

Port of Cascade Locks

The Port of Cascade Locks Budget Committee Orientation Meeting was held Thursday, April 17, 2014, at the City of Cascade Locks Council Chambers, Cascade Locks, OR 97014.

1. **Meeting called to order/ Pledge of Allegiance:** Commission President Groves called the meeting to order at 5:50 pm.
2. **Roll Call:** Commissioners Groves, Caldwell, Cramblett, & Mohr. Budget Committee Members: Walker, Brostoff, Wittenberg & Haight.
 - **Others Present:** IGM Paul Koch, Port Attorney Tommy Brooks, Kristi Bengtson, Angie Wilson, Emmy Thomson, Gyda Haight, Don Mann, Dave Palais, Marie Miller & Tim Hueker.
3. **Budget Orientation:**

IGM Koch commented that tonight's meeting will prepare the Budget Committee for the changes and enhancements to the Port budget and operations. The Port Commission has provided specific direction for the preparation of the 2014-20145 budget.

IGM Koch reviewed the following materials: (exhibit a)


- a. 2014-2015 Budget Schedule
- b. 2014-2015 Commission Budget Priorities adopted March 17, 2014
- c. 5 departments budget from 2013-2014
- d. Bridge of the Gods 10 year plan

Staff Wilson reviewed the financial statement format with the committee and discussed options for changes to the statement format.

4. **Adjourn the Budget Committee orientation meeting:**


Commissioner Groves adjourned the meeting at 6:23 pm.

Port of Cascade Locks:



Jess Groves, President
Port Commission

Attest:



Joenne Caldwell, Secretary
Port Commission

DATE APPROVED: 5.1.2014
Prepared by: Kristi Bengtson

Minutes
Exhibit A

**PORT OF CASCADE LOCKS
2014- 2015 BUDGET**

BUDGET COMMITTEE MEMBERS

<u>Budget Member</u>	<u>Term</u>
Myra Walker	Jan. 2010-Dec. 2015
Rob Brostoff	Jan. 2010-Dec. 2015
Ken Wittenberg	Jan. 2012-Dec. 2014
Don Haight	Jan. 2012-Dec. 2014

<u>Budget and Commission Member</u>	<u>Term</u>
Joeinne Caldwell	July 2013-June 2017
Jessie Groves	July 2013-June 2017
Scott Sullenger	July 2011-June 2015
Donna Mohr	July 2011-June 2015
Brenda Cramblett	July 2011-June 2015

**ADOPTED
PORT OF CASCADE LOCKS
2014-2015 BUDGET SCHEDULE**
Adopted by the Port Commission February 6, 2014

February 6, 2014	Port Commissioners adopt 2014-15 Budget schedule and set the date and time for Commission work session to set budget priorities. Port Commissioners appoint the Budget Officer.
March 6, 2014	Port Commissioners appoint new Budget member (fill Vacancy).
March 7, 2014 - April 3, 2014	Budget Officer prepares proposed Budget based on Commissioners' Budget priorities and direction.
April 17, 2014-6pm/City Hall	Budget Officer provides Budget orientation/training to Budget Committee. Budget Officer confirms Budget Committee's meeting schedule to be published and distributed to the public.
April 21, 2014	Budget Officer publishes "Notice of budget committee meeting(s)" in Hood River news (no more than 30 days before or less than 5) and posts the schedule of Budget Committee meetings on the Port's website. (Send to paper 4/25/14).
May 8, 2014- 6 pm /City Hall	Budget Committee meeting - read Budget message and facilitate Budget discussion. Budget Committee elects presiding officer (meeting 1).
May 9, 2014	Budget Officer files a copy of the Budget documents in the Administration office and makes Budget documents available for public inspection.
May 22, 2014- 6 pm/City Hall	Budget Committee meeting - Public comment heard. Budget Committee approves Fiscal year 2014-2015 budget (meeting 2).
May 19, 2014	Budget Officer publishes "Notice of Budget Hearing and Financial Summary" (LB1). Send to paper 5/22/14
June 5, 2014 - 6 pm/City Hall	Port Commission holds Budget hearing 2014-15.
June 19, 2014 – 6 pm/ City Hall	Port Commission enacts resolutions to adopt fiscal year Budget for 2014-2015, make appropriations, and imposes and categorizes taxes and approves supplemental budget and 2014-15 budget adjustments.
June 30, 2014	Budget Officer submits tax certification and Budget documents to the county assessor by July 15 th .



2014-2015 BUDGET PRIORITIES

AS ESTABLISHED AND ADOPTED BY THE PORT COMMISSION

March 17, 2014.

Priority 1: Infrastructure related to the Industrial Park including water, sewer, storm drain, streets, fiber cable, electric.

1A: Work with the City under the terms of the IGA on all infrastructure issues and coordinated through the JWGED.

Priority 2: Bridge Fund

Priority 3: Facility Maintenance

Priority 4: Apply for grants including a TIGER Grant

Priority 5: Fill the Flex Building

5A: Carry out the Old Shop Building renovation

Priority 6: The 5 Ports/Scenic area initiative

Priority 7: Economic Development

7A: Bring new businesses to town

7B: Expand enhance recreation

7C: The Beach project

Priority 8: Marine Park pedestrian and bike overcrossing & Market Place

Priority 9: Gray house analysis/asbestos and fire concerns

Priority 10: Facility enhancements and marketing

10A: Plan for galley kitchen in Pavilion

10B: Enhance facility marketing and promotion

10C: Refurbish the Bradford Dock

SECTION 2

D

Port of Cascade Locks
2013-14 Proposed Budget

Section 2 provides the budget in the program format. Each of the 5 departments are broken out to reflect purpose, organization, a summary of total costs, services, objectives and measures of success.

This portion of the budget is designed to clarify what is to be done, the cost and how it will be evaluated.

Proposed Budget
Port of Cascade Locks
2013-14 Budget
Program Budget

Department/Program: Port Commission

Purpose: *To provide overall policy and direction for the Port organization, set policies and make decisions. Provide the community and political leadership for the creation of jobs within the community.*

Organization: 5 Elected Port Commissioners

Services to be provided:

1. Set Policy and Direction
2. Lead the community in the development of jobs.
3. Develop and maintain the political relationships necessary to serve the community.

<u>Budget:</u>	Personnel	\$ 20.00 (Comm. Workers Comp)
	Materials and Services	\$ 1,080.00
	Mileage/Meals	\$ 4,000.00
	Training & Conferences	\$ 2,245.00
	Museum Membership	\$ 1,500.00
	Port Attorney	\$ 22,000.00
	DC Lobbyist	\$ 24,000.00
	TOTAL:	\$ 54,845.00

Objectives:

1. Create jobs.
2. Communicate with local citizens.
3. Work with City through the JWGED.
4. Establish effective political relationships.

Measures of Success:

1. New jobs are created.
2. New property taxes are generated.
3. Existing businesses are more successful

Materials & Services Year 13-14
Commission

Workers Comp	W/C	\$ 20.00
	Total	\$ 20.00
Materials & Services	Cells	\$ 1,080.00
Travel	Mileage & Meals	\$ 4,000.00
Conferences & Training	PNWA, SDAO	\$ 2,245.00
Museum	Annual Membership	\$ 1,500.00
Legal Fes	Attorney	\$22,000.00
Lobbying	Ball Janik	\$24,000.00
	Total	\$ 54,825.00
		<u>\$ 54,845.00</u>

Proposed Budget
 Port of Cascade Locks
 2013-14 Budget
 Program Budget

Department/Program: Administration Department

Purpose: *To support the operations of the Port, manage the Toll Booth, Marina, camp grounds, facilitate the hiring process, purchasing and bill paying and other services necessary to the effective and efficient operation of the Port and all Port facilities and programs. Provide support and assistance to the Port Commission and all department programs and generally oversee the operations of the Port. Develop and maintain regional and two state relationships that would benefit the Port and community in delivering the core mission.*

Organization:

- 1- General Manager
- 1- Administrative Assistant
- 1- Finance and purchasing staff
- 1- Office support person
- 1- Contract QuickBooks Bookkeeper

Services to be provided:

- 1. Provide support for the conduct of business to the Commission, prepare minutes, agendas and public notices.
- 2. Coordinate all hiring and training.
- 3. Oversee the operation of the Toll Booth.
- 4. Ensure the timely payment of all approved bills and invoices.
- 5. Oversee and coordinate all departments and facilities.
- 6. Work with the states of Oregon and Washington to benefit the Port and Community.
- 7. Serve as liaison with the City, County, and Gorge Commission and others.
- 8. Manage, schedule and collect fees for campground, marina, pavilion and all Port facilities and maintain the master calendar.
- 9. Provide monthly financial status reports.

<u>Budget:</u>	Personnel	
	General Manager	
	a. IGM(7 months)	\$ 64,047.20
	b. GM/ED (5 months)	\$ 16,579.67
	Administrative Assistant	\$ 83,247.27
	Accounting Specialist	\$ 66,471.28
	Accounting Tech (PT)	\$ 31,294.37
	TOTAL:	\$ 261,639.79

Materials and Services	\$ 143,576.00
Strategic Planning	<u>\$ 67,000.00</u>
TOTAL:	\$ 210,576.00

Department Grand Total: \$ 472,215.79

- Objectives:
1. Complete the transition from IGM to permanent GM.
 2. Establish good working and funding relationships in both Oregon and Washington for bridge and other funding.
 3. Rewrite all job descriptions to reflect the new organization and salary ranges.
 4. Complete and begin implementing the Strategic Plan.
 5. Enhance the operation of the Toll Booth through technology.
 6. Enhance the monthly financial reports to the Commission.
 7. Complete negotiations for an IGA between the Port and City.
 8. Complete updates to financial and personnel policies.
 9. Develop recommendations regarding Port wide use of cell phones.
 10. Develop RFP's for audit and legal services.

Measures of Success:

1. The GM transition is implemented effectively.
2. New job descriptions are in place and approved by the Commission.
3. Both states assist in funding repairs and improvements to the Bridge of the Gods.
4. Technology enhancements have been installed at the Toll Booth.
5. Monthly financial status reports are presented to the Commission.
6. New updated policies will have been adopted by the Commission dealing with Personnel and Financial policies.

Materials & Services Year 13-14
Administration

Advertising	Public Notices, RFP, Ads	\$	4,000.00
Office Supplies	Paper, Toner, Pens	\$	4,500.00
Postage	Payables, Statements	\$	3,000.00
IT Hardware & Software	Upgrades, Hardware	\$	2,000.00
Dues & Subscriptions	see list	\$	3,697.00
Supplies & Small Tools	Janitorial	\$	2,000.00
Telecommunications	Office, DSL, Bridge, Internet, Phones	\$	20,000.00
Audit Fees	Annual Audit	\$	16,000.00
Contracted Services	see list	\$	40,728.00
Licenses & Fees	see list	\$	806.00
Bank Fees	Credit Card Processing Fees	\$	11,000.00
Employee Education	Team Building, Conferences, HR	\$	2,000.00
Travel	Mileage, Meetings	\$	5,000.00
Fireworks	Fireworks	\$	12,500.00
Utilities	Elec, Water, Sewer	\$	9,145.00
Leases/Rentals	New Car	\$	7,200.00
	Total	\$	143,576.00
Dues & Subscriptions			
	Harbormasters	\$	250.00
	Municipal Recorders	\$	50.00
	OR Finance Officers Assoc.	\$	100.00
	Hood-River News	\$	67.00
	Skamania Pioneer	\$	50.00
	Special Districts	\$	2,000.00
	Human Resource Mgmt.	\$	180.00
	CMI - fixed assists	\$	150.00
	Quickbooks	\$	850.00
	Total	\$	3,697.00
Contracted Services			
	Angie Wilson	\$	25,000.00
	Camera Attendant	\$	900.00
	Shredding	\$	500.00
	Ricoh - Copier	\$	1,740.00
	Radcomp -IT Support	\$	11,844.00
	Scan It	\$	744.00
	Total	\$	40,728.00
Licenses & Fees			
	P O Box Fee	\$	36.00
	OR Ethics Commission	\$	400.00
	125 Plan	\$	120.00
	PERS Reporting Fee	\$	250.00
	Total	\$	806.00

Proposed Budget
Port of Cascade Locks
2013-14 Budget
Program Budget

Department/Program: Economic Development Department-Priority One

Purpose: *To create new jobs, attract new employers, enhance and strengthen existing businesses, create future employment opportunities plus, support and facilitate sporting events that bring people to Cascade Locks and add significantly to the overall economic health of the local economy.*

Organization:

- 1- Economic Development Manager
(7 months full time 5 months 50% time)
- 1- Marketing and Development Manager
- 1- Contract Engineer

Services to be provided:

- 1. Recruit and bring new businesses to town.
- 2. Handle all sales and leases of Port property.
- 3. Produce two Port newsletters/ reports monthly keeping the Community informed.
- 4. Build-out of new space to accommodate new business growth.
- 5. Manage community re-investments.
- 6. Lead role in Industrial Park infrastructure changes and additions.
- 6. Inform the community and region about Port activities.
- 7. Support the expansion of outdoor recreation events and activities on Port property and in the greater Cascade Locks area.
- 8. Represent the Port at the JWGED and EDWOG meetings
- 9. Serve as liaison to:
 - a) The Downtown Business Association
 - b) Pacific Northwest Waterways Assoc.
 - c) Oregon Economic Development Assoc.
 - d) Various chambers of commerce
 - e) Staff the Community Action Team
- 10. Manage the Port website and social media.
- 11. Bring in additional professional resources as needed to strengthen existing businesses and link them to financial, educational and other resources. Assist local individuals start-up companies. (Community Colleges, MCEDD, etc.)
- 12. Market Port properties and the community.
- 13. Build relationships with decision makers, legislators and lobbyists.

14. Manage completion, adoption and implementation of the Ports Strategic Business and Capital Facilities Plan.

Budget:

Personnel:	
Economic Development Manager	\$ 54,674.28
(7 months full time 5 months 50% time)	
Marketing & Development Manager	<u>\$ 62,853.37</u>
TOTAL	\$117,527.65
Materials and Services:	
	\$131,388.00
Econ. Development Opportunities:	\$ 100,000.00
Debt. Service:	
(Spec. bldg. & Industrial Park)	<u>\$ 74,090.00</u>
TOTAL:	\$ 423,005.65

Objectives:

1. Increase prospective business interest in the area.
2. Grow and improve the Industrial Park infrastructure to make building possible.
3. Assess all new business opportunities.
4. Better inform constituents about Port activities. Produce two Port newsletters/ reports monthly.
5. Improve the outside image of Cascade Locks.
6. Analyze and prepare a business plan regarding Port entry into the recreation activities business in support of further developing the use of Port properties. (bike events, sailing, trail events, conferences and other events). Include proposed partnerships and revenue projections.
7. Work with the City to develop more effective policies to enhance economic development.
8. Develop a plan to bring natural gas to the community.

Measures of Success:

1. New businesses and jobs will be created in town.
2. Port property will have been leased or sold.
3. New construction will be taking place in the Industrial Park.
4. Infrastructure improvements will be made in the Industrial Park.
5. New public/private partnerships will be created.
6. Outdoor recreation facilities will be maintained and improved.
7. There is an increased number of activities occurring on Port property and surrounding region.

8. Community members and partner organizations will have a better understanding of Port projects and priorities.
9. City tax base is strengthened and increased.
10. The City has more water and sewer users to share the cost.
11. The City and Port work together to benefit the community and its citizens.

Materials & Services Year 13-14
Economic & Development

Promotional Expense	Marketing, Advertising & Signage	\$	15,000.00
Office Supplies	Paper, Toner, Pens	\$	500.00
Postage	News letters	\$	6,000.00
Dues & Subscriptions	see list	\$	6,632.00
Telecommunications	Cells	\$	2,000.00
Legal Fees	Counsel for Port Business	\$	9,000.00
Contracted Services	see list	\$	48,756.00
Employee Education	Conferences & Seminars	\$	3,000.00
Travel	DC, Lobbying Effort, Mileage	\$	10,000.00
Community Services	Brochures, Concerts & Movies, Flowers	\$	16,000.00
Leases & Rentals	see list	\$	14,500.00
	Total	\$	131,388.00

Dues & Subscriptions

Mid-Columbia Economic Devel	\$	1,300.00
Pacific NW Waterways Assoc.	\$	3,620.00
Skamania Chamber	\$	132.00
Columbia River Gorge Visitors Assoc.	\$	375.00
OR Economic & Devel Assoc.	\$	750.00
Hood River Chamber	\$	230.00
West Columbia Chamber	\$	200.00
CL Downtown Development Assoc.	\$	25.00
Total	\$	6,632.00

Contracted Services

Modspace - Flex Building	\$	2,000.00
Engineer	\$	30,000.00
Western Monitoring - Firm Alarm Flex Building	\$	1,756.00
WHPacific	\$	15,000.00
Total	\$	48,756.00

Leases & Rentals

Bradford Island	\$	1,500.00
Beach Access	\$	10,000.00
Warehouse	\$	3,000.00
Total	\$	14,500.00

Proposed Budget
 Port of Cascade Locks
 2013-14 Budget
 Program Budget

Department/Program: Maintenance and Construction Department

Purpose: To effectively and efficiently maintain, repair and construct facilities at the Port.

- 1- Maintenance and Const. Manager
- 2- Full Time Maint. Worker I
- 2- Part Time Maint. Worker
- 3- Seasonal Maint. Worker I (1800 hours)

- Services to be provided:
- 1. Maintenance and repair of Park and Port properties.
 - 2. Complete the renovation of House 2.
 - 3. Provide construction capability for economic development
 - 4. Analyze and make recommendations regarding facilities.
 - 5. Support to community use & activities.
 - 6. Weed treatment in marina water.

<u>Budget:</u>	Personnel	
	Maint. and Const. Manager	\$ 70,073.04
	Maintenance workers I (2)	\$ 96,273.78
	Part time workers (2)	\$ 27,167.69
	Seasonal Worker (1800 hours)	<u>\$ 22,210.11</u>
	TOTAL:	\$ 215,724.62
	Materials and Services	\$ 163,278.00
	Capital Outlay	<u>0</u>
		\$ 163,278.00
	GRAND TOTAL:	\$ 379,002.62

- Objectives:
- 1. Complete House 2.
 - 2. Construct necessary economic development amenities (water lines, remodel Port facilities etc) as necessary for economic development.
 - 3. Install service kitchen in Pavilion
 - 4. Remove the storage shed near the Pavilion
 - 5. Complete a thorough analysis of all port buildings and report to the Port Commission with budget and priority recommendations.

6. Complete a tool and equipment inventory.

Measures of Success:

1. Port facilities maintained at a high-level.
2. Service kitchen installed in Pavilion
3. Identified economic development projects completed
4. The storage shed near the Pavilion has been removed.

Materials & Services Year 13-14
Maintenance

Insurance	Liability	\$	53,628.00
Advertising	Job Ads	\$	300.00
Building Maint	Building Maint	\$	8,000.00
Vehicle & Fuel Maint	Fuel, Batteries, Repairs	\$	13,000.00
Equipment Maint	Backhoe, Kobota, Welders	\$	5,500.00
Grounds & Parking Lot Maint	Port Properties	\$	10,000.00
Public Boat Launch Restrooms	Pump out, Docks, Launch	\$	6,000.00
Restroom Supplies	Park Restrooms	\$	7,500.00
Supplies & Small Tools	paint, welding, tools, safety	\$	10,000.00
Telecommunications	Radios	\$	1,800.00
Utilities	Electric, Sewer, Garbage	\$	40,000.00
Licenses & Fees	see list	\$	2,980.00
Substance Screens	Per-employment	\$	250.00
Uniforms	Park	\$	1,000.00
Employee Education	Training	\$	500.00
Travel	Mileage	\$	500.00
Transient Room Tax	8% of camping	\$	2,320.00
	Total	\$	163,278.00
Licenses & Fees	DEQ Stormwater	\$	765.00
	Department of Forestry	\$	910.00
	Division of State Lands	\$	670.00
	Dogami Permit	\$	635.00
	Total	\$	2,980.00

Proposed Budget
Port of Cascade Locks
2013-14 Budget
Program Budget

Department/Program: Toll Booth and Bridge

Purpose: To collect tolls for the use of the bridge and manage the flow of traffic to maintain the 80,000 lb. weight rating and allowing the free flow of commerce.

Organization:
3- Full time Toll Takers
5- Part Time Toll Takers
5- Flaggers (6 months)

Services to be provided:
1. Operation of the Toll Booth.
2. Collection of bridge use data.
3. Traffic management on bridge. (Flaggers through Dec. 31)

<u>Budget:</u>	Personnel (Toll Booth)	
	1- Lead Toll Taker	\$ 50,170.72
	2- Full Time Toll Takers	\$ 83,079.51
	5- Part Time Toll Takers	\$ 105,889.69
	Materials and Services	\$ 143,700.82
	Capital	\$ 0

SUB-TOTAL: \$ 382,840.74

Personnel (Flaggers)	
5- Seasonal Flaggers	\$ 52,198.71

DEPARTMENT TOTAL: \$435,039.45

Objectives:

1. Operation of the Toll Booth 24/7.
2. Gather data helpful to bridge rehabilitation.
3. Enhanced automation and financial security at the Toll Booth.
4. Maintain the 80,000 lb. operation weight listing for the bridge.

Measures of Success:

1. The Toll Booth operates in a customer friendly manner.
2. Technology enhancements are completed.

Materials & Services Year 13-14
Toll Booth

Advertising	Job Ads	\$ 150.00
Office Supplies	Paper, Toner, Pens	\$ 1,000.00
IT Hardware & Software	Repairs & Upgrades	\$ 17,000.00
Supplies & Small Tools	Lightbulbs, Safety, Materials	\$ 1,000.00
Ticket Supplies	Coupon Books	\$ 13,500.00
Contracted Services	Retail POS Systems	\$ 4,000.00
Contracted Services	HNTB - Bridge Engineering	\$ 21,810.82
Substance Screens	Per-employment	\$ 150.00
March	Bridge Insurance	\$ 78,972.00
Utilities	Electric	\$ 6,118.00
	Total	\$ 143,700.82

E

Preliminary Draft
10 Year Bridge O and M
March 2014

FINAL DRAFT
Bridge of the Gods 10 year
Operations and Maintenance Program

Introduction: As a part of the Addendum Agreement with ODOT regarding the repairs to the Bridge of the Gods, ODOT will be assisting the Port develop a 10 Year O and M program for the bridge. This first draft is a result of HNTB providing their assessment of what needs to be done on the bridge to keep it in good operating condition over the next 10 years. HNTB pulled from their knowledge of the BOG, the HNTB work on the Hood River Bridge and its maintenance program as well as the HNTB knowledge of bridges in general. This document has been reviewed by ODOT and they concur in the 10 Year Plan approach as outlined.

THE 10 YEAR OPERATIONS AND MAINTENANCE PLAN

Work Elements: (The work to be done)

- | | |
|---|---|
| Deck welding and repair | Guard rail repair and replacement |
| Deck replacement | Bridge electrical system upgrades |
| Replacement of additional clips | Stringer welds to deck |
| Toll Booth automation | 4 gussets related to SHDV |
| Toll Booth structural enhancements | Repainting |
| Gusset work/repair | Repairs to floor beams and trusses |
| Concrete deck repair | Substructure concrete patch/repair |
| Signage enhancements | Lighting improvements |
| Entrance road and access roads | Expansion joint clean/replacement |
| Underwater enhancements | Engineering work |
| Concrete Deck Sealing | Spot Painting FSs/stringers |
| Grid Deck wearing surface replace | Stringer welds to FBs |
| Pin cleaning/painting/repair | Ladder cage repairs |

Estimated annual expenditure goal: \$250,000 to \$300,000. Annually

Year One: 2014-15 Budget:

1. Hiring of a bridge engineer.	\$40,000
a. Preparation of first year repair work	
b. Development of balance of 10 year plan	
2. Implementation of bridge technology enhancements	\$25,000
3. Strategic Welding under contract	\$20,000
4. Electric enhancements Toll Booth and bridge	\$22,000
5. Concrete Deck Sealing	
6. Spot Painting	

Preliminary estimate \$150,000 for 2014-15

The actual work projects and specifications will be developed by the engineer in cooperation with ODOT.