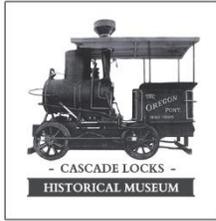




Report to the Cascade Locks Port Commission

From the Pony Task Force Committee

December 6, 2018



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Final Report to the Cascade Locks Port Commission

From: Pony Task Force Committee

Purpose of the Report

The purpose of this report is to provide members of the Port Commission updates, information and recommendations moving forward, with the goal of forming long-term plans for building an expanded complex with Museum wing, incorporating a Visitor Center, new Pony Building and providing economic benefits for the community of Cascade Locks. The expanded development of the complex will spill over toward sustainable year-round business and economic growth for the community of Cascade Locks. This history complex will serve as a major draw to more visitors and add significantly to the economic development and support to local businesses.

Background

The new Pony Task Force was created to continue efforts begun by the original Pony Task Force. The initial Task Force made a set of recommendations to the Port Commission, amongst those was “working together to finalize the necessary long range plans, operational details and financial plans.” Generally, this new Task Force committee had the responsibility to develop the long range plans for full implementation of the construction of the new Pony building, integrate these plans with both the Tourism Committee and the Museum Board, and then to develop the financing plans necessary to deliver on the final concept.

Members of the Pony Task Force Committee 2018

Bill Hankel, Museum Chairman
Ken Royer, Museum Vice-Chair
Pat Powers, Museum Staff
Debbie Fine, Tourism Committee Chairman
Bernadette Murray, Tourism Committee Staff
Marie Miller, Interested Citizen, Task Force Chair
JoAnn Wittenberg, Interested Citizen

Staff Support

Joeinne Caldwell, Port Commission

John Stipan, Port Commission

Gordon Zimmerman, City of Cascade Locks Administrator

Paul Koch, Port of Cascade Locks General Manager

Mark Seder, Seder Architecture & Urban Design, LLC

Basic Assumptions with our task

1. The concept will include provisions for a visitor center area, displays and presentations as well as a refurbished Museum building.
2. The current Museum collection will be reduced to make available truly historic community related items.
3. The Museum building will function as a living museum with pertinent local history display items.
4. The new Pony/Museum will be operated year round and will be promoted as a critical part of the local economic development strategy. (365 days a year)
5. The Museum Board is successful in raising at least \$4.7 million over the next 3 years to pay for the new complex. (Fundraising plan)
6. The Museum Board will create a position and hire a professional to serve as Museum Director to oversee implementation.
7. Port House 3/Incubator Space site will serve as a temporary holding and operational space for the Museum during Museum building renovation. (approximately 2 years)
8. The new concept is ADA compliant.
9. The City Tourism Committee will help fund the visitor center portion of the operation.
10. New agreements will be developed between the Museum, City and Port over the operations of the new complex along with implementation of agreed upon enhancements.
11. The new Pony building will be constructed and in use by the year 2022.

Accomplishments of the task force

The task force met frequently from January through December 2018, touring possible sites in Marine Park for Museum building locations, meeting with Rob Peterson at the Columbia Gorge Interpretive Center, and having several presenters attend meetings for input and information. These individuals included Nicole Yasuhara, Oregon Historical Society, Mayor Tom Cramblett, Lynn Peterson, Hood River History Museum, and Stan Foster, PARC Resources.

In addition, the committee met with Jason Allen of the State Historic Preservation Office (SHPO) to address impacts and implementation with the Locks Tender House 2 (current Museum), location and structure size with new Museum wing, historic integrity of the site, the impact with the historic district within the park recognized by the State, and additional considerations with ADA access to buildings and structures. The task force is encouraged by the understanding and support from SHPO with future

planning to provide ADA access, keep historic preservation intent with the buildings and play a part in the designs.

Site Selection and Description

The committee discussed three location options for the new Pony building in Marine Park:

- One, being the current site of the Pony Exhibit and Museum
- Two, beside House 3/Community Center at the west end of the park, and
- Three, in the eastern area of the park adjacent to the Pavilion

The final location selected by the committee was the first, where the current location of the museum exists with space for the additional exhibit wing and Visitor Center with walkways and possible gazebo/bandstand where the Pony resides.

It is recommended that the new Pony Exhibition building be located immediately to the northwest of the current Museum building. The Pony building would overlook the historic locks and Thunder Island, and have space for displays and presentations. The Oregon Pony Engine would have premiere space for display with additional exhibits of the town, region and travel focus, telling the story and history of Cascade Locks, a rich important part of our Columbia Gorge past and compelling story for visitors and community.

The top floor of the Pony building will also include restrooms, areas of displays, programs and presentations for tours and educational programs. At the end of this floor facing the historic locks is the covered terrace for events with lighting and space for catering, musical events and more programs.

On the second (lower) floor of the Pony building are spaces for staging exhibits, storage space, offices and volunteer breakrooms, and kitchen for catering. Classroom space may also be placed on this floor. The entrance to the lower level comes through the parking lot by the historic locks. A half-elevator will be placed from the lower level, to the first level (main floor) of the Pony building and the side of the Museum for ADA accessibility.

Between the Museum and new Pony building the new Visitor Center will reside, connecting the buildings for seamless interaction and ease for public access and security. Admission for the Museum will be taken here, with a visitor desk centrally located in the middle of the area with a kiosk, brochures, maps and displays. Entrance to the Visitor Center is available from two directions. A gift shop with sales taken, donation box and bulletin board for upcoming programs and events will be located in this area also.

The shed currently located to the west of the Museum will be removed. Contents will be distributed to others per Museum Board. There is a boxwood hedge separating the Museum/Pony/Visitor complex from the campground. Ultimately the current Port campground will be relocated to the Business Park providing more space for parking and additional open grass area. Parking will be encouraged north of

the existing Museum in existing parking space as well as along the south edge of Portage Road near the Museum. This approach to the grounds could be modified given the Port Commission decisions on campground and parking in future plans.

Vision Statement

The committee developed a 10-year Vision for the Cascades of the Columbia River History Center (home to the historic navigation locks, visitor center, Cascade Locks Historical Museum and Pony Building)

We have created, as a result of collaboration between the City, Museum and Port and under one management structure a history center where the museum, visitor center, the Oregon Pony locomotive and historic navigation locks are located in Marine Park. This center attracts visitors from all over the world to our community to enjoy, learn about and experience the rich local history that is Cascade Locks.

Partnerships with Port, City, Tourism and others

In developing the site selection, design concepts, preliminary costs and budget for the new complex, the committee worked with the Port of Cascade Locks, the City of Cascade Locks, the City Tourism committee, the Friends of the Cascade Locks Historical Museum, Seder Architecture & Urban Design LLC, PARC Resources, the Oregon Historical Museum, and community museums in our region. In addition, the committee welcomed insights and advice from the State Historic Preservation Office. As the designs, building, fundraising, and community programs are developed from this effort, we are truly grateful to all those that provided support and encouragement from these efforts, and look forward to continuing our relationships as the project is completed.

Name of the new Museum Complex

On October 29, 2018 the Pony Task Force committee held a Community Meeting to present planned design concepts and location in Marine Park with the Museum, new Pony building and area. As part of this presentation, suggestions were encouraged to be added to a list of ideas for the name of the new Museum Center.

From the many suggestions and ideas, the proposed selected name is the **Cascade Locks Interpretive Center (CLIC)**.

Project Design Concepts, Description and Projected Costs = \$4.7 million for full development

Provided by Seder Architecture & Urban Design, LLC

PROJECT DESCRIPTION

The National Historic Register Cascade Locks Marine Park is a hidden gem and a “find” for many, in the heart of the Columbia Gorge National Scenic Area and just 45 minutes from Oregon’s largest city. This iconic community and regional public park contains a variety of structures and uses, centering on the historic locks, with views to the iconic Bridge of the Gods and spectacular mountains, forests, cliffs and abundant evidence of past cataclysmic geologic events forming the Gorge itself.

Anchoring Marine Park and conveniently located very close to the only vehicle access into the park, the Cascade Locks Interpretive Center will be very well positioned and designed to take full advantage of its setting and history. The Interpretive Center will anchor Marine Park and provide an interactive venue for visitor information, education and learning, various events and changing displays with much topical and visitor interest. The varied combination of building and site features and offerings will truly create a magnet for continued use and discovery for decades to come.



THE CASCADE LOCKS INTERPRETIVE CENTER

COLUMBIA GORGE VISITOR INFORMATION CENTER HISTORIC LOCKTENDER MUSEUM THE OREGON PONY WING
IN MARINE PARK PORT OF CASCADE LOCKS, OREGON CITY OF CASCADE LOCKS SEDER ARCHITECTURE + URBAN DESIGN LLC DECEMBER 2018

The major components of the new and remodeled Interpretive Center as a whole are organized for very efficient and flexible staffing and operations, responding to the particular opportunities, needs and levels of use between the seasons, days of the week, hours of the day and even the weather at a given time.

The complex, focusing on but radiating out from the Historic hundred year old Lock Tender's home and Museum, reaches out its wings to the river and spectacular setting, enhancing and further protecting the front lawn area and front of the museum. The lawn, sheltered within the arms of the complex but open to the river, locks and Thunder Island, will not only be a popular lounging and informal use area, but will host a variety of events...everything from music and performing events, to receptions, speakers and gatherings. The inside/outside interaction and flexibility of the center and grounds will be enhanced by the very open nature of the main visitor lobby and new wing, allowing for events that utilize both indoor and outdoor space.



The existing Pony shelter and its pad site near the museum will be an integral part of the facilities, repurposed for continued use after the Pony itself is moved into its more spacious and accommodating home in the new Oregon Pony Steam Locomotive Engine Exhibition Wing. The shelter site may become a small exhibit space, or an outdoor shade and rain shelter, possibly as a “bandstand” for performances and events, or just for lounging and a sheltered picnic or barbeque.

Taking full advantage of the elevation drop from the flat plateau-like site, an on-grade daylight lower (basement) level will open directly to and from the Locks parking lot and fishing area, greatly facilitating separation of deliveries and service access as well as support, operations and other non-exhibit functions. Both public and non-public spaces may be located at this lower level, which largely frees up the main level to be exhibits and very open space with a pleasing aspect and views to and from the surrounding Marine Park and front lawn.

Existing parking around the center, plus added parking will make the center very convenient, including short term spaces for those seeking visitor information, to longer-term visitors and the physically challenged. Bicycle parking will tie directly into and support the park and Cascade Locks as a key stop on the Portland to Hood River Columbia Gorge Bikeway.

Whether learning about the history of the Oregon Pony, Cascade Locks and the Gorge, attending and partaking of events in the center and/or on the grounds, getting information on recreation and other events and points of interest in the area, or just relaxing in one of America's truly beautiful National Scenic Areas, the new Cascade Locks Interpretive Center will be a popular and multi-use facility and venue with something for everyone, convenient to modern transportation access and so close to yet so different from nearby major population centers.

DUE DILIGENCE & BASE INFORMATION WORK: included in the timeline further in this report that will be needed to further test feasibility, guide further planning & design, and subsequently, detailed design, engineering and ultimately, construction:

- **Survey of the Site:** Unless Port has previously had the site surveyed. We can furnish checklist of survey items needed, and thus, those also not needed, to make the survey economical and focused. \$5,000
- **Geotechnical Report:** Will indicate soil bearing capacity on the site, as well as depth of different soils. Fractured and unfractured bedrock depth will be of much interest to project engineers particularly in judging the costs and thus, even the feasibility of basement, as well as where most and where least costly. \$15,000
- **Cultural Survey:** To detect artifacts, remains and other aspects of former habitation and other use of the site by indigenous peoples as well as pioneers. Further indications of site history. \$5,000
- **Existing Museum infrastructure study:** Recommendations for upgrades & improvements of existing historic museum, with many of these recommendations being at owner's discretion rather than required. \$5,000

Museum Direction

The Pony Task Force committee presented these design concepts, estimated costs and proposed plans with fundraising for the improvements to the current Museum and addition of the new Pony building and Visitor Center to the Museum Board in October and November, 2019. As a result, the Friends of the Cascade Locks Historical Museum Board of Directors voted to approve the direction and planned efforts from this Task Force committee, with the partnership and support with the Port of Cascade Locks, City of Cascade Locks, and Cascade Locks Tourism.

As a first step undertaking the development and construction with the concepts, the Museum Board voted to approve a full-time Executive Director for the Museum, starting in 2019. The Museum Board began developing the job description for this position and outlining the timeline for acquiring funding, advertising, and hiring this position. The Museum Board proposes financial support from the Port and City toward funding this position, which is addressed in the committee's recommendations at the end of this report. In the attachments to this report, the proposed job description for the Museum Executive Director is included.

The new Museum complex will operate 365 days per year under the management of the Museum Board. This facility will serve as the main point of contact for all visitors to the community. Historic

displays, educational programs, events and tours will be conducted here that showcase the value and critical historical elements of the Park, city, community and region with a focus on transportation.

The Museum Board is developing a 5-year budget that will incorporate these design concepts, the addition of the Executive Director's position in the first year of the fundraising campaign, and further staffing as development occurs. This proposed budget is included in the attachments with the report.

The Museum will work in partnership with the City Tourism committee in developing the Visitor Center to operate year-round in tandem with Museum operations. Because of the ability to reach visitors and tourists year-round, economic benefits are predicted for the community. The Port and City should expect increased revenues from visitors, and with the increased indoor space at the Museum with events and programs available year-round, businesses can operate year-round at full capacity as well.

Future plans and expansion with fundraising campaign

The Museum Board will undertake the start of a fundraising campaign with the assistance of PARC Resources, contracted services with our partners. The Executive Director of the Museum will be the point person for the Museum with the campaign, working with the Board, partners and architect firm contracted for the building. Toward this, MOUs will be formed at the beginning of 2019 that provide full details for arrangements with the contracts including costs, deadlines and project details.

During the course of meetings, the Pony Task Force met with Stan Foster, PARC Resources President, to discuss the fundraising initiatives. Mr. Foster felt the goal of the fundraising campaign was fully capable with the timeline and plans started by the task force. This effort will become more detailed when the contract with PARC Resources is formed, roles are defined, and project timelines are set. Included in the attachments is a draft Fundraising Plan that will be further scoped out and developed starting in 2019.

The task force created a preliminary task list and timeline in which to achieve these goals:

Dec. 2018 onward with Museum Board: (Jan. – June 2019)

- a. Prepare organizational plan and chart with proposed budget. Gather 501c3 documentation, Board Bylaws, Financials for past year and budget projections for next five years, Board of Director Roster and Membership List.
- b. Develop budget recommendations to City and Port to get the process started. (Director, Fundraiser, Architect)
- c. Negotiate with Port regarding funding, long term maintenance and other issues. Get multi-year commitment.
- d. Due diligence and base information work (Survey of the Site, Geotechnical Report, Cultural Survey, Museum Infrastructure Study and SHPO).
- e. Negotiate with City regarding funding for Visitor Center staffing, utilities and other issues. Get multi-year commitment.
- f. Advertise for new Director. Work with Port on job description and staff position details for employee status/office space with updated internet capabilities.
- g. Hire new Director. Arrange orientations with Port, City, Architect, Fundraiser and Museum Board. (March – June, 2019)

- h. Develop operating methods for Board review. Develop policies, job descriptions beyond Director, plan yearly hours for staffing, recruitment of staff/volunteers.
- i. Prepare contracts with architect and fund raising consultant.
- j. Begin recruitment for expansion of the Museum Board.
- k. Create broad based steering committee for the fundraising effort.
- l. Prepare grants for support funding. Develop list of donors, businesses and organizations to approach with fundraising company help. Create calendar for fundraising efforts.
- m. Begin local fund raising to get 100% community participation.
- n. Work with fundraiser to develop the case for the project.
- o. Works with Steering Committee to write fund raising letter and begin campaign.
- p. Begin fund raising campaign (Spring 2019)
- q. Get approval from SHPO regarding concept.
- r. Get resolutions of support from local and regional organizations.
- s. Complete phase 1 of fund raising and prepare for contracting construction.
- t. Go to bid for initial Phase 1 construction.
- u. Begin Phase 1 construction.
- v. Reboot the fund raising campaign.
- w. Hire new staff for museum.
- x. Begin Museum remodel.

Final comments and recommendations from the Pony Task Force committee

In conclusion, the Pony Task Force asks consideration of the Port Commission the following recommendations:

- Approval of the proposed plans and intent by the Museum Board to build a new Pony Building adjacent to the current Museum, to include a Visitor Center, house the Oregon Pony Locomotive and many other exhibits with space for programs, events and storage for Museum operations.
- Approval of Port Commission sponsorship for the hiring and salary for the newly created Executive Director for the Cascade Locks Historical Museum annually for three years at \$70,000. This role is critical for the success for the goals set forth in this report with building the new Pony building and development of Museum operations.
- Continued partnership with the City of Cascade Locks, City Tourism and the Port of Cascade Locks with the Historical Museum with MOUs created and signed by April 2019 on terms set forth.

The Pony Task Force would like to thank the members of the Port Commission for the honor of serving on this committee. It was truly an enjoyable experience with shared individuals from our community that have these same goals and aspirations. We all look forward to more work together as this effort is undertaken in the years to come, and anticipate great success sharing our history and story with others.

Attachments

Proposed Job Description of Museum Executive Director

Full Time Employee

Management Position

Exempt Position

Salary Range: Negotiable

General Description of Duties: The Museum Executive Director reports and is directly responsible to the Museum Board of Directors and oversees the general operations of the Museum on a day to day basis. The Executive Director works with and assists the Museum Board establish museum vision, goals and priorities along with managing staff and volunteers and coordinating with the City and Port. The Executive Director also manages and coordinates all fund raising, construction and remodeling to achieve long range goals of the Museum. Writing grants, developing cooperative partnerships, seeking donations and developing programs and activities are also a part of the Directors job and responsibility. The Director works with the Board President to prepare regular Board agendas and prepares written reports for the Board to facilitate the decision making process.

The Director spends time educating and communicating with both the local and regional communities gaining support and interest in the Museum. The Director is fully responsible for all full time, part time and volunteer staff and assist staff carry out the priorities of the Museum Board.

Essential Job Tasks:

1. Assist the Museum Board develop vision, goals and priorities.
2. Manages the Museum fund raising effort with the consultant leading to construction of the new Pony Building and renovation of the Museum Building.
3. Prepares proposed annual budgets based on Board priorities.
4. Plans, conducts and delivers programs, activities and events designed to educate participants and generate additional revenue for the Museum.
5. Prepares proposed policy documents for Board adoption. Personnel policies, hiring practices, annual evaluations, and other policies pertinent to the operation of the Museum.
6. Carries out Board policy and direction.
7. Assist the Museum Board develops and adopts the annual budget. The Director is responsible for creating the annual budget based on the priorities established by the Museum Board. All budgets must be balanced.
8. Serves as the Museum Budget Officer.
9. Help to ensure the proper care, maintenance and upkeep of all Museum and Port facilities and equipment under the control of the Museum.
10. Implement the approved budget and objectives as approved by the Museum Board.
11. Maintains regular, positive and effective relationships with other museums, the Oregon Historic Society, Port of Cascade Locks, City of Cascade Locks and others. Participates as a

member of the Joint Work Group on Economic Development representing the Museum. Keep good working relationships with other Museums in the Gorge and statewide organizations.

12. Project a positive image to the local public as well as to state and federal agencies and elected officials.
13. Prepares news releases, flyers, brochures and other public education and information resources.
14. Assist in keeping the organization and staff focused on the priorities and yet also receptive to new opportunities that may arise leading to job development. Assist all staff and volunteers to be successful.
15. Long range planning.
16. Writes grants, makes funding requests and encourages creation of a solid financial framework and foundation for the Museum.
17. Makes sure that the Museum, its facilities and programs are recognized as critical to the economic development of the community.
18. Make sure the Museum is active and present on the internet and social media.
19. Work with and coordinate with the City Tourism Committee to promote the Museum.
20. Other duties and tasks as may be assigned by the Museum Board or necessary to achieve the goals of the Museum and the community.

Desired Experience: As an Executive Director, the following skills, experiences and education are required.

- A. Experience in seeing the big picture and getting community support to move in a focused direction leading to jobs and new businesses.
- B. Extensive experience working with and collaborating with others to benefit the community. Maintains positive and effective working relationships with other local governments.
- C. Experience and success in fund raising.
- D. Experience in contracting for services and necessary functions.
- E. Both local and state-wide experience in Museum or related field.
- F. Federal and State grant writing experience.

Required Education: The Museum prefers at least a Bachelor's Degree from an accredited college or university or Masters Degree. Educational work should be in a related field to the work of the Museum.

Draft Museum Board proposed 5-year budget

Draft Museum Board proposed 5-year budget

| <u>REVENUE</u> | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|
| Beginning Balances | \$ 34,108 | \$ 89,139 | \$ 154,165 | \$ 217,542 | \$ 207,900 |
| Donations/Admissions | \$ 3,200 | \$ 3,840 | \$ 4,608 | \$ 5,530 | \$ 6,600 |
| Museum Sales | \$ 300 | \$ 360 | \$ 432 | \$ 518 | \$ 600 |
| Memberships | \$ 485 | \$ 547 | \$ 609 | \$ 671 | \$ 750 |
| Port Contribution | \$ 35,000 | \$ 70,000 | \$ 70,000 | \$ 35,000 | \$ - |
| City (Visitor's Center for Tourism Committee) | \$ 30,000 | \$ 31,500 | \$ 33,075 | \$ 34,729 | \$ 36,400 |
| Local Businesses | \$ 500 | \$ 500 | \$ 500 | \$ 500 | \$ 500 |
| Total | \$ 65,500 | \$ 102,000 | \$ 103,575 | \$ 70,229 | \$ 36,900 |
| Fundraisers (Magical History Tour) | \$ 14,000 | \$ 15,000 | \$ 16,000 | \$ 17,000 | \$ 18,000 |
| City Utilities | \$ 3,000 | \$ 3,150 | \$ 3,308 | \$ 3,473 | \$ 3,600 |
| Building Rental (Private Party) | \$ - | \$ - | \$ - | \$ 2,000 | \$ 4,000 |
| Grant Funding | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 20,000 |
| Marketing Grant (Tourism Committee) | \$ - | \$ 1,000 | \$ - | \$ 1,000 | \$ - |
| Total Revenue | \$ 135,593 | \$ 230,036 | \$ 297,697 | \$ 330,963 | \$ 294,500 |
| <u>EXPENDITURES - Materials and Services</u> | | | | | |
| Utilities | \$ 3,000 | \$ 3,150 | \$ 3,308 | \$ 3,473 | \$ 3,600 |
| Postage/box rent | \$ 360 | \$ 360 | \$ 360 | \$ 360 | \$ 360 |
| Accounting | \$ 600 | \$ 660 | \$ 726 | \$ 799 | \$ 850 |
| Office Supplies/Computer Equipment/Software | \$ 200 | \$ 225 | \$ 250 | \$ 275 | \$ 300 |
| Printing | \$ 200 | \$ 225 | \$ 250 | \$ 275 | \$ 300 |
| Telephone | \$ 300 | \$ 309 | \$ 318 | \$ 328 | \$ 330 |
| Marketing (Brochure)/Publicity | \$ 1,000 | \$ 1,100 | \$ 1,210 | \$ 1,331 | \$ 1,400 |
| Building/Grounds | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| Cascade Locks Business Association Dues | \$ 25 | \$ 25 | \$ 25 | \$ 25 | \$ 25 |
| Annual meeting | \$ 250 | \$ 250 | \$ 250 | \$ 250 | \$ 250 |
| ODOT Signage | \$ 415 | \$ 415 | \$ 415 | \$ 415 | \$ 415 |
| Gorge Community Foundation | \$ - | \$ - | \$ - | \$ - | \$ - |
| Magical History Cruise Publicity | \$ 1,500 | \$ 1,545 | \$ 1,591 | \$ 1,639 | \$ 1,680 |
| Oregon Museum Membership/Conference | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 | \$ 1,500 |
| Miscellaneous Expenses | \$ 400 | \$ 400 | \$ 400 | \$ 400 | \$ 400 |
| Total | \$ 10,750 | \$ 11,164 | \$ 11,603 | \$ 12,069 | \$ 12,500 |
| <u>PERSONNEL</u> | | | | | |
| Executive Director (Salary and Benefits) | \$ 26,266 | \$ 52,605 | \$ 54,197 | \$ 55,803 | \$ 57,420 |
| Museum Curator (Salary and Benefits) | | | | \$ 38,355 | \$ 39,940 |
| Employees | \$ 9,439 | \$ 12,102 | \$ 14,355 | \$ 16,804 | \$ 19,450 |
| Total | \$ 35,704 | \$ 64,706 | \$ 68,551 | \$ 110,962 | \$ 116,810 |
| <u>CONTINGENCY</u> | | | | | |
| | \$ 89,139 | \$ 154,165 | \$ 217,542 | \$ 207,931 | \$ 165,130 |
| <u>TOTAL EXPENDITURES</u> | \$ 135,593 | \$ 230,036 | \$ 297,697 | \$ 330,963 | \$ 294,500 |

| | | | | | | | | |
|-----------------|-----------|-------------|-----------|-------------------|------------------|--|--|-------------------------|
| 2019 | | | | 4/30/2019 | Beginning | | | |
| Days | 132 | | | 9/29/2019 | Ending | | | |
| Hours per Day | 5 | | | 152 | # Days | | | |
| Total Hours | 662 | | | 22 | #Weeks | | | |
| Wage per Hours: | \$ 12.50 | | | 2 | #Monday Holidays | | | |
| Wages: | \$ 8,269 | \$ 682.17 | \$ 248.06 | \$ 239.79 | | | | <u>\$ 9,439</u> |
| | | 8.25% | 3.00% | 2.90% | | | | |
| | | FICA/FUTA | Wk Comp | Unempl | | | | |
| 2020 | | | | 4/13/2020 | Beginning | | | |
| Days | 163 | | | 10/18/2020 | Ending | | | |
| Hours per Day | 5 | | | 188 | # Days | | | |
| Total Hours | 816 | | | 27 | #Weeks | | | |
| Wage per Hours: | \$ 13.00 | | | 2 | #Monday Holidays | | | |
| Wages: | \$ 10,602 | \$ 874.62 | \$ 318.05 | \$ 307.44 | | | | <u>\$ 12,102</u> |
| | | 8.25% | 3.00% | 2.90% | | | | |
| | | FICA/FUTA | Wk Comp | Unempl | | | | |
| 2021 | | | | 3/30/2021 | Beginning | | | |
| Days | 186 | | | 10/31/2021 | Ending | | | |
| Hours per Day | 5 | | | 215 | # Days | | | |
| Total Hours | 932 | | | 31 | #Weeks | | | |
| Wage per Hours: | \$ 13.50 | | | 2 | #Monday Holidays | | | |
| Wages: | \$ 12,575 | \$ 1,037.46 | \$ 377.26 | \$ 364.68 | | | | <u>\$ 14,355</u> |
| | | 8.25% | 3.00% | 2.90% | | | | |
| | | FICA/FUTA | Wk Comp | Unempl | | | | |
| 2022 | | | | 3/15/2022 | Beginning | | | |
| Days | 210 | | | 11/13/2022 | Ending | | | |
| Hours per Day | 5 | | | 243 | # Days | | | |
| Total Hours | 1,052 | | | 35 | #Weeks | | | |
| Wage per Hours: | \$ 14.00 | | | 2 | #Monday Holidays | | | |
| Wages: | \$ 14,721 | \$ 1,214.48 | \$ 441.63 | \$ 426.91 | | | | <u>\$ 16,804</u> |
| | | 8.25% | 3.00% | 2.90% | | | | |
| | | FICA/FUTA | Wk Comp | Unempl | | | | |
| 2023 | | | | 2/28/2023 | Beginning | | | |
| Days | 235 | | | 11/27/2023 | Ending | | | |
| Hours per Day | 5 | | | 272 | # Days | | | |
| Total Hours | 1,176 | | | 39 | #Weeks | | | |
| Wage per Hours: | \$ 14.50 | | | 2 | #Monday Holidays | | | |
| Wages: | \$ 17,045 | \$ 1,406.19 | \$ 511.34 | \$ 494.30 | | | | <u>\$ 19,457</u> |
| | | 8.25% | 3.00% | 2.90% | | | | |
| | | FICA/FUTA | Wk Comp | Unempl | | | | |

| Executive Director | | | | | | | | |
|---------------------------|-----------------|-----------------|---------------|---------------|-------------|-------------|-------------|-------------|
| Hired: | 7/1/2019 | Annual | Month | 2019 | 2020 | 2021 | 2022 | 2023 |
| Salary: | | \$ 42,000 | \$ 3,500 | \$ 21,000 | \$ 43,200 | \$ 44,400 | \$ 45,600 | \$ 46,800 |
| SSI: | 6.2% | \$ 2,604 | \$ 217 | \$ 1,302 | \$ 2,678 | \$ 2,753 | \$ 2,827 | \$ 2,902 |
| W/C: | | \$ 100 | \$ 8 | \$ 50 | \$ 100 | \$ 100 | \$ 100 | \$ 100 |
| Medicare: | 1.45% | \$ 609 | \$ 51 | \$ 305 | \$ 626 | \$ 644 | \$ 661 | \$ 679 |
| Health Insurance: | | \$ 6,000 | \$ 500 | \$ 3,000 | \$ 6,000 | \$ 6,300 | \$ 6,615 | \$ 6,946 |
| Unemployment: | | <u>\$ 1,218</u> | <u>\$ 102</u> | <u>\$ 609</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> | <u>\$ -</u> |
| Total: | | \$ 52,531 | \$ 4,378 | \$ 26,266 | \$ 52,605 | \$ 54,197 | \$ 55,803 | \$ 57,426 |
| | | | Cumulative: | \$ 26,266 | \$ 78,870 | \$ 133,067 | \$ 188,870 | \$ 246,296 |

| Museum Curator | | | | | | | | |
|-----------------------|-----------------|---------------|--------------|-------------|-------------|-------------|-------------|-------------|
| Hired: | 1/1/2022 | Annual | Month | 2019 | 2020 | 2021 | 2022 | 2023 |
| Salary: | | \$ 30,000 | \$ 2,500 | \$ - | \$ - | \$ - | \$ 30,000 | \$ 31,200 |
| SSI: | 6.2% | \$ 1,860 | \$ 155 | \$ - | \$ - | \$ - | \$ 1,860 | \$ 1,934 |
| W/C: | | \$ 60 | \$ 5 | \$ - | \$ - | \$ - | \$ 60 | \$ 60 |
| Medicare: | 1.45% | \$ 435 | \$ 36 | \$ - | \$ - | \$ - | \$ 435 | \$ 452 |
| Health Insurance: | | \$ 6,000 | \$ 500 | \$ - | \$ - | \$ - | \$ 6,000 | \$ 6,300 |
| Unemployment: | | <u>\$ 870</u> | <u>\$ 73</u> | <u>\$ -</u> |
| Total: | | \$ 39,225 | \$ 3,269 | \$ - | \$ - | \$ - | \$ 38,355 | \$ 39,947 |
| | | | Cumulative: | \$ - | \$ - | \$ - | \$ 38,355 | \$ 78,302 |

Draft Fundraising Plan

PLAN - FUNDING THE PONY BUILDING AND OPERATIONS

Goal: To generate \$4.7 million dollars over the next three years (2019-2021) to be able to construct the new Pony Building that features the Oregon Pony Steam Engine and more exhibits of the Cascade Locks Historical Museum with event space, and the Visitor Center, and restore the current Museum, and have funds to operate expanded staffing and hours for the Historic Museum. (The Museum organization will operate and manage the Pony Building and Museum which the Port will own)

- A. First goal to be for funds to be raised for the new Pony building with visitor center.
- B. Second goal is the renovation of the existing Museum Building.
- C. Third goal to be funding for operations based on Museum cost estimates.

STRATEGY:

1. Ensure that the Cascade Locks Historic Museum is a certified 501© 3 corporation. (done)
2. Ensure there is a dedicated financial account set up for fundraising efforts with the campaign.
3. Retain the services of a professional fund raising firm to assist. Stan Foster, President, PARC Resources contacted. Confirm contract.
4. Create a broad based Steering Committee of the Museum to oversee, activate and carry out the fund raising effort. (Larger than just the community)
 - a. Look to the broader Portland area to select from for this special effort.
 - b. Examples of possible members include: Jordan Schnitzer, Greg Leo (Mt. Hood), Oregon Historic Society President Kerry Tymchuk, The Governor as honorary member, Former Governor Ted Kulongoski, Phil Knight (Nike), Sen. Wyden, Dan Yates. Tidewater, CL Alumni Association, Gerry Frank, UPRR President, County Commissioners (Joplin, Oates). Insitu, Boeing, Chet Orloff, Stevenson Lumber Family rep, Diane McKeel, PTC rep, AAA rep, Indian Tribes, and every citizen of CL.
5. Develop and review a fund raising letter to private foundations/corporations in the Pacific NW seeking grant support for the buildings and operations.
 - a. Identify a list of funding possibilities.
 - b. Prepare the letter and target for specific donations.
 - c. Review the letter with key individuals before sending.
6. Identify and target railroad interests for grants. (UPRR and BNSF)
 - a. RR organizations (Arlen Sheldrake)
 - b. UPRR
 - c. BNSF
7. Do the same for
 - Waterways
 - Tourism
 - Hiking Associations/Cycling organizations
 - Roads

- Lumber companies
- Banks/financial institutions
- Government agencies
- Corporations
- Sponsorship Opportunities

8. Year One-2018-19:

- a. Hire a professional firm to assist with the fund raising campaign. (Stan Foster, PARC Resources)
- b. Hire a professional firm to assist with the architecture/design work with the Museum and Pony Building complex. (Mark Seder, Seder Architecture & Urban Design, LLC) Perform the Due Diligence studies indicated in the report.
- c. Prepare and send 10-20 grant applications to targeted organizations.
- d. Schedule and make personal presentations.
- e. Begin the local fundraising to show the local community has interest and commitment to this project.
- f. Resolutions are created and presented to:
 - Port of Cascade Locks
 - City of Cascade Locks
 - Hood River County
 - Hood River School District
 - Columbia Gorge Commission
 - Columbia Gorge Economic Development District
 - Warm Springs Tribe/Confederation of Tribes
- g. Create a special donation effort linked to Museum membership/sponsorships/estate planning/legacy gifts.
- h. Finalize Port, City and County financial support to the concept with MOUs drafted.

9. Year Two- 2019-20:

- a. File additional 10-20 grant applications to targeted organizations seeking funding.
- b. Hold local based fund raising events and open houses.

10. Year Three-2020-21:

- a. Create a sinking fund for operations, sustainable with projected budget.
- b. Negotiate with the Port Commission to underwrite certain maintenance and repairs. MOU signed.
- c. Negotiate with the City Tourism dollars committed to operations/staffing for visitor center. MOU signed.

11. Year Four 2021 to 2022:

- a. Facility Continued Design & Engineering, including any adjustments suggested from due diligence reports, fundraising, and any benefactor requests and otherwise.
- b. Community input & presentation sessions, assistance with presentations to funders.

- c. Construction contractor selection, through bidding, construction manager/general contractor or other process.
- 12. Year Five 2022 to 2023
 - a. Facility Construction by contractor
 - b. Construction site tours for community and funders/supporters at one or two opportune times during construction progress.
 - c. Facility completion and Grand Opening Celebration.

MEASURES OF SUCCESS:

1. \$4.7 million dollars raised privately as a result of the three year effort for the complex.
2. An operating fund in the amount of at least \$250,000 has been established.
3. There is an annual ongoing fund raising effort that brings in \$100,000 to support Museum programs and operations.
4. A completed and operating new facility including new museum and visitor center space, renovated Historic Museum, and improved and enhanced site.
5. The new Cascade Locks Interpretive Center (CLIC) adds to the business development growth for the community of Cascade Locks.
6. More visitors come to town annually, shop here, stay here and learn about our history, geography, geology and learn how special Cascade Locks is.