to build relationships across the river.

#### 4) Discussions

##### a. Railroad Quiet Zone Improvement Project Discussion

- i. Eckman informed that the plans were updated in 2022, yet the cost estimate was still from 2019. He is unsure if the City has sought a more recent quote. VP Klute suggested that the Port partner with the City and ODOT and give support where the other two need assistance. C Thweatt questioned the safety and liability aspects of making the city a Quiet Zone. The general opinion of the Commission considered the Railroad Quiet Zone project low on the priority list and would prefer the Port to take a supporting role.

DED Scholl stated that she would prepare a memo on the status of Quiet Zone project, a timeline, and costs and present it in four (4) weeks.

#### 5) Executive Director Report

- a. ED Blue reported that the Root Cause Analysis Team met and brainstormed contributing factors of the incident using an Ishikawa fishbone diagram. A list of other issues that needed attention was also discussed, including the proposal of a budget and timeline to strengthen the Sternwheeler's resiliency in that type of weather. A presentation for the Commission will likely be ready at the next meeting.

He noted that DED Scholl has been catching up on the Port's grants, including the ARPA which has been used for the Sternwheeler repower, the Visitor Center and the restrooms for the Bridge of the Gods Trailhead.

ED Blue also reported that the Port continues to be engaged with the auditors. The auditors are working on reconciling the balance sheet and the accounts, recording payroll taxes, and preparing necessary documents for the next audit. The next audit will be two (2) audits at once, for the FY2022 and FY2023.

He informed that DED Scholl and OM Nelson will be attending this year's SDAO Annual Conference in Seaside, along with P Lorang.

Lastly, ED Blue stated that Sewer Pump One at the Visitor Center is broken and the ort will be looking at the cost to repair it. Pump Two is also struggling as it does all the work for both pumps. OM Nelson will be taking on that project and will get more information to the Commission.

#### 6) Commissioner Comments

- a. C Peterson opened his comments with a quote from Maya Angelou, in observance of Black History Month: "All great achievements require time." Following that, he thanked Mahr for his work in Salem, DED Scholl for her time researching the Railroad Quiet Zone and for facilitating

the Root Cause Analysis investigation. He stated that he is looking forward to the upcoming audit process and getting more clarity to the public. He once again thanked the First Responders, Thunder Island Brewing and all the volunteers who were involved in setting up the warming shelter. C Peterson ended by wishing everyone a great Valentine's Day or Single Awareness Day.

- b. C Thweatt expressed her gratefulness that January weather is over and thanked all those involved in helping.
- c. C Nance reported that on a visit to the park, he and OM Nelson noticed that some of the grills in the grill huts were missing and damaged; OM Nelson replied that he had followed up with the situation and learned that Maintenance had removed them because they were broken. C Nance also inquired on details about providing a source of backup power and whose responsibility it was. C Thweatt remarked that she was disappointed that the City's Emergency Operation Plan has not been updated after the fire.
- d. VP Klute inquired on the status of Flex 6. ED Blue informed that the contract with Commercial Realtor Medenbach will be up for review later this month. The Commission had decided to give the entire 40,000sqft a chance but they may need to consider the option of dividing it into 4 – 10,000sqft. VP Klute also asked about the upcoming budget season and the Strategic Business Plan. ED Blue
- e. P Lorang mentioned the training with MorganCPS

7) Adjournment 8:30 pm

**VP KLUTE MADE A MOTION TO ADJOURN; C NANCE SECONDED; Passed Unanimously**

Port of Cascade Locks:

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Port Commission President  
Brad Lorang

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Port Commission Secretary  
Albert Nance

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Date Approved

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Prepared by: Keriane Stocker



# PORT OF CASCADE LOCKS 2024-2025 BUDGET SCHEDULE

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<b>February 20, 2024</b>	Port Commissioners adopt 2024-2025 Budget schedule. Port Commissioners appoint the Budget Officer.
<b>March 5, 2024</b>	Port Commissioners have appointed new Budget Committee members for this year.
<b>March 26, 2024,</b>	Budget Officer provides Budget orientation/training to new Budget Committee. Budget Officer confirms Budget Committee’s meeting schedule to be published and distributed to the public.
<b>April 16, 2024</b>	The Budget Officer files a copy of the Budget documents in the Administration office and makes Budget documents available for public inspection.
<b>April 17, 2024</b>	Budget Officer publishes “ <b>Notice of budget committee meeting(s)</b> ” in Hood River news (no more than 30 days before or less than 5) and posts the schedule of Budget Committee meetings on the Port’s website. (Send to paper <b>4/12/2024</b> ).
<b>April 23, 2024 – 6 pm</b>	Budget Committee meeting - Public comment heard. Budget Committee approves Fiscal year 2024-2025 budget (Meeting 1).
<b>April 30, 2024 – 6 pm</b> <b>May 14, 2024 – 6 pm</b>	Budget Committee meeting - Public comment heard. Budget Committee approves Fiscal year 2024-2025 budget (Optional Meeting 2 & 3).
<b>May 29, 2024</b>	Budget Officer publishes “ <i>Notice of Budget Hearing and Financial Summary</i> ” (LB1). Send to paper <b>5/24/2024</b> .
<b>June 4, 2024 – 6 pm</b>	Port Commission Public hearing on proposed budget, enacts resolutions to adopt fiscal year Budget for 2024-2025, make appropriations, and imposes and categorizes taxes and approves supplemental Budget.
<b>June 30, 2024</b>	The Budget Officer submits tax certification and Budget documents to the county assessor by July 15 <sup>th</sup> .

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## PORT COMMISSION REPORT

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**TO:** PORT COMMISSION

**FROM:** GENEVIEVE SCHOLL, DEPUTY DIRECTOR

**SUBJECT: ROOT CAUSE ANALYSIS TEAM REPORT: JANUARY 13, 2024  
STERNWHEELER UNMOORING**

**DATE:** MARCH 5, 2023

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**Introduction:**

During the January 16, 2024 meeting, the Commission established a Root Cause Analysis (RCA) team to evaluate the January 13 unmooring of the Sternwheeler Columbia Gorge incident and requested a report to the full Commission. The RCA team has concluded its analysis and the report is attached. Commission direction is sought on the list of recommended actions the RCA team has identified to enhance prevention of a similar incident along with other safety improvements in the Marina area.

**Recommendation:**

Direct staff to develop cost quotes and project delivery timelines for those items in the RCA Team report that the Commission wishes to pursue.

## Root Cause Analysis Team Report

### January 13, 2024 Unscheduled Unmooring of the Sternwheeler Columbia Gorge

#### **Incident Background and Description**

On January 13, 2024, the historic Sternwheeler Columbia Gorge (Sternwheeler) experienced an unscheduled unmooring event at the Cascade Locks Marina. Strong winds, exacerbated by blizzard conditions in the Gorge, caused the vessel to break free from its moorings. The Sternwheeler drifted into the old locks just east of its dock, resulting in damage to a footbridge connecting the Marina parking lot to Thunder Island and to Native American-owned fishing platforms. The estimated cost of repair to the footbridge and fishing platforms is \$250,000 or less with contingencies.

#### **Investigative Team and Methods**

During its January 16, 2024 meeting, the Commission established an internal Root Cause Analysis (RCA) Team with the charge to perform the RCA and provide a findings report to the Commission. The RCA Team met twice, on February 2 and February 16, 2024. During these meetings and individually, the RCA Team reviewed and discussed the following resources:

- All witness and incidents reports, including the official report to the US Coast Guard investigator by JettyLight;
- The JettyLight incident report submitted to the Port Commission;
- Interviews with JettyLight staff members Jim Andrews and Caden Pond
- Online resources (for weather data and pricing of equipment)
- The RCA Team also conducted an Ishikawa Diagram Exercise during its first meeting. This work resulted in the identification of the contributing factors and an initial list of recommendations for consideration by the Port Commission, included in this report.

The following individuals were involved in the investigation:

#### **Witnesses:**

- Todd Mohr: Port employee who initially reported the Sternwheeler moored at the designated mooring.
- Margie Curtis: Resident of Cascade Locks who witnessed the Sternwheeler drifting broadside down the river toward the Locks and promptly reported the observation to the Hood River County Sheriff's Office (HRSO).
- George Torres (GT): JettyLight employee and deckhand of the vessel, who was the first to board the vessel from the footbridge.

- Captain Tom Cramblett (CTC): Captain of the vessel, who was first contacted by HRSO upon notification of the drifting vessel.
- Steven Hammrich (SH): Crewmember who was en route to the vessel during the incident.
- Jeremiah Blue: Port Director, first contacted by Cascade Locks Fire Chief John Logan.
- Nikki Adler: Crewmember and SH's wife, who called George Torres to the scene.
- Parker Nelson: Port Operations Manager, who responded on-site during the incident and was onshore incident response lead for follow up actions.
- Dennis Snyder: Local construction contractor.
- Jerrod Daniel, Off-Duty Columbia River Inter-Tribal Police, filed witness report as a citizen witness.
- LT Blake S. Palan, Assistant Chief, Investigations Division, US Coast Guard Sector Columbia River, who is the lead USCG investigator for the incident.
- Caden Pond – JettyLight manager for Sternwheeler operations, who responded on-site during the incident.
- Rob Peterson – Port Commissioner and local photographer, videographer, drone operator who documented the incident and provided video/images to news media and Port social media feeds. Mr. Peterson also provided drone video services to assess the damage to the footbridge, the fishing platforms, and the vessel after the incident.

#### Root Cause Analysis Team:

- Albert Nance: Port Commissioner
- Rob Peterson: Port Commissioner
- Jeremiah Blue: Port Executive Director
- Parker Nelson: Port Operations Manager
- Genevieve Scholl: Port Deputy Director

#### Conditions Present During Incident

- a. High winds (very high gusts), freezing (ice, snow, blizzard) conditions, high swells in the moorage area, the historic locks, and the Columbia River of approximately 3-4 feet.
- b. Vessel Position and Drift: After breaking free of its moorage, the CGSW was proceeding downriver, broadside in the river, with the bow pointing toward the Washington side. It drifted down the middle of the lock entrance on the upriver side without touching either side of the lock wall.
- c. Damage to Native American Fishing Platforms: Two Native American fishing platforms on the southern face of the locks sustained damage, with one completely destroyed. The easternmost platform on the south side remained undamaged, while the westernmost platform was completely destroyed due to impact with the Sternwheeler. The easternmost platform on the north side sustained damage to a key support.

- d. **Pedestrian Bridge Dislodgment:** The pedestrian bridge that spans the historic lock became dislodged from its southern mooring point due to repeated impact and lifting action of the Sternwheeler from the wind and wave action in the lock.

### Initial Actions Taken

1. At approximately 9:10 local time, George Torres (GT) boarded the vessel via the 02 Deck port aft, where the vessel was fetched up under the footbridge span.
2. Shortly after, Captain Tom Cramblett (CTC) also boarded the vessel using a similar approach.
3. CTC and GT conducted an immediate inspection, assessing propulsion, steering, and hull integrity.
4. No in-flooding was detected below decks, and the paddle wheel appeared undamaged.
5. Port Director Jeremiah Blue was notified of the situation.

### Follow-up Actions

1. *Avoiding Further Damage:* CTC decided not to wait for SH's arrival, as it could result in additional damage to both the bridge and the vessel. He maneuvered the Sternwheeler away from the bridge and out of the lock.
2. *Navigating Downriver:* CTC and GT attempted two approaches to the Sternwheeler dock in heavy winds and high swells and CTC determined that safe mooring was not feasible in the prevailing conditions. They navigated into the Columbia River main channel, negotiated a turn west, downriver toward Bonneville Locks.
3. *Locking Through to Downriver Mooring:* CTC sought refuge at Bradford Island, but USACE Bonneville Locks proposed locking the vessel through to the downriver mooring.
4. *Lockage and Successful Mooring:* SH boarded the vessel while it was locked, and the three crewmembers safely moored the Sternwheeler at approximately 10:30.
5. *System Assessment:* SH and GT conducted a full system assessment and visual inspection of the bilges and tanks. No indications of flooding were noted, and they continued to monitor vessel drafts and attitude.

### Subsequent Actions

1. JettyLight crew (CTC, GT, and SH) stayed overnight on the vessel until weather conditions permitted safe passage back to the moorage at the Marina on January 14.
2. JettyLight reported the incident to the US Coast Guard and LT Palan initiated her investigation. That investigation is ongoing.
3. The Port Commission established an internal Root Cause Analysis (RCA Team) to evaluate the incident and make recommendations for prevention and other improvements to operations and equipment.

## Environmental Contributors

- **High Winds:** Wind speeds ranged from 35 to 80 mph, with an ENE direction.
- **Variability of Weather Forecasts:** Weather forecasting leading up to the incident failed to predict the co-occurrence of high wind gusts and freezing temperatures, affecting ability to prepare for those conditions. For the hours leading up to the incident, it was not clear what weather conditions to preparing for, and throughout the storm, the forecasted timing of conditions was hours off locally, and the coincidence of high gusty and freezing temps was not reliably forecasted. At the time of the incident, the temperature was 23°F, accompanied by light snow and ice fog. The day's forecast indicated a high of 36°F and a low of 29°F.
- **Freezing Temperatures:** Icicles were present on the vessel and the moorage lines due to freezing conditions.
- **Local weather station equipment not functional or readable:** There was a weather station on the vessel, but it was useable only onboard. The Columbia River Racing Association weather station located nearby was offline.

## Materials & Equipment Contributors

- **Mooring Arrangement:** JettyLight crew utilized an 8-point moorage line arrangement that provided multiple redundant points of failure and consisted of adequate moorage line size and types, but the ages of all lines were unknown.
- **Nylon Lines:** Nylon lines were used, and the sizes of those lines are considered sufficient for the loads that occurred during the incident. 1.5" standard lines were employed for breast lines and spring lines. The 3" headline has very high breaking strength generally, but effects of age of that particular line may have led to miscalculation of strength. The standard 1.5" lines generally last about one year. The age of each particular line was not reliably known at the time.
- **Galvanized Chain:** A single galvanized chain was used as an additional strengthening measure in anticipation of high winds. The RCA Team has concluded that a possible second root cause was that the slack in the chain was not sufficient to allow the nylon lines to flex and stretch smoothly enough to avoid breakage. A sudden failure of the chain may have caused a sharp shock to the other moorage lines rather than smoother stretching from the wind and wave action alone.
- **Potable Water Tank was Empty for Maintenance:** There is a very large potable water tank onboard that was empty at the time of the incident for cleaning and maintenance. If full, the tank would have helped to stabilize the vessel in the wind and wave action, reducing the loads on the moorage lines. The RCA Team has concluded that, while this was not a root cause of the incident, it may have helped to prevent the incident. JettyLight staff reported that a key Lesson Learned from their review is that they would have filled

the tank to make the boat as heavy as possible therefore less mobile in the water, putting less load on the moorage lines.

## Human Contributors (KSAs)

- *JettyLight Employees:* All JettyLight employees meet Coast Guard KSA standards and have extensive boat experience.
- *Captain Tom Cramblett:* With over 40 years of experience piloting the Sternwheeler, he is familiar with winter storm conditions in the area.
- The RCA Team has concluded that JettyLight staff Knowledge, Skills, and Abilities were not a contributing factor or cause of the incident.

## Root Cause Conclusion & Recommendations for Commission Consideration:

The RCA Team has identified the following factors as the root cause of the incident:

1. Severe weather conditions, variability of weather forecasts, and lack of remote access to onboard weather and pitch/drift data.
2. Moorage line age and lack of lifecycle management system, as it could have directly decreased the lines strength and may have contributed to the breakage.
3. Galvanized chain support rigged with potentially insufficient slack.
4. Lack of remote and exterior alarms and monitoring cameras may have delayed incident response.

The RCA Team has identified the following as high priority actions that it recommends take place in the weeks before the start of operations:

1. Establish and monitor a life cycle management program for moorage lines, especially for the 3” headline. *JettyLight has adopted an updated plan and will share it with Port staff.*
2. Continue to evaluate the use of galvanized chain as a strengthening measure and conduct staff training for use, including specifications for sufficient slack. *JettyLight crew will conduct this evaluation and training and report to Port staff.*
3. Install a remotely accessible camera on the dock and on the Thunder Island crossing. *Port staff is researching costs.*
4. Install a new, remotely accessible weather station at the moorage dock area. *Port staff is researching costs.*
5. Install new, remotely accessible weather station on the vessel with GPS and pitch data. *JettyLight crew is researching costs.*
6. Determine feasibility of installing an unmooring alarm on the boat to signal a moorage line break, such as an electrified line break type alarm. *JettyLight will research.*
7. Install exterior alarm on boat for unmanned drift incidents. *Power for alarm needs investigation. Commissioner Peterson recommends sirenmarine.com for possible options.*

8. Update Port Emergency Action Plan (EAP) to include marine incidents. EAP should include a call-down list for marine incidents and emergency power. Align EAP with JettyLight's EAP - especially the call down list and minimum response time. *Port staff will coordinate with JettyLight crew and present an updated draft EAP for Commission review before start of operations.*

### Additional Related Recommendations for Commission Consideration:

The RCA Team has identified the following additional measures the Commission may take to improve the safety, prevention, and emergency preparedness posture of the incident area:

1. Install life rings in weather-proof enclosures on the Thunder Island footbridge crossing and along the historic lock channel on both sides, for the entire length of the lock. Implement a periodic inspection and replacement plan and investigate potential funding and partnerships to support this effort.
2. Install net under the Thunder Island footbridge to deter and/or catch people who jump or fall off the bridge into the lock channel.
3. Evaluate potential effectiveness and feasibility of alternate mooring arrangement suggested by former Sternwheeler Captain Randy Holmstrom.



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## PORT COMMISSION REPORT

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**TO:** PORT COMMISSION

**FROM:** PARKER NELSON, OPERATIONS MANAGER

**SUBJECT: DISCUSSION TO INCREASE RATES FOR CAMPGROUND**

**DATE: MARCH 5, 2024**

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### **Introduction:**

Annually, the Port examines its fees to stay current with rising costs of labor and materials. Our beautiful campground is well overdue for a rate increase. The Kampgrounds of America (“KOA”) in Cascade Locks charges \$50-\$75 per night for a full-hookup site. The two biggest state park campgrounds in the area, Viento and Ainsworth charge \$42-\$60 per night depending on site size and services. Along with our amenities and our extremely close proximity to the downtown corridor, we offer convenient access to watersports, fishing, picnicking, and special events.

Currently we charge,

- \$10 service fee on online reservations
- Flat use site fee for sites 2–4: \$41 (peak) \$41 (off-peak)
- Flat use site fee for sites 5–12: \$41 (peak) \$26 (off-peak)
- Flat use site fee for sites 13–16: \$31 (peak) \$21 (off-peak)
- Flat fee for CGRA: \$15
- Flat fee for PCT Hikers: \$5
- Flat fee for showers: \$5

During FY2022–2023, the campground brought in a revenue of \$77,676. The breakdown is as follows:

	Total Nights of Stay	Fee	Total Revenue
Sites 1-12 (RV/Trailer)	1530	\$41	\$62,756
Sites 13-16 (Tent)	350	\$31	\$10,820

CGRA	77	\$15	\$1,155
Hiker/Biker	502	\$5	\$2,510
Shower	87	\$5	\$435
			<b>\$77,676</b>

Staff is proposing to standardize our site-use rates along with applying one fixed fee for all lodging, to be more closely aligned with other local campgrounds. Staff also recommends updating the PCT Hiker and CGRA rates to reflect the current demand and usage of the campground facilities.

- Flat use site fee for sites 1–12: \$75
- Flat use site fee for sites 13–16: \$45
- Flat fee for CGRA: \$25
- Flat fee for PCT Hikers: \$10

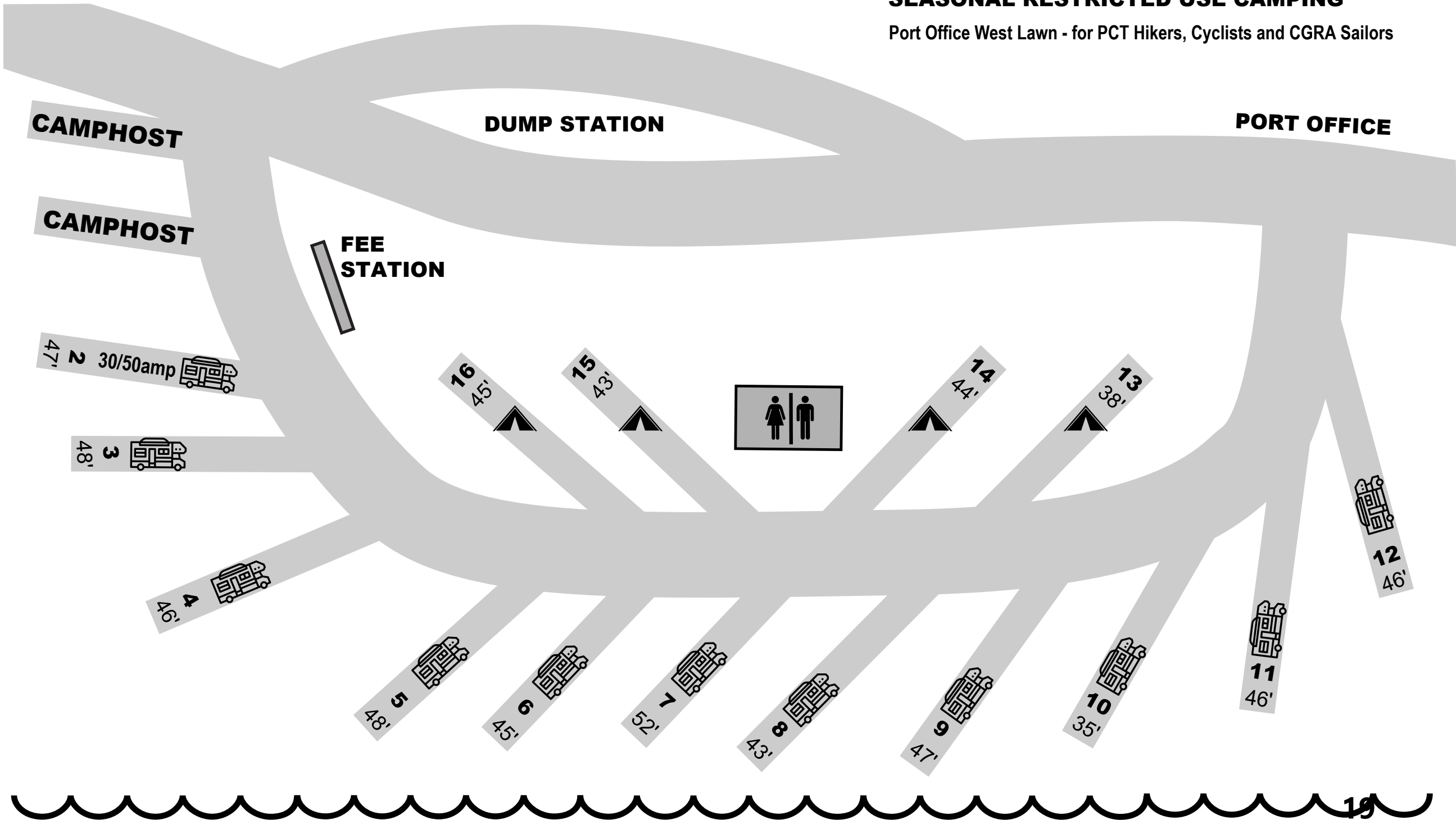
With the Commission’s approval, projected revenue for the FY2024-2025 season would increase \$63,144.

	<b>Total Nights of Stay</b>	<b>Fee</b>	<b>Total Revenue</b>
Sites 1-12 (RV/Trailer)	1530	\$75	\$114,750
Sites 13-16 (Tent)	350	\$45	\$15,750
CGRA	77	\$25	\$1,925
Hiker/Biker	502	\$10	\$5,020
			<b>\$140,820</b>

# MARINE PARK CAMPGROUND

## SEASONAL RESTRICTED USE CAMPING

Port Office West Lawn - for PCT Hikers, Cyclists and CGRA Sailors



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## PORT COMMISSION REPORT

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**TO:** PORT COMMISSION

**FROM:** JEREMIAH BLUE, EXECUTIVE DIRECTOR

**SUBJECT: APPOINT BUDGET COMMITTEE MEMBERS**

**DATE:** MARCH 5, 2024

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**Introduction:**

The Port Budget Committee consists of five (5) commissioners and five (5) citizen members. The Port advertises vacancies for the citizen members on the website and solicits letters of interest.

The current Budget Committee citizen members and their respective terms are:

Diana Reedy Van-Winkle	Jan 2022 – Dec 2024
Donna Mohr	Jan 2023 – Dec 2025
VACANT	Jan 2022 – Dec 2024
VACANT	Jan 2022 – Dec 2024
VACANT	Jan 2023 – Dec 2025

The Port received three (3) Letters of Interest from interested citizens:

George Torres expressed an interest in learning more about the workings of local government and its impact on the community.

Shelley Olvera expressed an interest in the inner workings of the Port and feels that analyzing the budget is a good starting point.

Bryan Keilty would like to be considered as a citizen member as he believes in what the Port strives to be, “a business friendly engine for economic development” and would like to help the Port grow businesses in the community.

**Recommendation:**

Appoint George Torres, Shelley Olvera, and Bryan Keilty to the budget committee and continue to advertise vacancies and solicit interest from citizens to fill vacancies.

**Commission Options:**

1. Appoint George Torres, Shelley Olvera and Bryan Keilty to the budget committee.
2. Appoint George Torres only and continue to advertise vacancies and solicit interest from citizens to fill vacancies.
3. Appoint Shelley Olvera only and continue to advertise vacancies and solicit interest from citizens to fill vacancies.
4. Appoint Brian Keilty only and continue to advertise vacancies and solicit interest from citizens to fill vacancies.
5. Do not appoint any of the candidates and continue to advertise vacancies and solicit interest from citizens to fill vacancies.
6. Other action.