

RESOURCES					OUTREACH				ADMINISTRATION			
NEW RESOURCES		EXISTING RESOURCES	RECREATION RESOURCES	FUNDING	MARKETING	PORTS AND GOVERNMENT	BUSINESSES	CONSTITUENTS / YOUTH	Management	Personnel Management	Financial Management, Office Management, and Auditing	Operations
Executive Director	Business / Project Development Manager	Executive Director	Facility Specialist	Executive Director	Business / Project Development Manager	Executive Director	Executive Director	Executive Director	Executive Director	Executive Director	Financial Manager / Administrative Assistant	Facility Specialist
<p><b>Activities:</b> Identify potential property acquisitions and project opportunities</p> <p>Develop, update, maintain, and implement Real Property Dev. Plans</p> <p>Identify funding, prepare submittals, develop partnerships, assemble and submit packages</p> <p>Complete feasibility studies of potential acquisitions/ projects including needed environmental planning and approvals</p> <p>Complete Risk analysis of potential acquisitions / projects</p> <p>Secure monies for acquisitions and projects</p> <p>Develop partnerships for acquisition and projects</p> <p>Finalize details of new property acquisition or new projects</p> <p>Develop new leases, agreements, and contracts</p>	<p><b>Activities:</b> Recommend Real Property projects</p> <p>Implement approved and funded real property projects</p> <p>Manage and administer projects -Solicitation of professional services contracts -Grant funding and management -Permitting -Construction</p> <p>Develop proposed timelines for developing new properties or projects</p> <p>Develop budgets for new property and project development</p> <p>Supervise site preparations, including sub-contractor management</p> <p>Support Executive Director</p> <p>Support marketing activities</p>	<p><b>Activities:</b> Negotiate leases</p> <p>Negotiate sales and trades</p> <p>Develop and implement Tenant Relations program</p> <p>Review lease terms and make changes as necessary</p> <p>Oversee improvements and upgrades</p> <p>Enhance tenant relations</p>	<p><b>Activities:</b> Solicit public input on needed changes and improvements</p> <p>Evaluate and recommend improvement projects</p> <p>Oversee improvements</p>	<p><b>Activities:</b> Identify funding sources</p> <p>Apply for funds</p> <p>Identify and negotiate terms of cooperative agreements to share in project development</p> <p>Develop loan applications</p> <p>Secure loans</p> <p>Develop bond proposals</p> <p>Secure bonds</p> <p>Establish land and cash donation programs</p>	<p><b>Activities:</b> Develop profile of ideal tenants</p> <p>Market vacant spaces and recruit new tenants</p> <p>Recruit new businesses that will build their own facilities</p> <p>Promote the Port through development of advertising media which may include: - Brochures - Newsletters - Web site - Articles</p> <p>Network with others</p> <p>Research new opportunities</p> <p>Research and develop grant opportunities</p> <p>Attend meetings and conferences</p> <p>Develop partnerships</p> <p>Develop and implement cooperative advertising and promotional activities</p>	<p><b>Activities Port Assn.:</b> Track legislative and other issues affecting Port through - WA Public Ports Assn - PNW Waterways Assn. - National Ports Assn. - Pacific Coast Congress</p> <p><b>Activities Federal Gov't:</b> Foster relationships with: - US Forest Service - US Corps of Engineers - US Fish and Wildlife - National Marine Fisheries - USGS - Congressional rep's - Economic Dev. Agency - National Scenic Grants</p> <p><b>Activities State Gov't:</b> Foster relationships with: - Legislators, Governor's Office, Employment Security, - WA DNR, WA Fish and Wildlife, WA Dept of Ecology, WA Dept of Health, Office of Trade and Economic Development, Watershed Councils</p> <p><b>Activities County Gov't:</b> Foster relationships with: - Commissioners / staff, Planning, Prosecutor, Treasurer, Auditor, Assessor, Sheriff, Planning and Economic Development, Senior Services, WSU Extension, Building, Public Works, Clerk, Parks and Recreation</p> <p><b>Activities City Gov't and Community Councils</b> Foster relationships with: - Stevenson, N. Bonneville, and Carson officials</p> <p><b>Activities Others:</b> Foster relationships with: - Gorge Commission - Skamania EDC - Skamania JTPA - C of C - Business Assn's</p> <p><b>Public Relations:</b> - Media contacts / releases - Public info and support - Legislative liaison - Represent Port with other groups</p>	<p><b>Activities:</b> Support and promote existing businesses</p> <p>Coordinate Port activities with Stevenson Chamber of Commerce and Stevenson Business Assn.</p> <p>Network with resources and business leaders</p> <p>Attend community meetings</p> <p>Act as liaison with other community agencies</p> <p>Act as liaison between Gorge businesses org. and activities</p> <p>Coordinate Port activities with local business activities</p> <p>Act as a sharing resource of information about business funding sources</p> <p>Find new opportunities for existing businesses</p> <p>Act as liaison between government agencies, Legislative Reps, and local businesses</p>	<p><b>Constituent Activities:</b> Create and maintain avenues for citizen input</p> <p>Assure communications with citizens through: - Newsletter - Brochure - Meeting notices - News articles - Public meetings - Open house - Speeches and presentations</p> <p>Participate in Volunteer services</p> <p>Participate in Low income employment</p> <p><b>Youth Activities:</b> Promote youth involvement in career, leadership, and economic development through presentations at local schools</p> <p>Offer community service opportunities</p> <p>Offer Job skills testing</p> <p>Offer summer jobs</p>	<p><b>Planning Activities:</b> Develop and recommend: Vision / Mission Statements</p> <p>Develop and recommend Overall Business Plan - Goals and Steps - Evaluation and Review</p> <p>Develop and recommend Financial Plan</p> <p>Develop and maintain HR Plan</p> <p>Develop and implement Marketing Plan</p> <p>Develop and implement Project Plans</p> <p><b>Commissioner Activities:</b> Understand Port authority powers Know Vision and Mission Statements Know Port's operating policies Set course for future by establishing goals Guide Port's activities in accomplishing goals Set priorities for Board involvement Define boundaries of action in pursuit of goals Establish general methods for achieving goals Be sure policies are in writing and distributed to all Evaluate plans to be sure they are leading to goal attainment Foster teamwork relationship with Ex. Dir. Communicate with constituents Respect delegated authority Evaluate Ex. Dir. performance</p> <p><b>Director Activities:</b> Day-to-day management of Port Conduit of information to Port commissioners Assure compliance with all government rules/regulations Establish/monitoring budgets Develop partners / networks Assure Port meets goals Identify and recommend new Port opportunities Manage marketing activities Communicate with public and media Maintain and enforce internal policies and procedures Plan for future and recommend policies, procedures, programs, plans, etc. Manage financial activities, and approve financial transactions Manage facility operations</p>	<p><b>Activities:</b> Recruit and hire staff</p> <p>Supervise staff</p> <p>Coach and guide staff</p> <p>Manage staff budgets</p> <p>Develop, recommend, and maintain HR Policies and Procedures</p> <p>Develop, recommend, and maintain Environment, Safety, and Health Policies and Procedures</p> <p>Conduct regular Performance reviews</p> <p>Develop and implement staff compensation program</p> <p>Approve travel and other expense accounts</p> <p>Disciplinary actions</p> <p>Manage staff training and development</p> <p>Conduct team training</p> <p>Conduct safety training</p> <p>Schedule and assign staff</p> <p>Assist Board with training and development needs</p> <p>Assist Board with member replacement as needed</p>	<p><b>Financial Manager Activities:</b> Manage: -Annual Budgets - Investments -Expenditures - Debts - Bonds - Payroll - Fee Schedules - Grants - Financial and Management Reports - Cash - Insurance - Leases - Invoices - Retail Sales - Bank Accounts - Computer Hardware and Software - Legal Doc preparation -Employee supervision and training</p> <p><b>Administrative Assistant Activities:</b> <b>Payroll maintenance:</b> - Time card records - Wages/benefits - Payroll - Record keeping - Taxes - Reporting</p> <p><b>Secretary support:</b> Exec. Director and other staff as needed</p> <p><b>Office duties:</b> Small Works Roster Maintenance Prof. Serv. List Maint. Travel arrangements Answer phones Greet visitors Correspondence / mail Filing Supply maintenance Legal Notices Notary services Office equipment maint. Action item tracking Library maintenance Logo item maintenance</p> <p><b>Meetings:</b> Legal notices Refreshments Scheduling Mailings Agendas / Minutes Attendee coordination Reports/Resolutions</p>	<p><b>Activities:</b> <b>Employees:</b> - Supervision - Work assignments - Environment, Safety, and Health training</p> <p><b>Facilities:</b> - Prevailing wages - Maintenance - Repairs - Budgets - Cap. Improvements - SOP's - Life cycle planning - Records inc. manuals, procedures, MSDS - Fac. Catalogs - Purchasing - Inventory</p> <p><b>Public Relations:</b> - Tenant retention - Visitors to rec. sites - Local entities and peers</p> <p><b>Safety/security:</b> - Inspections - Plans - Evacuations - Trainings - SOPs - Documentation - Storage</p> <p><b>Contract O &amp; M:</b> - Scope of work/ sketches/specs on maint. and repair contracts \ cap. improvements - Tech assistance on new resource contracts -Public works</p> <p><b>Vehicles/Equipment:</b> - Maint, repair, and replacement - Life cycle tracking - Budgets - SOPs - Inventory control - Safety</p> <p>Oversee issuance of Use Permits</p> <p>Maintain Carson Water System</p> <p>Oversee waste reduction / recycling.</p> <p>Oversee energy reduction program</p>

PART V RESOURCES			PART VI OUTREACH			PART VII ADMINISTRATION					
A. Resource Development		B. Resource Management	A. Marketing	B. Relationships	C. Community	A. Management	B. Human Resources	C. Finances	E. Operations		
Executive Director and Business and Project Development Manager		Executive Director And Business and Project Development Manager	Director Executive and Business and Project Development Manager	Executive Director	Executive Director	Executive Director	Executive Director	Executive Director	Administrative Assistant	Facilities Specialist	
<p><b>1. STEVENSON</b></p> <p>i. <b>Waterfront Development</b> -2000-2001-Develop Site Master Plan -2002-Market to developer -2003-Develop</p> <p>ii. <b>Waterfront Retail Lot</b> -Purchase and incorporate into # ii</p> <p>iii. <b>Port Office Relocation</b> -2002-Market space to tenant needing high speed Internet connectivity; lease space, move Port offices</p> <p>iv. <b>Shoreline Improvement Project</b> -2001-Complete design and engineering for Cascade Avenue boat launch, shoreline, and paths -2002-Obtain permits -2003-Obtain funding</p> <p>v. <b>Waterfront Camera</b> -2001-Install on Tichenor Building roof; add camera link to Port Web site; market link to others</p> <p>vi. <b>Interpretive Pathway Signs</b> -2001-Install</p> <p>vii. <b>High Speed Internet Access</b> -2001-Fund and install in Port's Stevenson buildings</p>	<p><b>2. NORTH BONNEVILLE</b></p> <p>i. <b>Fort Cascades Business Park</b> -2001-Develop Master Site Plan, complete Phase I design &amp; engineering, get permits; advertise and award grading contract; complete grading -2002-Complete site drawings and obtain funding for infrastructure construction -2003-Obtain funding for SR-14 access and final Engineering and Design</p> <p>ii. <b>Lewis and Clark Business Park</b> Discovery Building -2001-Develop Master Site Plan, obtain funds, complete design &amp; engineering and permits; complete construction; get occupancy permit, and move tenant in</p> <p>iii. <b>County-owned Industrial Site</b> -2001-Develop purchase term options 2002-Acquire 2003-Do Stormwater Plan</p> <p>iv. <b>Hilltop timbered</b> -2001-Master Site Plan -2002- Marketing Plan -2003- Market -2004-Develop</p> <p>v. <b>USGS Columbia Research Laboratory</b> -2001 Evaluate feasibility and action steps</p> <p>vi. <b>Fort Cascades Historic Site and Pathways</b> -2001-2002-Funding -2003-Permit -2004-Construct</p> <p>vii. <b>High Speed Internet Access</b> - 2002-Fund and install in North Bonneville Port properties</p>	<p><b>3. CARSON</b></p> <p>i. <b>Wind River Nursery Site</b> -2001-Obtain Water Rights, transfer &amp; changes, SEPA/NEPA work, ground water exploration, environmental assessment, complete conveyance of property, develop site maintenance plan, develop marketing plan for existing buildings 2002-Report to county, drill wells 2003-Market and develop, address water issues, and new drain field</p> <p>ii. <b>National Science Foundation-NEON Project</b> -2001-2002 - Market Wind River Nursery as site for NEON project; acquire project; develop facility improvement plan; explore funding options</p> <p>iii. <b>High Speed Internet Access</b> -2003-Fund and install at Wind River Nursery Site</p>	<p><b>1. PLANNING</b></p> <p>i. <b>Master Property Development Plan</b> -2001 through 2003 - Develop overall strategy for interconnecting marketing development of all Port properties</p> <p><b>2. TENANT RELATIONS</b></p> <p>i. <b>Tenant Communications</b> -2001-Develop program to assure ongoing timely communications with tenants -2002-Implement program</p> <p>ii. <b>Tenant Enhancements</b> -2001-Develop program for identifying opportunities to add value to current tenants' businesses- and work with tenants to help then expand their current business through joint research and marketing efforts 2001 through 2003 – Implement and review</p>	<p><b>1. General Marketing</b> -2002-Develop and implement general marketing program to communicate availability of County and Port resources to public at large -Maintain existing leads and develop new leads</p> <p><b>2. Specific Marketing</b> -2001 through 2003-Implement marketing plans contained in Master Site Plans for specific Port developed and developing properties</p> <p><b>3. Cooperative Marketing</b> -2001-2003 - Develop plan to work with Skamania County Economic Development Council and other Gorge entities on joint marketing programs to promote Port's and County's properties and other economic development opportunities</p> <p><b>4. Grant Development</b> -2001 through 2003 - Seek and obtain grants to market new Port resources</p> <p><b>5. Ideal Tenant Profiles</b> -2001-Develop profile of ideal tenant for each currently leased property to determine if current tenants are best fit for property. - Determine if each property is being leased at its maximum value -2002-Develop and implement plan to get maximum value from each leased property -2003- Implement plan</p> <p><b>6. Conference Schedule</b> -2001 through 2003 -Develop yearly schedule of attendance that will help promote Port resources to the general public with the goal of recruiting new tenants and other economic development partners</p> <p><b>7. Tenant Partnerships</b> -2001-Develop plan to work cooperatively with existing tenants to attract complementary businesses to vacant and developing Port properties -2002-Implement -2003-Continue to implement</p>	<p><b>1. ASSOCIATIONS</b></p> <p>i. <b>Port Associations</b> -2001-Explore membership in National Port Assn. -2002-Make decision to join</p> <p><b>2. GOVERNMENT</b></p> <p>ii. <b>Federal Government</b> -2001 through 2003 - Develop and implement plan to maintain regular contact with key partners -2001-Develop rapport with Sen. Maria Cantwell</p> <p>iii. <b>State Government</b> -2001 through 2003 - Develop and implement plan to maintain regular contact with key partners</p> <p>iv. <b>County Government</b> -2001 through 2003 - Develop and implement plan to maintain regular contact with key partners</p> <p>v. <b>City Governments and Community Councils</b> -2001 through 2003 - Develop and implement plan to maintain regular contact with key partners</p> <p><b>3. OTHER ENTITIES</b> -2001 through 2003 - Develop and implement plan to maintain regular contact with key partners</p>	<p><b>1. CONSTITUENTS</b></p> <p>i. <b>Communication Plan</b> -2001-Develop Parts A and B of plan to communicate Port activities to Skamania County constituents -2002-Implement Part A of Plan -2003-Implement Part B of Plan</p> <p><b>2. YOUTH</b></p> <p>i. <b>Juvenile Offenders Summer Employment</b> -2001 through 2003 – Participate in program</p> <p>ii. <b>Low Income Summer Youth Employment</b> -2001 through 2003 - Participate in program</p> <p>iii. <b>High School Career Development</b> -2001 through 2003 - Participate in program</p>	<p><b>1. PORT COMMISSIONERS</b></p> <p>i. <b>Training and Development</b> -2001 through 2003 - Schedule and participate in yearly retreat about Port activities ii. <b>Teamwork Training</b> -2001-Schedule and participate in Team Training with Executive Director and Port staff</p> <p><b>2. EXECUTIVE DIRECTOR</b></p> <p>i. <b>Roles and Responsibilities</b> -2001-Update and adopt description of Director's duties and responsibilities</p> <p>ii. <b>Delegation of Authority</b> -2001-Develop and adopt clear lines of authority for Director</p> <p>iii. <b>Compensation</b> -2001-Develop written compensation plan contract for Director</p> <p>iv. <b>Training and Development</b> -2001 through 2003- Schedule and participate in yearly training</p> <p><b>3. DOCUMENTATION</b></p> <p>i. <b>Management Guidelines</b> - Complete and adopt Personnel guidelines and develop and adopt Finance and Operations Guidelines</p>	<p><b>1. EMPLOYEE DEVELOPMENT</b></p> <p>i. <b>New Staff</b> -2001-Develop plan to assure Port has sufficient and appropriately trained staff to accomplish goals -2002-Implement plan -2003-Review</p> <p>ii. Personnel section of Management Guidelines -2001-Adopt recently revised guidelines</p> <p><b>2. EMPLOYEE WELLNESS</b></p> <p>i. <b>Environmental, Safety, and Health Policies</b> -2001-Review and update Environmental, Safety and Health policies and procedures -2002-Review -2003-Review</p>	<p><b>1. ACCOUNTING</b></p> <p>i. <b>Financial Planning</b> -2001-Develop 5 year financial plan; review quarterly; participate in annual meetings with Board to review and revise plan</p> <p>ii. <b>Budgeting</b> -2001-Adopt 5-year budget process; develop individual budgets for each fund,</p> <p>iii. <b>Debt Retirement</b> -2001-2003-Develop and implement plan to assure profitable use of financial resources</p> <p>iv. <b>Grant Management</b> -2001-Establish system to manage grants</p> <p>v. <b>Accounts Payable/ Receivable</b> -2001-Set up new system</p> <p>vi. <b>Payroll</b> -2001-2003-Set up new system - Confirm prevailing wages</p> <p>vii. <b>Investments</b> -2001-2003-Set up new system</p> <p>viii. <b>Insurance</b> 2001-Set up pro-rate system</p> <p>ix. <b>Retail Sales</b> -2001-Set up tracking system</p> <p>x. <b>Computers Software</b> -2001-Develop and implement Inventory control system</p> <p>xi. <b>Data</b> -2001-Develop system for financial reports with visuals</p> <p>xii. <b>Contracts</b> -2001-Create new procedures</p> <p>xiii. <b>Articles of Incorporation</b> -2001 through 2003 Review, revise and adopt-</p>	<p><b>2. OFFICE</b></p> <p>i. <b>Small Works Roster</b> -2001-Develop updated data base of providers</p> <p>ii. <b>Professional Services List</b> -2001-Develop updated database of providers</p> <p>iii. <b>File System</b> -2001-Develop and Implement new system</p> <p>iv. <b>Correspondence</b> -2001-Develop and Implement new system</p> <p>v. <b>Office Equipment</b> -2001-Develop and implement inventory control system -2002-Research /- replace phones -2003-Address furniture needs</p> <p>vi. <b>Board Meeting Announcements</b> -2001 through 2003 -Develop and Implement new system for communicating announcements and agendas</p>	<p><b>1. EMPLOYEES</b></p> <p>i. <b>Requirements –</b> 2001- Evaluate and categorize work load into FTEs -Recommend staff needs</p> <p>ii. <b>Job Descriptions</b> -2002-Develop written job descriptions</p> <p><b>2. EMERGENCIES</b></p> <p>i. <b>Building Emergency Response Plan -</b> Develop building evacuation plans</p> <p><b>3. PARKS AND GROUNDS</b></p> <p>i. <b>Planning</b> - 2001-Develop 5 yr. Capital improvement plan</p> <p>ii. <b>Procedures</b> - 2002-Develop and implement</p> <p><b>4. TENANT RELATIONS</b></p> <p>i. <b>Key contacts -</b> 2001-Develop relationships</p> <p>ii. <b>Facility needs</b> - 2001-Develop 5 yr Capital improv. plan</p> <p><b>5. MAINTENANCE AND REPAIRS</b></p> <p>i. <b>Facility Catalog</b> - 2001 Develop</p> <p>ii. <b>Vehicles</b> - Develop plan for vehicles / equip't</p> <p><b>6. CARSON WATER SYSTEM</b></p> <p>i. <b>Report</b> -2001-Develop annual water report</p> <p><b>7. WASTE</b></p> <p>i. Reuse, reduction and recycling -2001-2– Develop and implement</p> <p><b>8. ENERGY</b></p> <p>i. Develop reduction plan -2001-2– Develop and implement</p>