



# AGENDA

## ASTORIA CITY COUNCIL

MONDAY, OCTOBER 2, 2017

7:00 PM

2<sup>nd</sup> Floor Council Chambers  
1095 Duane Street · Astoria OR 97103

1. CALL TO ORDER

2. ROLL CALL

3. REPORTS OF COUNCILORS

4. CHANGES TO AGENDA

5. CONSENT

The items on the Consent Calendar are considered routine and will be adopted by one motion unless a member of the City Council requests to have any item considered separately. Members of the community may have an item removed if they contact the City Manager by 5:00 p.m. the day of the meeting.

- a) City Council Minutes for August 7, 2017 and August 23, 2017
- b) Addition of Job Title for Schedule A Salary Resolution 17-28 (Finance)
- c) Creation of New Recreation Manager Position (Parks)
- d) Agreement for First Right of Refusal and Insurance with Riverfront Trolley Association (Finance)

6. REGULAR AGENDA ITEMS

All agenda items are open for public comment following deliberation by the City Council. Rather than asking for public comment after each agenda item, the Mayor asks that audience members raise their hands if they want to speak to the item and they will be recognized. In order to respect everyone's time, comments will be limited to 3 minutes.

- a) License to Occupy a Portion of the 9th Street Right-of-way Adjacent to 912 Kensington (Public Works)
- b) Parks Marketing Plan (Parks)
- c) Irving at 33rd Bridge Replacement Project – ODOT Local Bridge Program Funding Application (Public Works)

7. NEW BUSINESS & MISCELLANEOUS, PUBLIC COMMENTS (NON-AGENDA)

8. EXECUTIVE SESSION

- a) ORS 192.660(3) – Labor Negotiations

THE MEETINGS ARE ACCESSIBLE TO THE DISABLED. AN INTERPRETER FOR THE HEARING IMPAIRED MAY BE REQUESTED UNDER THE TERMS OF ORS 192.630 BY CONTACTING THE CITY MANAGER'S OFFICE AT 503-325-5824.



## CITY OF ASTORIA

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September 26, 2017

### MEMORANDUM

TO: MAYOR AND CITY COUNCIL

FROM:  BRETT ESTES, CITY MANAGER

SUBJECT: ASTORIA CITY COUNCIL MEETING OF OCTOBER 2, 2017

### **CONSENT CALENDAR**

**Item 5(a): City Council Minutes for August 7, and August 23, 2017**

The minutes of the City Council meetings of August 7, 2017 and August 23, 2017 are enclosed for review. Unless there are any corrections, it is recommended that Council approve these minutes.

**Item 5(b): Addition of Job Title for Schedule A Salary Resolution 17-28 (Finance)**

The City Salary Resolution 17-28 contains a job classification in Schedule A for a CAD Technician. While there are duties specifically related to the Computer-Aided Design and Drafting (CAD), over time additional duties and responsibilities related to Geographic Information System (GIS) Database are developing and are becoming an integral portion of the work performed in engineering.

The City anticipates need for future GIS duties and responsibilities exceeding the CAD Technician job description. A new job description has been developed for Senior GIS Specialist job title in anticipation of new and additional future requirements. Senior GIS Specialist is proposed to be included in Range 30 of Schedule A of the Salary Resolution. The addition of this position is a growth path for the existing CAD Technician position which is in Range 26 of Schedule A. The Parks and General Employee Union representative has signed off on the job description and the proposed Range.

It is recommended that Council consider the addition of Senior GIS Specialist in Schedule A at Range 30, of the Salary Resolution.

**Item 5(c): Creation of New Recreation Manager Position (Parks)**

The 2016 – 2026 Parks and Recreation Comprehensive Master Plan noted key findings and states “the highest priority recommendations of this plan, as identified by the Master Plan Citizen Advisory Committee, Parks Advisory Board, and the community, include: increasing staff capacity to meet level of service expectations. At the March 23<sup>rd</sup> City Council Work Session there was discussion regarding this recommendation and the Parks and Recreation Departments resources versus requirements. Within this work session, City Council was provided a scenario referred to as “Life Raft” which would provide the additional

funding needed maintain and increase staffing levels to the industry and peer community minimum standard for the Administration, Aquatics, and Recreation Divisions. The "Life Raft" would also provide stability to the department to allow for other actions such as pursuing sale of park lands and looking for longer term solutions for Parks funding. One of the previously eliminated fulltime positions identified in the "Life Raft" scenario was the Recreation Supervisor position. Because this position has been vacant for an extended period of time a new position description needed to be established. During this process it was determined that job duties and skill sets required of the position align with manager descriptions vs. supervisory descriptions. This is due to the Departments need for a stronger focus on staff management, business management, and strong emphasis on revenue generation.

Staff recommends creating the position of Recreation Manager, and for purposes of initiating the hiring process, establishing the salary as noted.

**Item 5(d): Agreement for First Right of Refusal and Insurance with Riverfront Trolley Association (Finance)**

Riverfront Trolley Association, Inc. (RTA) is an Oregon not for profit public benefit corporation that owns, maintains and operates a 1913 vintage electric streetcar (the Trolley) along railway tracks upon the Astoria Riverwalk. RTA stores and provides maintenance to the streetcar in a building owned by City known as the Trolley Barn located at 480 Industry Street, Astoria, Oregon. The Trolley is powered by a 1999 Onan hospital quiet generator on a rail cart. RTA and City are parties to a Track Operational Agreement executed in 2015 and a Trolley Barn Lease executed in 2013. This agreement is intended to set forth an additional understanding between the parties' relating to the sale of and the provision of insurance for the Trolley and Generator.

The City initially placed coverage of the Trolley and generator on the City's insurance policy in order to assist with coverage and ensure asset coverage. The City has a similar situation with the Liberty Theater. In annual review of insurance coverage it was determined property interest in the Trolley and generator and expense for the insurance is not clearly defined through an agreement between RTA and the City. Establishing property interest is necessary to assist with insurance processing, should a claim arise from the covered property. An agreement establishes an understanding between the City and RTA as it relates to property interest, the provision for insurance and reimbursement of insurance premiums.

City Attorney Henningsgaard drafted the attached agreement to provide for the property interest as it relates to insurability on the City policy and to appropriately outline the cost reimbursement process. It is recommended that Council approve the attached agreement with the Riverfront Trolley Association, Inc.

## **REGULAR CALENDAR**

**Item 5(e): License to Occupy a Portion of the 9th Street Right-of-way Adjacent to 912 Kensington (Public Works)**

The City has received a request from Jim and Sylvia Spence to occupy a 55 by 15 foot portion of the 9<sup>th</sup> Street right-of-way adjacent to their property at 912 and

938 Kensington Avenue in order to construct a retaining wall. The retaining wall will facilitate access to the rear portion of 938 Kensington Ave. (Lots 1 & 2, Block 119, McClures.

City staff has reviewed the specifics of the request and are in support of the Spence's request with conditions.

Mr. Spence is aware of and in agreement with the conditions.

It is recommended that City Council approve a license to occupy a 55 foot by 15 foot portion of the 9<sup>th</sup> Street right-of-way adjacent to 912 and 938 Kensington for the purpose of constructing and maintaining a retaining wall.

**Item 6(a): Parks Marketing Plan (Parks)**

The Parks and Recreation Department has never completed a marketing plan to support and grow its services and does not include a marketing division. The Department has seen increased use of its infant and child care programming due to the community's need for quality and affordable care, but no formal and organized methods have been used to support other programming that it offers such as sports, fitness, and the Aquatic Center. Roughly fifty-two percent of the Department's budget is generated directly from user fees; as such, strong marketing efforts will help increase participation and revenue to the Department's budget.

This document will serve as a guideline and reference point to begin increased marketing and communications efforts for Astoria Parks and Recreation; with the idea that this document will be updated annually and fluid and changing as we identify the customer market and the creation of additional programming. Inside you will find a comprehensive review of our current marketing and communications practices, and ways we can improve and maximize these efforts. In collaboration with our marketing contractor, we carefully crafted sales promotions for each of our revenue generating facilities as a marketing technique to incentivize customers to walk through our doors and build the Department's brand awareness. The promotions typically last for a set period of time and are used to achieve a specific purpose: such as purchasing a land/water pass, registering for child care, or encouraging patrons to attend our facilities. Last December, the Department implemented its first marketed special which City Councilors recommended should be included in a formal marketing plan. If executed properly, special, discounts, and giveaways offer an easy way to generate interest with minimal investment and ultimately increasing revenue. Discounts or giveaways are also useful tools to assist partnering agencies while increasing our marketing efforts as the Parks and Recreation Department receives countless requests for donated items from community organizations each year providing an opportunity to assist our community in addition to prompting our services. The goal for this marketing plan is to offer a detailed guide for staff on marketing and communications implementation and improvements we as a department need to make to ensure that our customers continue to receive the information they need to make informed decisions and develop brand loyalty for the services that we provide. Having a plan written down that our staff can refer to, will be of great help as we amp up our efforts to increase department revenue.

It is recommended that City Council review the marketing plan and authorize the discounts and giveaways included in section five of the plan for the 2017 – 2018 fiscal year.

**Item 6(b): Irving at 33rd Bridge Replacement Project – ODOT Local Bridge Program Funding Application (Public Works)**

The Irving Avenue Bridge at 33<sup>rd</sup> Street is a timber girder structure with a concrete deck that was built in 1951. This bridge serves as part of an alternate route for Highway 30 and provides access to downtown for residents on the east side of Astoria. The bridge is showing signs of significant deterioration and is load-limited. Roadway width and railing on the Irving Ave. Bridge at 33<sup>rd</sup> St. do not meet current standards.

Oregon Department of Transportation (ODOT) has invited the City to submit a project application for the 2022-2024 Statewide Transportation Improvement Program (STIP) under the Local Bridge Program (LBP). The Irving Avenue at 33<sup>rd</sup> St. Bridge is the last remaining bridge to be replaced within the Astoria City limits.

The bridge replacement cost is estimated at \$6,586,000. The City would be responsible for a 10.27% match, or an estimated \$670,000. Engineering staff has been working with the Finance Department to develop viable funding options to provide this future match. In the event the bridge is selected for LBP funding, the options for providing the City match will be presented to Council for consideration prior to accepting the funding.

According to the invitation to apply, a preliminary list of funded projects will be released in February 2018 and a final recommended list of funded projects will be issued in early 2019. If the Irving Ave. at 33<sup>rd</sup> St. Bridge is selected to receive this funding, construction could begin in 2023 or 2024.

It is recommended that Council authorize staff to submit an application to ODOT for funding in the 2022-2024 STIP through the Highway Bridge Program for the Irving Avenue at 33<sup>rd</sup> Street Bridge Replacement Project.

## **EXECUTIVE SESSION**

**Item 8(a): ORS 192.660(3) – Labor Negotiations**

A regular meeting of the Astoria Common Council was held at the above place at the hour of 7:00 pm.

Councilors Present: Nemlowill, Jones, Price, Brownson, and Mayor LaMear.

Councilors Excused: None

Staff Present: City Manager Estes, Community Development Director Cronin, Parks and Recreation Director Cosby, Finance Director Brooks, Fire Chief Ames, Deputy Police Chief Halverson, Public Works Director Cook, Library Director Pearson, Jeff Rusiecki [0:22] and City Attorney Henningsgaard. The meeting is recorded and will be transcribed by ABC Transcription Services, Inc.

## PROCLAMATION

### **Item 3(a): Recognize 227<sup>th</sup> Birthday of the United States Coast Guard**

Mayor LaMear read the proclamation recognizing August 4, 2017 as the 227th Birthday of the United States Coast Guard. She presented the proclamation to Councilor Jones, retired Coast Guardsman.

## REPORTS OF COUNCILORS

**Item 4(a): Councilor Nemlowill** reported that one or two new hotels would be coming to Astoria. Sam Mullin, who works for Mark Hollander, contacted her because the properties were in her ward. No applications have been filed with the City yet, so she can talk about the projects without the discussions becoming ex parte contact. A company out of Bellingham, WA owns and operates Marriott hotels. They have two properties in Astoria, the old Ship Inn and a Port property west of the Holiday Inn. Up to two hotels might be built in a phased approach. The first would be at the Ship Inn site, where the existing building would be repurposed into a hotel lobby and the restaurant building would be trimmed to make more parking spaces. It is possible that space would be leased for a restaurant. The project will require a design review because it is in the Bridge Vista Overlay zone. A hotel up to 45 feet tall would be an outright use. The old boiler just to the north of the site and waterfront development north of the tracks is restricted.

**Item 4(b): Councilor Brownson** said happy birthday to the U.S. Coast Guard. He had been a recipient of their good will while out at sea and he appreciated them. He attended the Oregon Water and Wastewater Infrastructure Finance workshop. Being new to city business, the workshop gave him the opportunity to see how the granting process worked for public works and other infrastructure projects. A representative from the United States Department of Agriculture Rural Development said money was available. He believed Astoria could obtain funding for the library. He also served beef at the county fair.

**Item 4(c): Councilor Price** asked Councilor Nemlowill if Mr. Mullin had said anything to her about the Josephson Smokehouse property.

Councilor Nemlowill replied no, as far as she knew, Mr. Mullin has acquired the Stephanie Cabin Restaurant and the Ship Inn.

Councilor Price thanked the people who contacted her about the issues in the community, including the Urban Core portion of the Riverfront Vision Plan, which is just east of the Ship Inn between 2<sup>nd</sup> and 16<sup>th</sup> Streets. People have also thanked her for City Council's compromise on the volunteer Parks fee. The Sunday Market generously donated \$5,000. Anyone can make a donation to the Parks Department now. One advantage of the volunteer fee is that it is tax deductible, just like any donations made to the government.

**Item 4(d): Councilor Jones** reported that he had seen tourists taking pictures near Astor Elementary that morning. From there, he walked up through Uppertown and Cathedral Tree Trail up to The Column, which was packed. It is great to live in this town, which has such a great attractions that people drive far

and wide to see them. He gets to see it every day. While at The Column, he ran into Marco Davis. They walked the Cathedral Tree Trail together and talked about how wonderful it was to have such a wonderful forest in the middle of the city. He and Mr. Davis volunteer at the Armory and he thought about how lucky the town was to have people like Mr. Davis who volunteer in the community. Later, he went kayaking in the Alderbrook Lagoon over all of the old pilings where the canneries used to be. There is more of an unobstructed view of the river on the east side of Astoria now than there has been since 1870 because the pilings used to hold two and three-story buildings. He paddled to the Alderbrook Natural Area, where he thought about the Hammond Mill. John Goodenberger wrote an article that was published in the newspaper last week about Alderbrook mill homes and the old Hammond Mill. The community is lucky to have Mr. Goodenberger, who preserves the area's history so that it is not forgotten. It was a good Coast Guard Day and a good Astoria day. It was great to see such a large crowd at the meeting.

**Item 4(e):** Mayor LaMear reported that she attended the Oregon Mayors Association conference in Lebanon, where the president of the association, George Endecott from Redmond, said a few years prior, he had been widowed. Later, at a conference he was introduced to another mayor who had also been widowed. He said they had begun dating and were now engaged. They ended up getting married at the conference. One mayor conducted the service, Senator Betsy Johnson was the Matron of Honor, and another mayor was the Best Man.

**CHANGES TO AGENDA** There were none.

#### **CONSENT CALENDAR**

The following items were presented on the Consent Calendar:

- 6(a) City Council Minutes of 6/19/17 and 7/10/17
- 6(b) City Council Work Session Minutes of 6/27/17
- 6(c) Library Board Minutes of 6/27/17
- 6(d) Dark Fiber Purchase Agreement (Police)

**City Council Action:** Motion made by Councilor Brownson, seconded by Councilor Nemlowill, to approve the Consent Calendar. Motion carried unanimously. Ayes: Councilors Price, Jones, Nemlowill, Brownson, and Mayor LaMear; Nays: None.

#### **REGULAR AGENDA ITEMS**

**Item 7(a): Implementing Parks and Recreation Department Funding Scenarios Ordinance**  
**Amending Code Section 8.045.2 Increasing Transient Tax (Parks)**

At the July 17, 2017 City Council meeting, Council provided direction to increase the Transient Lodging Tax rate from 9 percent to 11 percent, a 2 percent increase, and held the first reading of the ordinance. City Council also directed staff to implement a voluntary Parks and Recreation Fee program through the City's water bill in hopes of enhancing service levels.

It is recommended that City Council conduct the second reading of the ordinance, and consider adoption to increase the Transient Lodging Tax from 9% to 11% to sustain parks and recreation services.

Mayor LaMear reminded that the public hearing had been closed at the last meeting. However, since members of the public still wished to speak, she re-opened the public hearing at 7:16 pm and called for testimony in favor of the ordinance.

George Hague, 1 3<sup>rd</sup> Street, Astoria, said he was in favor of increasing the tax. A survey from a year or two ago indicated the public was opposed to selling parks. However, this requires the City to have funds to keep the parks. One issue was that many people thought the money would go to the Parks Department, but that wording did not exist. He was concerned that this ordinance did not indicate that the revenue would definitely go to the Parks Department. He hoped City Council would vote to make sure there would be some transitional money during the last half of the year to ensure this plan functions the way it should for the Parks Department. Many people do not realize the Parks Department is responsible for things like the 13<sup>th</sup> Street City parking lot, the 15<sup>th</sup>

Street triangle, the 18<sup>th</sup> Street flower beds, the 8<sup>th</sup> Street triangle, the Exchange Street park way, the Marine Drive park way, Portal Park East, Portal Park West, the Smith Point traffic circle, and the West Bond Street triangle. He does not think of these areas as parks, but it is appropriate for Parks to maintain them since the areas are used to invite people to the city. So, the tax revenue should go to the Parks Department.

Mayor LaMear called for testimony impartial to the ordinance. Hearing none, she called for testimony opposed to the ordinance.

Don West, said he had been in Astoria and had worked as general manager of the Cannery Pier Hotel and Spa since 2005. Three years ago, he purchased the Astoria Crest Motel and spent a lot of time and effort renovating it. He grew up in Oregon and graduated from Oregon State University (OSU). He has spent 40 years in the hospitality industry working all over the country in many different hotels and restaurants. He has seen many things that cities and counties have done that on the surface seem like a good idea or might be the easiest way to get things done. When he first arrived in Astoria, he quickly found out the City had enacted a two percent tax, raising the local tax from seven percent to nine percent, to study and build a conference center. Knowing that a conference center could be an economic engine for the city, he was encouraged by the fact that the City was willing to pursue the effort. Of course, the conference center was never built and the tax originally levied against the lodging establishments was never rescinded. A month ago City Council proposed to enact another two percent increase levied against the lodging establishments for tourism related parks, the Aquatic Center, and Riverwalk. The City Attorney stated these facilities underwent substantial use by tourists visiting Astoria from over 50 miles away. The word substantial is not defined and therefore, should not be used to determine the use for tourism tax dollars. When City Council proposed to levy this tax on hotels, motels, and registered bed and breakfasts, Council had not considered taxing short-term rentals like those on Airbnb. The City will not even collect tax from others who are benefiting from the revenue, paying no tax to the City or State, and are not subject to the Health Department Codes, fire safety requirements, building code restrictions that govern hotels, motels, and bed and breakfasts who are registered as businesses. He has seen communities tax themselves and the businesses to the point of oblivion. Currently, the lodging industry provides over 6,000 jobs in Clatsop County. In 2016, the lodging industry in Astoria provided over \$9,000 to the City's General Fund, which is 54 percent of the \$1.667 million collected annually. Adding an additional tax could cause visitors to select other places to visit due to the costs, which could actually lower the tax revenue. He stated he had a letter to give each of the Councilors. The letter was from Greg Astley, who said Beaverton recently enacted a new lodging tax of four percent and within a few months, their revenue had fallen almost ten percent. Imagine what would happen if Astoria's revenue dropped ten percent. The City might actually be looking for another \$100,000 just because of the drop in business.

Mayor LaMear confirmed that each Councilor had already received emails from Mr. Astley and his letter.

Rebecca Greenway, 1140 Franklin Ave., Astoria, distributed a visitor's guide to everyone, noting the room tax pays for the guide, which is used to attract tourists and is distributed by the Chamber of Commerce at the Visitor Center. The pool and city parks are not advertised in the guide. The maps only show the pool as a point of interest and note the location of parks. She did not believe the parks were tourist attractions. She was born and raised in Astoria and has owned her bed and breakfast for 17.5 years. She has never had a guest come to Astoria specifically to use the pool or go to the parks as part of their vacation. She has had some parents whose children are on swim teams. They stay while their children participate in meets. She did not believe this was a reason for the room tax to pay. The Chamber of Commerce does not believe city parks are tourist attractions.

Patric Nofield, 571 Antler Ave., Cannon Beach, said he owns Escape Lodging Company, a hotel development company in Cannon Beach. He was a former president of the Oregon Restaurant and Lodging Association and past chairman of the Oregon Tourism Commission. In 2003, the State created a one percent transient lodging tax for tourism promotion. The use of those funds was restricted to the local level. In July 2003, 70 percent of any new transient lodging tax had to be utilized specifically for tourism promotion or tourism related facilities. A tourism related facility is defined specifically as a conference or convention center meeting certain specific statutory standards or a facility that has substantial purpose of supporting tourists and tourism related activities. Tourists are defined as people coming to Astoria overnight for business or pleasure, staying in hotels, or coming from 50 miles away for cultural, recreational, or business travel. The mission of Astoria Parks and Recreation is to provide lifelong learning, wellness, and wellbeing through recreational opportunities and is dedicated to the preservation of natural resources, open spaces, and facilities that inspire and bring neighbors together. The mission contains nothing related to tourists or tourism. The tagline for Astoria Parks and Recreation is "enriching



generations of community," which contains nothing relevant to tourists or tourism. Asserting that Parks entities have a substantial purpose of supporting tourism or tourists is hyperbole. The State Statute will allow the City to use 30 percent of the new increased tax revenue on a specified purpose. However, if 70 percent is used for anything other than supporting tourists or tourism related activities, as defined by the Statute, the City will be violating the Statute.

Loretta Maxwell, Grandview Bed and Breakfast, 1574 Grand Ave., Astoria, said her guests do not come to use parks other than The Column. She never received a good answer about what happened with the two percent tax for the convention center. She had requested transcripts of meetings and was told this was a long time ago and the project just did not work out because it was not feasible and bringing in revenue was going out of style. This was not a very good answer. The State wants Astoria to use its funds for certain things. She wanted to know how the Parks Department expenses came to be. She believed the department's budget should have been reviewed. She also wanted to know how the department got into a position where it owed a bunch of money that it does not have. Someone made a mistake somewhere because no one can run household or a business in the red. The City should not be asking visitors to pay for its financial mistakes.

Roger Rocka, 362 Duane St., Astoria, speaking impartially about the ordinance, stated he ran the Chamber of Commerce for 10 years. The Chamber does not support the visitor guide with room tax money; it is paid for by the advertisements that appear in the guide. Anyone would be hard pressed to walk along the Riverwalk without thinking that tourists do not use the City's parks. He understood the lodging industry's concerns that a two percent raise would make their prices look bigger. However, room taxes are not published with the room prices. Guests are charged the tax when they check out of a room, which may be a good or bad surprise. The Parks Department needs the money because Staff has been cut over and over again while the workload has increased over and over again. The money has to come from somewhere. He did not know if this was the best choice, but he did know the Chamber has a much larger budget than it had when he worked there.

An owner of Astoria Crest, said her staff sends guests to The Column and the Riverwalk. She also has guests now that are very concerned about the tourism tax. Her guests have indicated that there are other places along the coast that are not as expensive due to the taxes. She believed she would lose business because of the increased tax. She has never had any guest ask about the pool and none of her staff has ever directed guests to the city pool. Most of the smaller properties have hot tubs and other properties have pools.

Mayor LaMear closed the public hearing at 7:34 pm and called for Council deliberation.

**City Council Action:** Motion made by Councilor Jones, seconded by Councilor Price, to conduct the second reading of the ordinance amending Astoria City Code Section 8.045.2 increasing transient tax. Motion carried unanimously. Ayes: Councilors Price, Jones, Nemlowill, Brownson, and Mayor LaMear; Nays: None.

Director Cosby conducted the second reading of the ordinance.

Councilor Price thanked everyone who attended. She realized there might be a lack of discussion here from some people, but the City has been discussing this ordinance for the last six months through a very long public hearing and work sessions. No one is anxious to raise taxes. She believed all of the Councilors have agreed that the parks are a great amenity, and like arts and culture, the City does not have a good grasp on how much these amenities have brought to Astoria. Visitors who stay in homes, bed and breakfasts, and hotels probably do not know they are walking past city parks as they walk down Commercial or Marine. Parks are part of the beauty of Astoria that brings tourists and keeps them coming. City Council has decided that it is important for the City to continue to maintain parks and upgrade them whenever possible.

**City Council Action:** Motion made by Councilor Price, seconded by Councilor Brownson, to adopt the ordinance amending Astoria City Code Section 8.045.2 increasing transient tax. Motion carried unanimously. Ayes: Councilors Price, Jones, Nemlowill, Brownson, and Mayor LaMear; Nays: None.

#### **Item 7(b): 911 Operations Supervisor Position (Police)**

To increase the capacity of the communications center to a level that will allow it to continue operating at a high level, staff has budgeted for and recommends creating an operations supervisor. The position will be focused on the coordination of day-to-day operations allowing the ECM to take a more focused role on the

technology, budget, and subscriber relationships. Funding for this position is included in the Fiscal Year 2017-18 Budget. This change in budget and structure was also approved by the subscriber board.

Staff recommends creating the position of Operations Supervisor, and for purposes of initiating the hiring process, establishing the salary as noted in the memorandum.

**City Council Action:** Motion made by Councilor Jones, seconded by Councilor Price, to create the position of 911 Operations Supervisor and allow Staff to initiate the hiring process and establish the salary for the position, as noted in the memorandum. Motion carried unanimously. Ayes: Councilors Price, Jones, Nemlowill, Brownson, and Mayor LaMear; Nays: None.

**Item 7(c): Liquor License Application from Janet Sheridan, doing business as Paint with a Pint, 1139 Commercial Street, for a New Outlet for a Limited On-Premises Sales License (Finance)**

A liquor license application has been filed by Janet Sheridan for Paint with a Pint. This application is a New Outlet for a Limited On-Premises Sales License. The appropriate Departments have reviewed the application and it is recommended that Council consider approval of the application.

Councilor Nemlowill declared that Paint with a Pint was a client of her husband's business, Fort George. Therefore, she would refrain from voting.

**City Council Action:** Motion made by Councilor Price, seconded by Councilor Jones to approve the liquor license application by Janet Sheridan. Motion carried unanimously. Ayes: Councilors Price, Jones, Brownson, and Mayor LaMear; Nays: None.

**Item 7(d): Resolution in Opposition to Proposed Oil Train Terminals in the Lower Columbia River (City Council)**

At the July 3, 2017 City Council meeting individuals spoke to the Council requesting consideration of a resolution opposing oil train terminals in the Lower Columbia River. Council provided direction to consider this at the August 7th meeting. A copy of the requested resolution has been provided and is attached for Council consideration.

Councilor Jones believed Council should hold a work session to discuss resolutions in general because he wanted to when to consider resolutions and what types of topics should be considered. He was not generally in favor of considering resolutions that do not provide direct guidance to City Staff. The last resolution was on inclusivity, which made a global political statement on an issue everyone felt strongly about. However, people feel strongly about a lot of things. Resolutions could be written about the war in Iraq, federally tax policies, abortion, or gun control. But the inclusivity resolution was written in a way that provided Staff with specific guidance. This resolution does not provide any guidance to Staff, but credible concerns have been raised about oil train terminals, which if constructed, could directly affect Astorians, so it is a legitimate topic for discussion. He was concerned about resolutions that do not directly address City issues, even if they are on issues that are vitally important to everyone. Riverkeepers presented a resolution requesting that City Council make a statement in opposition to the proposed oil train terminal in Vancouver, WA. For the last three years, he has managed risk as the Federal On Scene Coordinator for Oil Spill Prevention and Response throughout the Columbia River basin. He worked with the public sector, private sector, and tribal partners to address concerns of preventing and responding to spills. This issue should be broken down into three major areas, the terminal, the oil by rail transport, and the maritime oil shipments coming from the terminal. Since this issue has been brought to his attention, he has spent many hours studying every relevant document he could find, including the draft Columbia River Vessel Traffic Safety and Evaluation Assessment by Washington State. This document was issued in June, but has not yet been published. He has also studied various rail safety studies done by the States of Washington, California, and New York, the Department of Transportation's rule making on rail safety, and the Washington 2014 Marine and Rail Oil Transportation Safety Studies. He wanted to make an informed decision on this matter. He saw no significant safety issues raised about terminal operations, so he would not oppose an oil terminal based on safety concerns. Marine transportation is a more complex issue and he was not comfortable increasing to the proposed level of tanker shipments on the river under the current safety protocols

that are in place. Washington's safety assessment was completed through a two-year process with several hundred people looking at every aspect of maritime safety and ways to create best practices. The recommendations are very comprehensive and he would be surprised if every one could be implemented because of the expense they would incur on the industry. The most impactful recommendation is to require tethered tugboats on all outbound tankers that lack dual propulsion and steering systems. For the most part, the tanker boats that are used on the Columbia River today for crude oil are all newer and have dual propulsion and steering systems, which eliminates concerns about what happens when boats have propulsion problems. Tankers with single propulsion and steering systems would significantly mitigate risks with a tethered tugboat. However, he would oppose the new terminal unless each and every recommendation from the report were fully implemented. Rail transportation of oil is the area of most concern. The three reports on rail safety that he read contained significant recommendations. The most recent rule making he could find was from May 1, 2015 by the Department of Transportation, which were on enhanced tank car standards and operational controls for hire hazard flammable trains. The scope of the rule-making covered the topics of breaking, enhanced standards for new and existing tank cars, reduced operating speeds, more accurate classifications of unrefined petroleum products, rail routing risk assessment, and rail routing information access. All of those key issues have played a role in the dozen derailments that have occurred since 2013. The derailment in Mosier in 2016 was caused by rail deficiencies in the form of missing linking mechanisms. He believed the standards by the Department of Transportation were significant enhancements in safety and reductions to risk. However, given the derailments that continue to occur, many of the standards have a delayed implementation schedule, and travel speeds allowed in urban areas remain above the speeds at which the enhanced rail cars are predicted to withstand, he believed the current rail transport safety deficiencies were numerous. He would be opposed to the oil terminal on the basis that those deficiencies should be worked out in areas other than environmentally sensitive areas. He drafted a resolution as an alternative to the one from the Riverkeepers, which Councilors had copies of. The Riverkeeper's resolution was very appropriate for an advocacy group, but he believed it was important for City Council to demonstrate they have considered all sides of the issue, including risk management and the studies that were completed. His version of the resolution included paragraphs that were consolidated versions of several paragraphs in the Riverkeeper's resolution. He did not want the City's resolution to include the comments about supporting Spokane, Portland, Hood River, and other cities. Many people say they do not want Astoria to be like Portland and Seattle on many issues, so Astoria should not say the City is in favor of this resolution because it wants to support Portland and Seattle. Astoria should do what is best for Astoria. His resolution discusses and recommends fully implementing the proposed mitigation steps and studies on rail and marine transportation. It also states the reasons he recommends Astoria oppose the terminal.

Councilor Price said she is known as an editor and as someone who does a great deal of research into issues. She appreciated Councilor Jones bringing his knowledge to the discussion. She believed the revised resolution was much stronger than the original resolution because it references studies. She also believed there was value in standing with other communities. Many communities up the river from Astoria stood opposed to a liquefied natural gas terminal at the mouth of the Columbia River, which had a great standing with FERC [57:13] and other agencies. There may come a time when Astoria needs support from those communities. Vancouver is up the river from Astoria and she believed it would be good to support them. She was in favor of the revised resolution.

Councilor Brownson stated he liked the revised resolution. He presented his wife with both resolutions without commenting on the issue. She had several concerns about the resolution proposed by Riverkeepers and believed Councilor Jones's resolution was written better. He agreed. He was against oil by rail, putting a facility up river, and the additional marine traffic. Even though this issue is not Council's purview, this is an opportunity to make a statement about the direction the country is going with regard to climate change and the current administration's path to deregulation of fossil fuels. He believed this issue was very important. He appreciated Councilor Jones's expertise and thoughtfulness. Just passing the resolution shows that the City supports others who are against oil by rail. The resolution is also a statement by Astoria for Astoria that under current conditions, this proposal is not acceptable.

Councilor Nemlowill believed the benefits of the Tesoro project to Astoria would not outweigh the risks. She planned to support a resolution and appreciated Councilor Jones's research. Someone from Columbia Riverkeeper came to her door the other day asking her to join, stating that doing so would send a message to City Council as they considered a resolution against train terminals in the Columbia River. After listening to details about the project, she told this person she would not join the organization because she was on City

Council and wanted to avoid questions of bias. She thanked the Riverkeepers for bringing the project to City Council's attention.

Councilor Jones read his version of the resolution aloud.

Mayor LaMear thanked Riverkeeper for their work and for bringing this issue to Council's attention. She called for public comments.

Carolyn Eady, 1990 SE Sheridan, Astoria, said she had been a resident for seven years after living in Jewel for 20 years. Over the last two weeks, she had done some work for the Board of Forestry on the finding that forests are regenerating 50 percent of the total emissions in the state. She had urged the board to be concerned about the finding and what forest practices are doing to contribute. She looked at a variety of studies and found that there has been a flood of reports over the last two months that strongly indicate climate scientist around the globe say cutting emissions will not be sufficient. Current emissions have to be drawn down and forestry and agriculture provide the fastest ways to do that. She did not believe City Council wanted to support the fossil fuel industry that lied for 30 years, just like the tobacco industry. This is very urgent. The emissions issue provides another basis for opposing the oil terminal.

Dan Sears, Columbia Riverkeeper Conservation Director, said their resolution was the product of a group of people. He did not object to anything in the revised resolution and it would be appropriate for City Council to weigh in on this issue at this time. The public record on the Tesoro Savage project is open until August 22<sup>nd</sup>, so the City could officially enter their resolution into the record if it is approved by City Council. The resolution can be submitted to the Energy Facility Site Evaluation Council for the State of Washington. He thanked Councilor Jones for researching the issues. The train tracks in Mosier had been inspected days before the derailment and the train was only going 26 miles per hour carrying three million gallons of crude oil. The 1984 oil spill was only 230,000 gallons and the oil went all the way up the coastline to Grey's Harbor. Each train carries more than enough oil to deeply imperil the Columbia River Estuary. City Council's action today is very laudable.

Tom Duncan, 511 Jerome, Astoria, thanked Council for participating in this discussion about the transportation of fossil fuels in the Columbia River. This resolution is for Astoria, so the City should consider how this would benefit Astoria. There are only two categories of fossil fuel transports, fuel that is used locally for heating, transportation, and industry, and fuel produced in excess of local needs and is being sold abroad as a commodity. Fuel for local use is part of the national economy and it makes sense to subsidize transportation, production, and distribution so that everyone can benefit from the production of energy and participate in the national economy. Fuel produced in excess of local needs is energy not used by Americans but is produced from American resources that have been appropriated by local and international companies, transported by American taxpayer subsidized systems to be sold on the international market for the sole profit of those companies. How much is any oil company proposing to pay Astoria for the privilege of using the Columbia River to transport oil or natural gas to foreign industries? Are they paying for the dredging, maintenance of the locks, security, hazards, the fish killed as a result of accidents, or any messes left behind? Answers are in the results of Exxon Valdez or Deepwater Horizon. Taxpayers of America need to revolt against a Congress that rewards international corporations and impoverishes the locals. If public land is being used to transport commodities for sale overseas, oil companies should pay dearly. This may make the commodity non-competitive on the world market, but that might push people into creating local jobs using the energy instead of supporting a slave economy in China.

Sue Skinner, 511 Jerome, Astoria, said Councilor Jones's objection to Astoria being associated with Portland, Vancouver, Seattle, or any place up river was bizarre. It is very shortsighted to think that Astoria needs to protect its own boundaries for its own people without any connection to anyone else. Otherwise, she believed his resolution was great.

Don Abing, Astoria, said the city was located on Clatsop Chinook land. The upriver treaty tribes have spoken against anything to do with oil transportation. He represents 3,000 voices that have been silenced by the current government, who are neighbors and whose heritage is tied to the river. There is no place for compromise on what would happen with a fossil fuel that belongs in the ground coming up and destroying the resources his community holds so dearly for cultural survival. Turning an eye away from that would be to continue the perpetuation of the genocide of his people, which is totally unacceptable. The Wahkiakum, Kathlamet, Lower

Chinook, Willapa, and Clatsop people are working steadfastly to procure a foothold back on their lands. He asked City Council to make the right decision and save the resources that are left.

Robert Clark, 145 2<sup>nd</sup> Street, Astoria, said he was previously a constituent of Peter DeFazio, who was on the Transportation Committee in Congress. He noticed that every time a train passed by the 5<sup>th</sup> and High Street crossing, the nails in the ties pulled in and out. This made him wonder how many hundreds of nails have been pounded into a piece of wood to hold down a rail tie. He lived in France, where the rail beds are more stable. He recommended everyone put pressure on Congress to improve the entire rail bed. He realized current rail beds were good for the timber market, but improvements need to be moved forward or there would be many more rail accidents like the one in Mosier.

Josie Pepper-Fife, 276 Ash, Astoria, asked that City Council consider including language about joining communities up and down the river and being supportive of them.

**City Council Action:** Motion made by Councilor Brownson, seconded by Councilor Nemlowill to adopt the resolution in opposition to proposed oil train terminals in the Lower Columbia River, as drafted by Councilor Jones and with the addition of the paragraph expressing support of other communities, and direct Staff to submit the resolution to the Washington State Energy Facility Site Evaluation Council before August 22, 2017.

Mayor LaMear agreed Astoria's support of other cities, including the treaty tribes, should be included in the resolution. Councilors Jones, Nemlowill, and Brownson stated they had no objections.

Motion carried unanimously. Ayes: Councilors Price, Jones, Nemlowill, Brownson, and Mayor LaMear; Nays: None.

**NEW BUSINESS & MISCELLANEOUS, PUBLIC COMMENTS (NON-AGENDA)**

There was none.

**ADJOURNMENT**

There being no further business, the meeting was adjourned at 7:23 pm

**ATTEST:**

**APPROVED:**

\_\_\_\_\_  
Finance Director

\_\_\_\_\_  
City Manager

A special meeting of the Astoria Common Council was held at the above place at the hour of 12:00 pm.

Councilors Present: Nemlowill, Jones, Price, Mayor LaMear, and Brownson.

Councilors Excused: None

Staff Present: City Manager Estes, Finance Director Brooks, Public Works Director Cook, City Engineer Harrington, City Support Engineer Moore, Library Director Pearson, and City Attorney Henningsgaard. The meeting is recorded and will be transcribed by ABC Transcription Services, Inc.

## REGULAR AGENDA ITEMS

### **Item 3(a): Waterfront Bridges Replacement Project: Private Easements and Right of Way Dedications**

Where each of the City's numbered streets between 6th and 11th Streets meet the Columbia River, a short bridge connects the solid-ground road to the over-water pier structure. These waterfront bridge structures are of utmost importance to the City as they provide access to critical portions of our waterfront. They provide both pedestrian, vehicular, and trolley access to many businesses and attractions. In addition, they provide essential emergency vehicle access to the waterfront. Currently the structures are all vehicular load limited. The City secured funding through the Oregon Department of Transportation (ODOT) Local Highway Bridge Program with only 10.27 percent City match required. The design phase is over 60 percent complete.

As part of the Waterfront Bridges Replacement Project, multiple easements are required with private property owners. Temporary construction easements are needed for 11 of the properties adjacent to the bridge construction. These temporary construction easements will only be used during construction and the property will be restored to as good or better condition as it was prior to the work. Permanent right-of-way dedication is necessary for six of the properties for the purpose of placing, installing, and maintaining small portions of the new bridge structures.

The engineering design firm, OBEC Consulting Engineers, the City, and ODOT have followed the Federal Highway Administration policy and the ODOT right-of-way manual in developing the property easements and dedication deeds needed for the Waterfront Bridges Replacement Project. Appropriate and fair compensation for the easements and right-of-way acquisitions was based on these guidance documents and a full appraisal report.

A resolution must also be approved by the Council as a formality to meet the federal and state requirements. This resolution establishes the City's authority to exercise the power of eminent domain for this project, should it become necessary. Property easements and dedication deeds are an essential part of the construction and alignment of the new bridge structures. Formal correspondence with property owners regarding the property transactions has been ongoing since February including delineating the easement and deed areas in the field for the property owners and meeting with them to discuss the project need and compensation. Negotiations with the property owners are at various stages regarding the terms and compensation. In the event that no satisfactory agreement can be reached, and as a last resort, the City may commence with condemnation proceedings when in the public interest for project implementation.

Federal and state law requires the following process, at a minimum:

- Resolution Exercising the Power of Eminent Domain
- Formal offer letter to property owner with 40 days to come to a settlement agreement (If a settlement cannot be reached, City Staff will inform Council and request authorization to initiate the next steps as outlined in subsequent bullets).
- City's attorney sends letter to property owner with final offer while simultaneously filing a Complaint in Court with payment



- Jurisdiction has a right to the property after the Complaint is filed and payment deposited
- Any legal action by property owner would be addressed while the jurisdiction maintains rights to the property

The project team will allow as much time as feasible to come to a settlement with each of the property owners, without jeopardizing the project timeline. Again, the condemnation process will only be used as a last resort if an agreement is not realized.

A couple of property owners have signed the legal documents, which are included with this packet for approval. Upon Council approval of these easements and dedication deed, each property owner will be paid the following:

ALLEN temporary construction easement	\$350.00
ALLEN temporary construction easement	\$1,100.00
L&F PROPERTIES temporary construction easement	\$498.00
L&F PROPERTIES dedication deed	\$3,602.00
<b>TOTAL</b>	<b>\$5,950.00</b>

The remaining easements and dedication deeds are still being negotiated. Finalized documents will be presented to Council as they become available. Private property transactions are important to the success of a project and critical deadlines must be met with these transactions to keep the project on schedule.

Procurement of easements was included in the project budget and is eligible for reimbursement through the project funding. The City will be responsible for 10.27 percent of the bridge project final cost. The 10.27 percent is proposed to be paid through Surface Transportation Program (STP) Funds. The total cost for the easements and dedication deeds is estimated at up to \$90,000 with the City's contribution totaling \$9,243.00. The property owners will be paid within two weeks of signatures. The fully executed easement document will be recorded within a month of signatures. The City Attorney has reviewed the easements and approved as to form. The resolution has also been reviewed by the City Attorney.

A brief project funding update.

ODOT Local Agency Bridge Selection Committee approved the City's request for additional funding that was authorized by Council in March. An IGA Amendment is being prepared by ODOT to reflect increased funding and is expected to be presented to Council for approval within the next two months.

An Infrastructure Finance Authority (IFA) loan will be utilized for the City's match for the Waterfront Bridges Project. The loan will be paid back with annual Surface Transportation Program (STP) funds that the City receives from ODOT. Oregon Department of Justice is currently reviewing the contract. Said contract is expected to be presented to Council for approval in the next 2 months.

It is recommended that City Council approve the attached resolution and authorize the Mayor to sign the three private easements and one dedication for a total cost of \$5,950.00 for construction of the Waterfront Bridges Replacement project.

City Support Engineer Moore reviewed the project timeline and said the in-water work needed to begin no later than November 1<sup>st</sup> to avoid delaying the project by an entire year. She displayed exhibits of the easements and rights-of-ways and described the work that needed to be done in each area. She confirmed no buildings would be affected by the construction.

Mayor LaMear asked why businesses were not willing to grant an easement or right-of-way. Engineer Moore clarified none of the businesses had said they were completely unwilling, but Staff does have some hurdles to work through. Their goal is to get through all of the negotiations without going through the condemnation process. The resolution is required by the State. Condemnation will only be implemented if the negotiations

cannot be completed in time to start work on November 1<sup>st</sup>. Each property has its own challenges, some of which include changes of ownership and ongoing property sales.

Councilor Brownson asked for details about the condemnation process. Engineer Moore said dedications would be needed to put a structure on a property, which would limit the use of the property. This would be permanent. The construction easements would be temporary and the property would be returned in as good or better condition at the end of construction. She confirmed that the City would give the fair market value for the dedications.

Councilor Brownson understood that there were some technical issues, but no resistance. Engineer Moore noted that one or two property owners were not excited about the project, but the City would work towards a resolution. She briefly reviewed the project funding, which was outlined in the Staff report.

**City Council Action:** Motion by Councilor Nemlowill, seconded by Councilor Brownson to approve the attached resolution and authorize the Mayor to sign the three private easements and one dedication for a total cost of \$5,950.00 for construction of the Waterfront Bridges Replacement project. Motion passed unanimously. Ayes: Councilors Price, Nemlowill, Jones, Brownson, and Mayor LaMear. Nays: None.

#### **ADJOURNMENT**

There being no further business, the meeting was adjourned at 12:17 pm.

**ATTEST:**

**APPROVED:**

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Finance Director

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City Manager





CITY OF ASTORIA  
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Date September 21, 2017

MEMORANDUM

TO: MAYOR AND CITY COUNCIL

FROM:  BRETT ESTES, CITY MANAGER

SUBJECT: ADDITION OF JOB TITLE FOR SCHEDULE A; SALARY RESOLUTION 17-28

**DISCUSSION/ANALYSIS**

The City Salary Resolution 17-28 contains a job classification in Schedule A for a CAD Technician. While there are duties specifically related to the Computer-Aided Design and Drafting (CAD), over time additional duties and responsibilities related to Geographic Information System (GIS) Database are developing and are becoming an integral portion of the work performed in engineering.

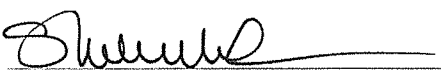
The City anticipates need for future GIS duties and responsibilities exceeding the CAD Technician job description. A new job description has been developed for Senior GIS Specialist job title in anticipation of new and additional future requirements. Senior GIS Specialist is proposed to be included in Range 30 of Schedule A of the Salary Resolution. The addition of this position is a growth path for the existing CAD Technician position which is in Range 26 of Schedule A. The Parks and General Employee Union representative has signed off on the job description and the proposed Range.

Enclosed is the job description which outlines the anticipated duties, responsibilities and qualifications for the Senior GIS Specialist. Funding for the Senior GIS Specialist position is included in the Adopted FY 17-18 budget in anticipation of the addition of this job classification. The CAD technician and Senior GIS Specialist positions would not be filled at the same time under current funding scenario. The addition of this job title is not a request for additional personnel.

Should Council approve the new title Finance staff would anticipate adding an updated Salary Resolution to the October 16, 2017 agenda at which time the addition would be incorporated.

**RECOMMENDATION**

It is recommended that Council consider the addition of Senior GIS Specialist in Schedule A at Range 30, of the Salary Resolution.

By:   
Susan Brooks, CPA  
Director of Finance & Administrative Services



# Job Description

**Job Title:** Senior GIS Specialist  
**Department:** Public Works  
**Reports To:** City Engineer  
**FLSA Status:** Non-exempt

**Prepared By:** Xenium  
**Prepared Date:** August 2017  
**Approved By:**  
**Approved Date:**

## SUMMARY

This position is responsible for performing a variety of GIS and CAD related tasks including input of base map and geographical information system data; drafting of engineering design plans; and organization of GIS and CAD system software and files by performing the following duties.

## ESSENTIAL DUTIES AND RESPONSIBILITIES other duties as assigned...

This description covers the most significant essential and auxiliary duties performed by this position for illustration purposes, and does not include other work, which may be similar, related to, or a logical assignment for the position. The job description does NOT constitute an employment agreement between the employer and employee, and is subject to change by the employer as the organizational needs and requirements of the job change.

1. Maintains base map information for Geographic Information System (GIS) Database for the city coordinates and assembles base map information from various sources.
2. Enters overlay information into GIS including utility, street, assessment and other data; updates information as necessary; responsible for accumulating and organizing update information and scheduling input of this data.
3. Prepares preliminary and final plans for projects designed by the Engineering Department; sets up base sheets for plans from boundary and topographical survey information; prepares final plans to city standards; provides review of plans during drafting to ensure compliance with city design and drafting standards.
4. Responsible for organization and storage of computer data; backs up data files and maintains filing system.

## JOB DUTIES

- Updates CAD, Design and GIS software as necessary.
- Assists City Engineer and Engineering Technicians as necessary with survey and design projects in the field and office.
- Provides good customer service on phone, in office, and in the field.
- Maintains punctual, regular and predictable attendance.
- Works collaboratively in a team environment with a spirit of cooperation.
- Respectfully takes direction from the City Engineer.

## SUPERVISORY RESPONSIBILITIES

This position does not have any supervisory responsibilities.



# Job Description

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## **QUALIFICATIONS**

Ability to perform essential job duties with or without reasonable accommodation and without posing a direct threat to safety or health of employee or others. To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

## **EDUCATION and/or EXPERIENCE**

Associate's degree (A. A.) or equivalent from two-year College or technical school; or two years related experience in GIS and/or CAD training; or equivalent combination of education and experience.

## **LANGUAGE SKILLS**

Ability to read and interpret documents such as safety rules, operating and maintenance instructions, and procedure manuals. Ability to write routine reports and correspondence. Ability to speak effectively before groups of customers or employees of organization.

## **MATHEMATICAL SKILLS**

Ability to work with mathematical concepts such as probability and statistical inference, and fundamentals of plane and solid geometry and trigonometry. Ability to apply concepts such as fractions, percentages, ratios, and proportions to practical situations.

## **COMPUTER SKILLS**

Most required work is almost exclusively on the computer, but the computer is not itself the focus of the position. Has an advanced understanding and capabilities in using applicable programs and knowledge of networks. Must be a strong reference for other users for performing different functions with the computer. Considerable knowledge of GIS and CAD Software Packages particularly ARCGIS, MapServer and AUTOCAD; some knowledge of GIS software and computer hardware, as well as civil engineering design and surveying.

## **REASONING ABILITY**

Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral, diagram, or schedule form.

## **CERTIFICATES, LICENSES, REGISTRATIONS**

This position requires a valid insurable Driver's License.

## **PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The employee must frequently lift and/or move up to 10 pounds and occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision, distance vision, depth perception and ability to adjust focus. While performing the duties of this job, the employee is regularly required to sit and use hands to finger, handle, or feel. The employee is frequently required to walk; reach with hands and arms and talk or hear. The employee is occasionally required to stand.

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# Job Description

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## **WORK ENVIRONMENT**


The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is occasionally exposed to outdoor weather conditions. The noise level in the work environment is usually moderate.



CITY OF ASTORIA  
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## MEMORANDUM

DATE: SEPTEMBER 24, 2017  
TO: MAYOR AND CITY COUNCIL  
FROM:  BRETT ESTES, CITY MANAGER  
SUBJECT: CREATION OF NEW RECREATION MANAGER POSITION

### DISCUSSION/ANALYSIS

The 2016 – 2026 Parks and Recreation Comprehensive Master Plan noted key findings and states “the highest priority recommendations of this plan, as identified by the Master Plan Citizen Advisory Committee, Parks Advisory Board, and the community, include: increasing staff capacity to meet level of service expectations, increasing revenues to meet level of service expectations, developing a system-wide maintenance plan, developing and connecting the trail system, and improving communications and marketing. Many recommendations outlined in the plan will not be possible to implement without additional staff capacity and reliable funding sources.”

At the March 23<sup>rd</sup> City Council Work Session there was discussion regarding this recommendation and the Parks and Recreation Departments resources versus requirements. Within this work session, City Council was provided a scenario referred to as “Life Raft” which would provide the additional funding needed maintain and increase staffing levels to the industry and peer community minimum standard for the Administration, Aquatics, and Recreation Divisions. The “Life Raft” would also provide stability to the department to allow for other actions such as pursuing sale of park lands and looking for longer term solutions for Parks funding.

The “Life Raft” scenario would re-establish some of the previously eliminated fulltime positions and increase the salaries our part-time park maintainers, cashiers, and childcare providers. This would result in: better customer service by investing in our front line staff and providing the proper training and oversight; providing consistent information and increased community outreach; providing stronger financial reporting; improved care of parks and cemetery; decreased pool closures by preventing staffing shortfalls; improved cleanliness of indoor facilities; increased safety of facilities; increased merchandizing; improved program quality; capacity to collaborate with other community agencies and seek sponsors; employee retention resulting in reduced repeat training hours; and improving staff retention.

One of the previously eliminated fulltime positions identified in the "Life Raft" scenario was the Recreation Supervisor position. Because this position has been vacant for an extended period of time a new position description needed to be established. During this process it was determined that job duties and skill sets required of the position align with manager descriptions vs. supervisory descriptions. This is due to the Departments need for a stronger focus on staff management, business management, and strong emphasis on revenue and sponsorship generation. In the recreation field the title of Recreation Manager is considered higher than a Recreation Supervisor which is typically a part time lead position.

The Recreation Manager position is attached for your review. The proposed wages for this position will be added to the salary resolution Schedule E: Management and Confidential Employees Range 36.

		MONTH	YEAR	HOURLY
36	A	4,797.22	57,567	27.68
	B	5,037.08	60,445	29.06
	C	5,288.93	63,467	30.51
	D	5,553.38	66,641	32.04
	E	5,831.05	69,973	33.64

If the position and salary levels are approved, the Finance Department will consider this action as Council's intent to amend the salary resolution and will allow initiating the hiring process. Staff will return at a subsequent meeting with an amended salary resolution to add the scale noted above.

### **RECOMMENDATION**

Staff recommends creating the position of Recreation Manager, and for purposes of initiating the hiring process, establishing the salary as noted.

By: Angela Cosby  
Angela Cosby  
Director of Parks & Recreation



# Job Description

**Job Title:** Recreation Manager  
**Department:** Parks and Recreation  
**Reports To:** Parks and Recreation Director  
**FLSA Status:** Exempt  
**Physical Strength:** Moderate (M)

**Prepared By:** Xenium  
**Prepared Date:** September 2017  
**Approved By:**  
**Approved Date:**

## SUMMARY

This position is responsible for the overall administration and management of the Recreation Division, which includes: hiring, disciplining, and firing staff; developing and managing the division budget; evaluating safety, legal, and liability issues to determine effective policies and practices; determining appropriate fee schedules and charges for Recreation services and facilities. This position also operates facilities and programs in a manner which is safe and operationally and fiscally responsible and appropriate based on community desires, by taking direction and indirect oversight of the Parks and Recreation Director by performing the following duties.

## DUTIES AND RESPONSIBILITIES other duties as assigned...

This description covers the most significant essential and auxiliary duties performed by this position for illustration purposes, and does not include other work, which may be similar, related to, or a logical assignment for the position. The job description does NOT constitute an employment agreement between the employer and employee, and is subject to change by the employer as the organizational needs and requirements of the job change.

1. Manages staff to include: prioritizing and assigning work; conducting performance evaluations; ensuring staff are trained; ensuring that employees follow policies and procedures; maintaining a healthy and safe working environment; Establishes performance requirements and personal development targets; regularly monitors performance and provides coaching for performance improvement and development; recommends merit increases and other rewards to recognize performance; investigates situations that arise relating to accidents, risks of claims, employee performance or misconduct or potential discipline, initiates and administers employee discipline subject to Department Director and city management concurrence as necessary or appropriate in the circumstance, determines and takes appropriate corrective and disciplinary action as necessary and recommends termination if necessary to address misconduct and performance deficiencies; follows the City Charter, Code, human resources policies and labor agreements.
2. Provides oversight and participates in directing the implementation of internal operations for the department, which includes planning, coordinating, administering, and evaluating programs, projects, facilities, processes, procedures, systems, standards, and/or service offerings; researches new and innovative recreation programs and trends and adapts and introduces programs to meet community needs; ensures compliance with Federal, State, and local laws, regulations, codes, and/or standards; coordinates activities between multiple service areas; works to integrate and coordinate service areas.
3. Prepares and administers budget; prepares cost estimates for budget recommendations for issues such as budget revisions, program options, performance measures, and/or capital improvement projects; monitors programs and projects; and controls expenditures; submits recommendations for Recreation services and facilities based on need and budget. Pursues grants and other outside funding opportunities including researching available funding, preparing applications, and ensuring completion with terms and conditions.
4. Makes public presentations to community organizations; researches, develops and submits funding proposals for specified programs; organizes and directs fundraising



# Job Description

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activities; solicits and facilitates partnerships within the community to enhance recreational opportunities for the community at large Serves as a liaison with employees, athletic associations, parks operations, and external organizations; represents the City at a variety of meetings, public events, training sessions, on committees, and/or other related events.

5. Directs and participates in the maintenance of recreation facilities; inspect and observe facility to ensure maintenance of safety standards, sanitary conditions and orderly conduct; Receives and makes appropriate determinations in the event of safety complaints or grievances; coordinates facility maintenance needs with the Department's Maintenance Division and communicate work orders for repairs, provide contract management services for necessary work outside the scope/availability of regular staff; supervise custodial work, or other maintenance staff as necessary; ensure chemicals, equipment and materials are properly handled and safely stored when not in use; ensure regular and adequate cleaning of facilities.
6. Provides leadership and works with staff to create a high performance, service-oriented work environment that supports mission, objectives and service expectations; provides ongoing training of current staff and new staff. Provides overall leadership. Participates in programs and activities that promote workplace diversity and a positive employee relations culture and environment. Assigns, directs and schedules the work of employees.
7. Performs other duties of a similar nature or level

## **KNOWLEDGE OF:**

- Managerial principles
- Budgeting principles
- Applicable Federal, State, and/or Local laws, rules, and regulations
- Public relations principles
- Event planning techniques
- Recreational program planning and administration principles and practices
- Marketing theories, principles, and practices
- Recordkeeping practices and principles
- Applicable age-appropriate activities, programs, and materials
- Principles in focused area of recreation expertise
- Community demographics

## **SKILLED IN:**

- Monitoring and evaluating employees
  - Prioritizing and assigning work
  - Using computers and related software applications
  - Interpreting and applying applicable Federal, State, and/or Local laws, rules, and regulations
  - Handling multiple tasks simultaneously
  - Providing customer service
  - Preparing and administering budgets
  - Managing multiple recreational programming areas
-





# Job Description

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- Analyzing problems, identifying alternative solutions, projecting consequences of proposed actions, and making recommendations in support of goals
- Securing partnerships with community businesses and organizations
- Speaking in public
- Planning and organizing events
- Preparing schedules
- Communication, interpersonal skills as applied to interaction with coworkers, supervisor, the general public, etc. sufficient to exchange or convey information and to receive work direction.

## **SUPERVISORY RESPONSIBILITIES**

The position has full supervisory and managerial responsibilities, for 2 full-time Recreation Coordinators, and for 40 to 70 professional, support and part-time childcare providers, cashiers, referees, instructors and various recreation staff.

## **WORK COMMITMENT/ QUALIFICATIONS**

The Recreation Manager is a full-time position that works a flexible schedule, including weekends and evenings. Required to be on-call in order to respond to and provide supervision of facilities and programs in emergency situations and as needed. Ability to perform essential job duties with or without reasonable accommodation and without posing a direct threat to safety or health of employee or others. To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

## **EDUCATION and/or EXPERIENCE**

Bachelor degree in recreation management or related field. 5-7 years of recent recreation programming experience, including 2-3 years of supervisory experience.

## **LANGUAGE SKILLS**

Ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures, or governmental regulations. Ability to write reports, business correspondence, and procedure manuals. Ability to effectively present information and respond to questions from groups of managers, clients, customers, and the general public.

## **MATHEMATICAL SKILLS**

Ability to calculate figures and amounts such as discounts, interest, commissions, proportions, percentages, area, circumference, and volume. Ability to apply concepts of basic algebra and geometry.

## **COMPUTER SKILLS**

Job requires specialized computer skills. Must be adept at using various applications including database, spreadsheet, report writing, project management, graphics, word processing, presentation creation/editing, communicate by e-mail and use scheduling software. Proficient use of recreation management system is needed.

## **REASONING ABILITY**

Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to interpret an extensive variety of technical instructions in mathematical or diagram form and deal with several abstract and concrete variables.

## **CERTIFICATES, LICENSES, REGISTRATIONS**

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# Job Description

Possession of or ability to obtain a valid Driver's License within six months of hire. Possession of a current CPR/First Aid Certification in a nationally recognized program such as the American Red Cross or Ellis and Associates. Ability to obtain a CRP/First Aid Trainer Certification in a nationally recognized program such as the American Red Cross or Ellis and Associates within 6 months of hire. Certified Park and Recreation Professional (CPRP) preferred.

## PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception and ability to adjust focus. While performing the duties of this job, the employee is regularly required to talk or hear. The employee is frequently required to stand; walk and use hands to finger, handle, or feel. The employee is occasionally required to sit; reach with hands and arms; climb or balance; stoop, kneel, crouch, or crawl and taste or smell. The employee must frequently lift and/or move up to 50 pounds.

## WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. The noise level in the work environment is usually loud.

Employee Signature: \_\_\_\_\_

Employer Representative: \_\_\_\_\_

Date: \_\_\_\_\_



## CITY OF ASTORIA

Founded 1811 • Incorporated 1856

Date August 14, 2017

### MEMORANDUM

TO: MAYOR AND CITY COUNCIL

FROM:  BRETT ESTES, CITY MANAGER

SUBJECT: AGREEMENT FOR FIRST RIGHT OF REFUSAL AND INSURANCE WITH RIVERFRONT TROLLEY ASSOCIATION, INC.

### DISCUSSION/ANALYSIS

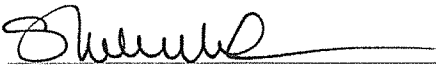
Riverfront Trolley Association, Inc. (RTA) is an Oregon not for profit public benefit corporation that owns, maintains and operates a 1913 vintage electric streetcar (the Trolley) along railway tracks upon the Astoria Riverwalk. RTA stores and provides maintenance to the streetcar in a building owned by City known as the Trolley Barn located at 480 Industry Street, Astoria, Oregon. The Trolley is powered by a 1999 Onan hospital quiet generator on a rail cart. RTA and City are parties to a Track Operational Agreement executed in 2015 and a Trolley Barn Lease executed in 2013. This agreement is intended to set forth an additional understanding between the parties' relating to the sale of and the provision of insurance for the Trolley and Generator.

The City initially placed coverage of the Trolley and generator on the City's insurance policy in order to assist with coverage and ensure asset coverage. The City has a similar situation with the Liberty Theater. In annual review of insurance coverage it was determined property interest in the Trolley and generator and expense for the insurance is not clearly defined through an agreement between RTA and the City. Establishing property interest is necessary to assist with insurance processing, should a claim arise from the covered property. An agreement establishes an understanding between the City and RTA as it relates to property interest, the provision for insurance and reimbursement of insurance premiums. The RTA Board has approved the agreement.

City Attorney Henningsgaard drafted the attached agreement to provide for the property interest as it relates to insurability on the City policy and to appropriately outline the cost reimbursement process.

### RECOMMENDATION

It is recommended that Council approve the attached agreement with the Riverfront Trolley Association, Inc.

By:   
Susan Brooks, CPA  
Director of Finance & Administrative Services

## TROLLEY FIRST RIGHT OF REFUSAL AND INSURANCE AGREEMENT

Date: August \_\_\_\_ 2017

Between: The City of Astoria ("City")  
591 Duane, Astoria, OR 97103

And: Riverfront Trolley Association, Inc ("RTA")  
990 Astor Street, Astoria, OR 97103

RTA is an Oregon not for profit public benefit corporation that owns, maintains and operates a 1913 vintage electric streetcar (the Trolley) along railway tracks upon the Astoria Riverwalk. RTA stores and provides maintenance to the streetcar in a building owned by City known as the Trolley Barn located at 480 Industry Street, Astoria, Oregon.

The Trolley is powered by a 1999 Onan hospital quiet generator on a rail cart (the Generator).

RTA and City are parties to a Track Operational Agreement executed in 2015 and a Trolley Barn Lease executed in 2013. This agreement is intended to set forth an additional understanding between the parties' relating to the sale of and the provision of insurance for the Trolley and Generator.

### Section 1. Right of First Refusal

**1. Right of First Refusal.** RTA agrees not to sell or otherwise dispose of either the Trolley or Generator without first offering the Trolley and Generator to City on the terms and conditions set forth in this Agreement. As used in this Agreement, the term *sell* includes any agreement allowing any third party to operate the Trolley and Generator for a period in excess of 30 consecutive days.

**A.** When RTA receives from a third party (the "Third-Party Offeror") a bona fide offer to purchase either the Trolley or Generator or both of them, RTA shall give City written notice (the "Notice") of the price, terms, and conditions of the offer and deliver a copy of the offer (the "Offer") to City.

**B.** When City receives the Notice and a copy of the Offer, City shall have the prior and preferential right to purchase either the Trolley or Generator or both of them at the same price and on the same terms and conditions as are contained in the Offer.

**C.** City shall have 15 days from the date that City receives the Notice and a copy of the Offer to notify RTA whether City elects to purchase pursuant to the terms of the Offer.

**D.** If City fails to timely exercise its right to purchase pursuant to the terms of this Agreement, then RTA shall be entitled to sell the Trolley and/or Generator according to the terms of the Offer by the Third-Party Offeror.

**E.** If City fails to exercise its right to purchase and for any reason RTA does not sell to the Third-Party Offer or on the terms contained in the Offer, then RTA must submit any other

offer to City before selling the Trolley and/or Generator, and such offer shall be subject to City's right of first refusal under this Agreement.

If City elects to purchase the Property and any element of the consideration specified in the Offer is not cash or deferred purchase money (e.g., an exchange of property or performance of covenants other than the payment of money), then City may elect to have the nonmonetary consideration appraised by an independent MAI appraiser and pay RTA the cash value of the nonmonetary consideration in lieu of the performance of the nonmonetary obligations specified in the Offer.

## Section 2. Insurance

**2.1 City to Provide Insurance.** City agrees to procure property insurance on the Trolley and Generator to provide coverage against loss or damage from any and all hazards or causes, and against consequential loss from such loss or damage, other than noncontractual legal liability for loss or damage, so long as such coverage is available through City's existing property insurance policy.

**2.2 RTA Reimbursement.** RTA shall reimburse City for the City's actual cost of including the Trolley and Generator in City's property insurance policy. Such reimbursement shall be made promptly after submission of an invoice for such expense to RTA.

## Section 3. Complete Agreement

This agreement, contain the entire agreement of the City and RTA concerning City's right of first refusal and agreement to provide property insurance.

IN WITNESS WHEREOF, the duly authorized representatives of the parties have executed this Lease:

CITY:

\_\_\_\_\_

By: Arline LaMear

Title: Mayor

Date: \_\_\_\_\_

RTA:

\_\_\_\_\_

By: Willis Van Dusen, President

Title: Riverfront Trolley Association, Inc

Date: \_\_\_\_\_

 Digitally signed by  
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Date: 2017.08.08 14:59:22 -08'00'





September 20, 2017

**MEMORANDUM**

TO: MAYOR AND CITY COUNCIL

FROM:  BRETT ESTES, CITY MANAGER

SUBJECT: LICENSE TO OCCUPY A PORTION OF THE 9<sup>th</sup> STREET RIGHT OF WAY ADJACENT TO 912 and 938 KENSINGTON AVENUE

**DISCUSSION/ANALYSIS**

The City has received a request from Jim and Sylvia Spence to occupy a 55 by 15 foot portion of the 9<sup>th</sup> Street right-of-way adjacent to their property at 912 and 938 Kensington Avenue in order to construct a retaining wall. The retaining wall will facilitate access to the rear portion of 938 Kensington Ave. (Lots 1 & 2, Block 119, McClures). Initially this access will accommodate grading and maintenance that will improve the view corridor and assist with efforts to improve stability of the lot.

A License to Occupy is the City's permission for property owners to make improvements in their portion of the right-of-way, with the understanding that if the City should ever need the right-of-way for utilities or other improvements, they will be responsible for removing any improvements they have constructed within 60 days of notification.

City staff has reviewed the specifics of the request and are in support of the Spence's request with the following conditions:

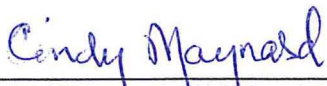
1. The Astoria Building Department is consulted to determine if the proposed retaining wall will require a building permit or further review.
2. A City of Astoria Grading Permit and Right-of-Way Permit be obtained.
3. Storm drainage runoff from the proposed landscape wall and associated area will be routed to an approved location.
4. The proposed retaining be a minimum of 10 feet away from the existing waterline.

Mr. Spence is aware of and in agreement with these conditions. City Attorney has reviewed the License and approved as to form.

**RECOMMENDATION**

It is recommended that City Council approve a license to occupy a 55 foot by 15 foot portion of the 9<sup>th</sup> Street right-of-way adjacent to 912 and 938 Kensington for the purpose of constructing and maintaining a retaining wall.

Submitted by:   
Ken Cook, Public Works Director

Prepared by:   
Cindy Maynard, PW Assistant

After recording, return to:  
Public Works Administration  
City of Astoria  
1095 Duane Street  
Astoria, OR 97103

## LICENSE

AN AGREEMENT, made and entered into this \_\_\_\_ day of \_\_\_\_\_, 2017 between the CITY OF ASTORIA, a municipal corporation of the State of Oregon, hereinafter referred to as "City", and Jim and Sylvia Spence, 912 Kensington Avenue, Astoria, OR 97103, hereinafter referred to as "the Spence's".

### WITNESSETH:

WHEREAS, Jim and Sylvia Spence the Spence's is the owner of certain real property in Astoria, Oregon, hereinafter referred to as "the Spence's property", and more particularly described as: Lots 1, 2, and 8, Block 119, McClure's, Astoria, in the City of Astoria, County of Clatsop and State of Oregon, and

WHEREAS, City is the owner of a public street right-of-way adjacent to and abutting the Spence's property, hereinafter referred to as "the 9th Street right-of-way", and

WHEREAS, the Spence's want to construct a retaining wall, hereinafter referred to as "the retaining wall", on a 55 by 15 foot portion of the 9th Street right-of-way, as it abuts the Spence's property, and

WHEREAS, the Spence's have requested from City the right to locate the retaining wall on the 9th Street right-of-way, as shown on the attached sketch;

NOW, THEREFORE, IN CONSIDERATION OF THE MUTUAL COVENANTS AND PROMISES CONTAINED HEREIN, IT IS AGREED AS FOLLOWS:

- 1) City grants permission to the Spence's and the Spence's accept the City's permission to construct the retaining wall on the 9th Street right-of-way as shown on attached sketch.
- 2) The Spence's use of the 9th Street right-of-way is not "adverse" or contrary to the City in any way.
- 3) Neither the Spence's nor any subsequent owner or occupant of the retaining wall will acquire any prescriptive rights in the 9th Street right-of-way.
- 4) City may revoke its permission for the Spence's continued use of the retaining wall on the 9th Street right-of-way for any reason upon sixty days prior written notice to the Spence's. Upon such notice, the Spence's or subsequent owner will remove the retaining wall forthwith from the 9th Street right-of-way at their sole expense and restore right-of-way to a condition acceptable to the City.
- 5) The Spence's or their successor shall forever defend, indemnify and hold City harmless from any and all claim, loss or liability arising out of or in any way connected with their use of the 9th Street right-of-way, their conduct with respect to the same, or any condition thereof. In the event of any litigation or proceeding brought against City arising out of or in any way connected with any of the foregoing events or claims, the Spence's or their successor shall, upon notice from City, vigorously resist and defend against such actions or proceedings through legal counsel reasonably satisfactory to City.

6) The provision, covenants and agreements of their license shall be binding upon and inure to the benefit of the heirs, personal representatives, successors and permissible assigns of the parties hereto.

7) In the event suit or action is instituted to enforce any of the terms of the license agreement, the prevailing party shall be entitled to recover from the other party such sum as the Court may adjudge reasonable as attorney fees at trial or on appeal of such suit or action, in addition to all other sums provided by law.

CITY OF ASTORIA, a  
municipal corporation of  
the State of Oregon,

CITY:

By: \_\_\_\_\_  
Mayor

Attest: \_\_\_\_\_  
City Manager

\_\_\_\_\_  
Property Owner

Approved as to form:



Digitally signed by  
com.apple.idms.appleid.prd.49317566476d4a3  
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DN:  
cn=com.apple.idms.appleid.prd.49317566476d  
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Date: 2017.09.25 15:06:28 -08'00'



PROPOSED LICENSE TO OCCUPY  
55'x15' AREA ON IN 9TH ST  
ADJACENT TO LOTS 1 & 8,  
BLOCK 119, McCLURES, ASTORIA



SCALE: 1"=50'

DATE: 9-22-2017







CITY OF ASTORIA  
Founded 1811 • Incorporated 1856

## MEMORANDUM

DATE: SEPTEMBER 25, 2017

TO: MAYOR AND CITY COUNCIL

FROM:  BRETT ESTES, CITY MANAGER

SUBJECT: PARKS AND RECREATION MARKETING PLAN FOR THE 2017-2018  
FISCAL YEAR

### DISCUSSION/ANALYSIS

In 2015, Astoria Parks and Recreation (Department) embarked on its first comprehensive master plan to assess community needs and assess its current programming and its relevance to the community. Within the process of community input, it was found that the community needed advanced resources in marketing to allow the community to access Parks and Recreation programming availability and offers. It was identified that a formal marketing plan should be developed to fully support these efforts.

The Community identified the following as goals for the Department in the Master Plan process:

- Measure the impact that communications and marketing strategies have on attendance, program registration, customer satisfaction, and revenue
- Improve the organization and availability of information
- Improve communication with community members and patrons
- Provide bilingual communications and marketing materials
- Increase awareness of scholarship opportunities, discounts, giveaways, and free events
- Increase awareness of the Parks and Recreation Department's operations, amenities, and services

The Department, in so far as we know of its three decade history, has never completed a marketing plan to support and grow its services and does not include a marketing division. The Department has seen increased use of its infant and child care programming due to the community's need for quality and affordable care, but no formal and organized methods have been used to support other programming that

it offers such as sports, fitness, and the Aquatic Center. Roughly fifty-two percent of the Department's budget is generated directly from user fees; as such, strong marketing efforts will help increase participation and revenue to the Department's budget.

Currently, much of the Department's recent efforts in engagement has been via social media. Increases to programming have been directly linked to promotion via Facebook; both paid and unpaid. The Department will largely benefit by continuing to develop and update its social media efforts. Furthermore, with the recent reductions to programming and events, it is important for the Department to consider increasing its "face time" with the community to promote revenue generating programs. Areas to increase attention should now involve: event tabling, paid advertisement across multiple media mediums, and direct mail. These increased efforts will generate the added value of increased program participation, revenue, and positive public relations.

This document will serve as a guideline and reference point to begin increased marketing and communications efforts for Astoria Parks and Recreation; with the idea that this document will be updated annually and fluid and changing as we identify the customer market and the creation of additional programming. Inside you will find a comprehensive review of our current marketing and communications practices, and ways we can improve and maximize these efforts. In collaboration with our marketing contractor, we carefully crafted sales promotions for each of our revenue generating facilities as a marketing technique to incentivize customers to walk through our doors and build the Department's brand awareness. The promotions typically last for a set period of time and are used to achieve a specific purpose: such as purchasing a land/water pass, registering for child care, or encouraging patrons to attend our facilities. Last December, the Department implemented its first marketed special which City Councilors recommended should be included in a formal marketing plan. If executed properly, special, discounts, and giveaways offer an easy way to generate interest with minimal investment and ultimately increasing revenue. Discounts or giveaways are also useful tools to assist partnering agencies while increasing our marketing efforts as the Parks and Recreation Department receives countless requests for donated items from community organizations each year providing an opportunity to assist our community in addition to prompting our services.

The goal for this marketing plan is to offer a detailed guide for staff on marketing and communications implementation and improvements we as a department need to make to ensure that our customers continue to receive the information they need to make informed decisions and develop brand loyalty for the services that we provide. Having a plan written down that our staff can refer to, will be of great help as we amp up our efforts to increase department revenue.

The marketing plan was presented and recommended for approval by the Parks and Recreation Advisory Board on June 28, 2017.

## **RECOMMENDATION**

It is recommended that City Council review the marketing plan and authorize the discounts and giveaways included in section five of the plan for the 2017 – 2018 fiscal year.

By: Angela Cosby  
Angela Cosby  
Director of Parks & Recreation



# MARKETING PLAN 2017-2018

Prepared for: Angela Cosby, Director

Prepared by: Janice O'Malley Galizio, Consultant

June 19, 2017

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## I. Executive Summary

In 2015, Astoria Parks and Recreation (Department) embarked on its first comprehensive master plan to assess community needs and assess its current programming and its relevance to the community. Within the process of community input, the community were found to need advanced resources in marketing to allow the community to access Parks and Recreation programming availability and offers. The community also identified the need to create a formal marketing plan to fully support these efforts.

The Community identified the following as goals for the Department in its Master Plan process:

- ✦ Measure the impact that communications and marketing strategies have on attendance, program registration, customer satisfaction, and revenue
- ✦ Improve the organization and availability of information
- ✦ Improve communication with community members and patrons
- ✦ Provide bilingual communications and marketing materials
- ✦ Increase awareness of scholarship opportunities, discounts, giveaways, and free events
- ✦ Increase awareness of the Parks and Recreation Department's operations, amenities, and services

The Department, in so far as we know of its three decade history, has never completed a marketing plan to support and grow its services and does not include a marketing division. The Department has seen increased use of its infant and child care programming due to the community's need for quality and affordable care, but no formal and organized methods have been used to support other programming that it offers such as sports, fitness, and the Aquatic Center. Roughly fifty-two percent of the Department's budget is generated directly from user fees; as such, strong marketing efforts will help increase participation and revenue to the Department's budget.

Currently, much of the Departments' recent efforts in engagement has been via social media. Increases to programming have been directly linked to promotion via Facebook; both paid and unpaid. The Department will largely benefit by continuing to develop and update its social media efforts. Furthermore, with the recent reductions to programming and events, it is important for the Department to consider increasing its "face time" with the community to promote revenue generating programs. Areas to increase attention should now involve: event tabling, paid advertisement across multiple media mediums, and direct mail. These increased efforts will generate the added value of increased program participation, revenue, and positive public relations.

This document will serve as a guideline and reference point to begin increased marketing and communications efforts for Astoria Parks and Recreation with the idea that this document will be fluid and changing as we identify the customer market and the creation of additional programming.

## II. Situation Analysis

### BACKGROUND

The mission of the Astoria Parks Department is to provide life-long learning, wellness, and well-being through recreational opportunities, and is dedicated to the preservation of natural resources, open spaces, and facilities that inspire and bring neighbors together.

The Department currently maintains five divisions within its organization: Administration, Aquatics, Recreation and Childcare, and Maintenance with the Parks and Recreation Director leading the Department in hiring and managing personnel, planning and budgeting, and coordinating with City government and City Community boards and groups.

**The Aquatic Center** is a 25,000 square foot facility with locker rooms, showers, a fitness room with cardio and weight machines. The aquatics space includes a 25 yard lap pool with six lanes, a recreation pool with water slide and lazy river, an infant pool, and hot tub. Customers are able to pay for a monthly pass that allows them the use of the facility as well as fitness classes at the ARC, pay for a single use fee, pay for aquatics lessons, and rent the pool for parties or events.

The Aquatic Center offers a state of the art Fitness Center, allows patrons to pay a drop-in rate of \$7.50 or \$60 a month for monthly use. The closest Aquatic Center in the area is located in Seaside, 30 minutes to the south where they charge \$5 for residents and \$10 regular for drop in use and \$35 for residents and \$59 regular admission for monthly passes. Competition for fitness memberships will be seen once the Clatsop Community College Patriot Hall renovations are completed.

Also unique to the area is the pool facility which is utilized by patrons outside of the City by residents in Washington and other parts of the County, as well as by tourists visiting the City. Its location has ample parking and is easy to access from Downtown.

**The Astoria Recreation Center** is a 14,000 square foot facility that houses the main Department offices and includes a large fitness studio, cycling studio, Teen Center, two large community event spaces available for rental, classrooms for after-school programs and summer camps. Monthly passes as well as single use drop-in fees are available for both fitness and childcare. Monday, Wednesday, and Friday are more popular days with on average slightly more than 20 customers taking fitness classes. Tuesdays, Thursdays, and Saturdays are on average about 5 or 6 customers. Other programming that generates revenue include community classes such as Jiu-jitsu, gymnastics, fun runs, special events, and youth and adult sports.

The Recreation Center was newly renovated in 2015 with a cycling studio and fitness studio. The cycling classes are the only classes of its kind for the area with higher quality bikes. The Center is tucked away in a hard to find location and may be considered "out of the way" for some customers. The Recreation

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Center offers fitness classes similar to other studios in the area, but at a lower cost. The Department needs to improve awareness of these classes to the community to improve participation numbers.

**Port of Play and Lil Sprouts** have a combined total of 7,500 square feet to utilize for child care as well as its indoor play space. The child care facility has five classrooms and staff care for children ages 6 weeks to 6 years old. Ninety seven children are currently enrolled and a wait list has been enacted for the program. Port of Play, which is a 1,500 square foot gymnasium housed inside the Gray School that caters to toddlers and elementary aged children where families can pay to utilize the facility or to rent for parties. Port of Play also provides child care occasionally on the weekends with their Parents' Night Out Programs. Port of Play has about thirteen party rentals per month.

Many locals in the area are familiar with the Gray School facilities which gives Port of Play an advantage. The Local MOMS club also meets out of the facility, bringing in more families. It is one of the few indoor play facility options available to the community during frequent periods of inclement weather. With the lack of programming available due to budget cuts, the Department will need to increase efforts in marketing Port of Play, particularly during the winter season.

**The Parks System** maintained by the Maintenance division includes 310 acres of park land, 9 miles of trails, and 12 indoor facilities. The other indoor facilities, aside from the others mentioned above, which are available for rental include:

1. Shively Hall
2. Alderbrook Hall
3. All parks are also available for rental

All of the rental facilities are in need of repair and updating. Shively Hall, most recently, in 2016 was updated with a fresh coat of paint on the interior. Shively is a popular facility to rent due to its location in a beautiful park setting. Alderbrook Hall exterior was most recently renovated by Clatsop Community College, restoring its original look with cedar shake shingles. These facilities are a great economical option for party and event rentals due to the low cost of \$29-\$65/hour with access to a kitchen. Park rentals are a lesser known option to the public and increased efforts in marketing can be made to encourage paid rentals for parties. This can be achieved by attending bridal expositions and conferences and produce brochures detailing rentals. As rentals do not bring in a large amount of revenue, this may be considered a lower level priority compared to marketing programs and park passes.

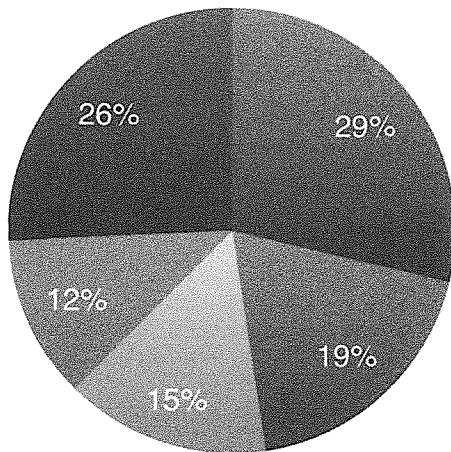
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## FUNDING

A large portion of the Department's funding comes from the City of Astoria's General Fund. Yet, for the purposes of this marketing plan, we will address the funds that are purely generated by the Department which include revenue generated by its recreation programming, childcare, aquatics divisions, and rentals.

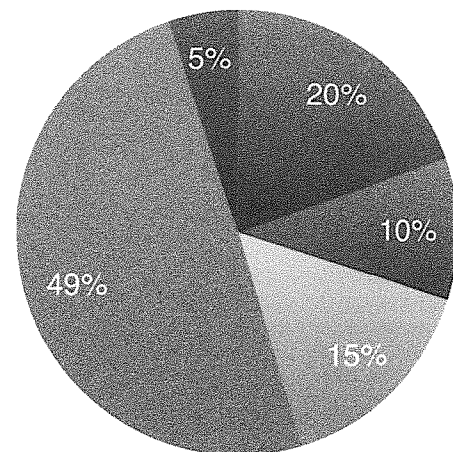
Below is a chart that details the expenses for each division and the revenue generated by each for the current fiscal year. As evidenced by the Expenses vs. Revenue chart, the programming with the least amount of expenses (Childcare) generates roughly \$335,000 in revenue while the Aquatics Center and Recreational programming bring in almost \$650,000 in revenue, yet its expenses are well over \$1 million; leaving room for revenue growth.

EXPENSES

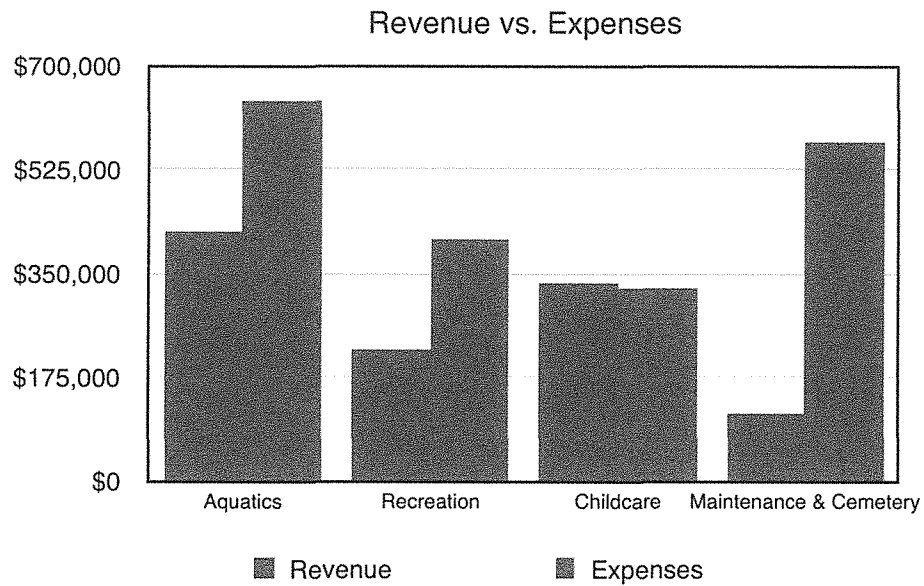


- Aquatics
- Recreation
- Childcare
- Administration
- Maintenance & Cemetery

REVENUE



- Aquatics
- Recreation
- Childcare
- General Fund
- Maintenance & Cemetery



#### **POPULATION GROWTH TRENDS**

The City of Astoria's population, according to the Portland State University Population Research Center's 2017-2067 population forecast, projects that Astoria will continue to grow modestly over the next two decades from 9,782 to about 10,665. In its 2010-2014 survey, the United States Census Bureau five year estimate showed an even number of the Male and Female population. Roughly 26% are under the age of 24 years old, Roughly 39% between the ages of 25-54, and about 35% above the age of 55. Also of importance to note is that the Hispanic or Latino population continues to rise with 9% of the population currently being considered non-white Hispanic/Latino.

#### **VALUE PROPOSITION**

Parks consumers should value its products and services more, due to its investment in the preservation and conservation of its parks land and facilities. Astoria depends on tourism dollars collected through hotel taxes to support the general fund and many of the tourist locations are maintained by the Parks Department. The Department offers unique services that include family passes for fitness and use of both the Aquatic Center Facility, Fitness Facility, and Fitness Classes. Many customers may qualify for fitness and recreation programs for free or for lower cost than other facilities in the area. The Department also offers high quality, affordable child care for ages 6 weeks to 12 years old. The Department must improve its product positioning in the minds of its consumers to improve participation numbers and park pass sales.

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### III. Current Marketing Tactics

The Department has not developed a thorough marketing plan nor a master calendar. Most advertising is done sporadically, mostly through social media. Success in advertisement has been seen on its Facebook and Instagram pages. Other tactics include some print advertising in the Daily Astorian and in Radio. The Designated Market Area (DMA) for Astoria is the Portland market. As the City is such a small demographic for the DMA, this media plan will not include television advertisement due to cost considerations.

#### **LOCAL MEDIA MARKET INCLUDES:**

##### **PRINT**

- Daily Astorian
- HipFish Monthly
- The Current

##### **RADIO**

- Ohana Media Group
- Coast Community Radio
- KRKZ

#### **MARKETING ADVANTAGES:**

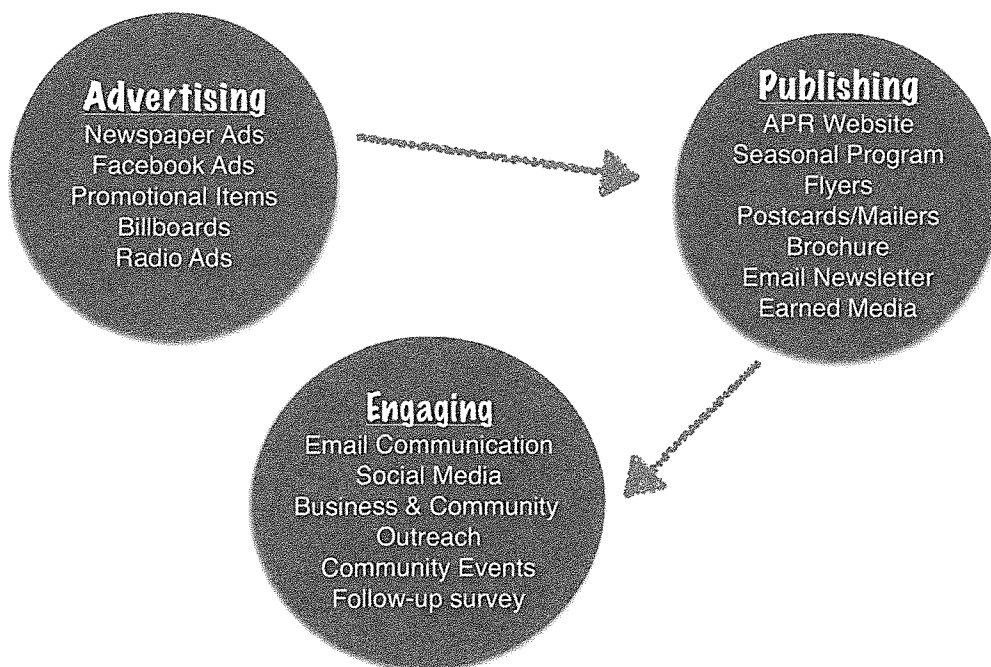
- The Astoria Parks Foundation through its annual Run on the River race and through its Parks After Dark movie series, not only raises a large amount of money for scholarships for local residents to afford recreational programming, but it also serves as a positive community event that draws both locals and tourists to the City and utilizes its parks.
- The Department has started in earnest to receive feedback on its programming and customer service through surveys and community forums. This allows the Department to hear, in real time, what the Department is doing well and what needs improvement.
- Positive relationship with the community – The Department has an extremely close relationship with the surrounding community. Administrative staff have constant face-to-face contact with the market that the Department serves.
- Presence of Local Newspaper – The local newspaper provides the Department with an outlet that can be utilized to promote events and distribute information.
- Local Radio Stations - Local radio stations: KAST, KRKZ, and KMUN provides the Department with an outlet to communicate with the community on a host of items regarding the Department, from community concerns to events.
- Small service area that allows for easy dissemination of information whether through flyers or mailers.
- The Department maintains an active social media presence.
- Availability to table or advertise at community events for low cost - with recent cuts to events and programs, these will now be of major importance for the Department to participate in. If the Department events/programs are reinstated, it would provide an even greater opportunity to market the Department.



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## IV. Suggested Marketing Tactics

What we can gauge as a result of the population, is that equal amount of efforts to market to families with children, middle-aged “empty nesters”, and an aging population is necessary; including adding services specific to the needs of the growing latino population. This includes adding bilingual communication materials and marketing bilingual materials on local dual language radio. Three methods of outreach will be enacted using paid advertisement, publishing, and engaging directly with the customer for optimal outreach.



### PAID ADVERTISING

Paid advertising will need to be considered for those we are unable to reach through community events, meetings, and through the Astoria Parks website. The following will need to be considered on a monthly basis:

**Newspaper Ads** - Typically, for newspaper advertisement to be effective, a campaign should be considered on a weekly basis; the bigger and the higher the frequency, the better. Other considerations to maximize ad buys would be to consider purchasing ad space in the Coast Weekend editions of the Daily Astorian which runs weekly.

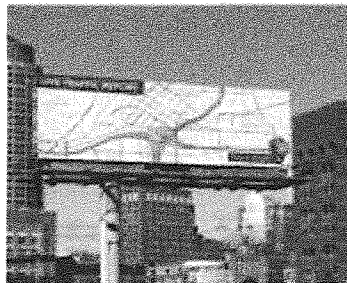
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**Facebook Ads** - Whether its marketing of programs, facilities, or the Department, monthly advertisements generate more page likes and allows the Department to actively engage with the community. With social media advertising, the Department can directly target certain customers and track their responses. This has been of particular advantage in marketing the Run on the River half-marathon. Boost to registration sales were directly tied to social media advertising. Advertising should be considered on a monthly basis to boost program registration and fitness pass sales. The Department should also consider monthly paid ads that target tourists.

**Promotional Items** - From t-shirts, to bumper stickers, removeable tattoos, stickers, jump ropes, or sunscreen, promotional items distributed or sold increase brand favorability. According to a 2016 study conducted by the Advertising Specialty Institute (ASI), promotional products are one of the most high impact, cost effective advertising mediums. In the same study, it was found that promotional products most highly regarded in the Pacific Northwest include drinkware and USB drives.

The Department should consider purchasing stickers and removeable tattoos, which are low cost, and distribute items during the summer to encourage families to attend its facilities. Also, t-shirts or water bottles should be considered to sell. Another concept would be to give away a calendar with pictures of local parks to new reigstrants during the winter.

**Billboards** - Although a more expensive form of advertising, when exiting Astoria heading both east and west on Highway 26, the billboard placement captures the drivers' attention. Billboard advertisement would be greatly beneficial to marketing to toursits in the area. Advertising on billboards depends on its availability, but should also be considered seasonally to promote the Aquatic Center, Port of Play, Riverwalk, and other parks.



**Radio** - Radio programming such as Tom Freel on KAST, sponsorship of KMUN, and KRKZ should be priorities in advertising. Astoria Parks can take advantage of free advertising for non-profits that are offered as well as monthly paid ads. When advertising on radio, it should be consistent - at least on a weekly basis and should be considered for each division - Aquatic Center, Port of Play, and Recreation Center. The ads can be a month long run with 15 to 30 second ads on a seasonal basis, encouraging listeners to visit the Department's Facebook Page or website.

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## PUBLISHING

The Department has been active in publishing content online via its website and weekly email newsletter, as well as in print with its seasonal programs and flyers. The greatest need is to maintain consistency and timeliness in the release of these materials. Additionally, the Department should consider direct mail pieces that target residents and brochures that can be left at local businesses and our facilities.

**Astoria Parks Website** - the website was redesigned in 2016 with the attempt to allow the user experience to be more seamless in finding the information needed. Although another update may need to be considered at some point (due to the increase in smart phone mobile internet usage), the website will need to be updated consistently and frequently. Another item to consider would be a survey to customers on the organization and functionality of the website.

**Seasonal Programs** - The Department shares its seasonal program guide each quarter via email newsletter, social media, website, and in print. Distribution of these guides are sometimes shared with local businesses, and with the local school district when school is in session. Current customers have grown to expect the release of these guides and are an important tool to continue publishing in advertising its programs. Another element to consider would be the addition of a note from the Parks Director in order to personalize the guide. Another focus for the guide should consider its use for tourism and tourists.

**Flyers** - Flyers distributed to local businesses and community are a great tool to advertise certain programs and events amongst residents and tourists. The Department's support within the community allows for it to distribute flyers and place in window shops in the downtown strip of Main Street and capture more impressions. Consistency in look and branding are important so that customers recognize and engage with the flyer. For maximum distribution, flyers should be distributed within the school district, at hotels and motels, and at business/community events and meetings.

**Direct Mail** - The Department should consider mailing seasonal program guides or create direct mail postcards that encourage households to visit the website to sign up for programming on a seasonal basis. Mailers should also include promotional discounts such as a sibling discount, or early bird registration.

- Winter - Fitness Theme (targeting women ages 35-75), referral bonus
- Summer - Recreation Day camps/pool (targeting households with families)
- Fall - After-school care registration/fall sports/party rentals (targeting households with families)
- Spring - Run on the River/Port of Play/Spring Sports (target families and adults ages 25-54)



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**Brochure** - Brochures are an effective form of marketing, particularly for small businesses. It's an opportunity to provide an overview of the Department and provides more room than a regular print advertisement or flyer. It is a low cost marketing option that can be easily distributed at local businesses, hotels and motels for tourists, or at community events. Specific brochures should include: overall information on Astoria Parks and Recreation, event space for rent, and another targeting each specific facility. Each brochure should also have a call to action included, i.e., registration form for rentals, land and water pass form, etc.

**Email Newsletter** - Since 2016, the Department had been emailing its customers on a monthly basis. Most recently, this has been shifted to a weekly release. On average, the industry-wide open rate hovers around 12% or 13%. The Department has been receiving an open rate of between 23%-30%. Maintaining consistency in its release is important. An increase to the open-rate is found to be higher on Mondays at 4:15 am.

**Earned Media** - Earned Media refers to publicity gained through promotional efforts that are not through paid advertisement. The Department should take advantage of local papers and radio stations as well as through the Travel Astoria website to support and market its events and programming. A press release should be sent out to all media markets upon release of seasonal program guides, events, and recreational programming registration.

## ENGAGEMENT

With the rise of social media usage, customers are expecting that its interaction on webpages, social media, and electronically are met in a timely manner and expectations are that information be provided instantaneously. Yet this constant online engagement should not replace face to face contact with the Department's customer base, particularly with the absence of major events and special programming that would typically add to draw in customers. It is an opportunity to start a relationship and earn the trust of its customers. The traditional email and social media communications should continue, but more face time with local businesses and community meetings and tabling at events should be considered.

**Email Communications** - The Department will continue to send weekly newsletters to customers and community members and identify, as appropriate, when to share other news and events in separate email messages.

**Social Media** - Social media is a vital form of communication for the Department to reach the community. Currently, the Department maintains an Instagram profile, Youtube page, Facebook Page, Google+, and Twitter. By far, the more popular social media site for the Department is Facebook. Since 2015, the page has grown from about 1,800 page likes to close to 2,900 with the potential to continually grow. This is evidenced by the Astoria Police Department Facebook Page which has over 9,400 page likes. The Department has a following of 692 on Instagram, and 324 followers on Twitter.

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*The key with social media is to:*

1. Have basic information readily available on all platforms.
2. Continuously and consistently post information using a variety of media: video, photo, live posts, & gifs
3. Find ways to engage with customers: online surveys, hashtag campaigns, respond to questions rapidly
4. Engage with other organizations or groups to help circulate information

*Goals for social media 2017-2018:*

1. Increase Facebook page likes to 3200 and Instagram Followers to 800, and Twitter Followers to 400.
2. Response time for comments should be raised to same day
3. Post daily
4. Continuously update and analyze information on all social media
5. Encourage Aquatic Center, Recreation Center, and Port of Play administrators to update and curate posts.
6. Create a list of organizations that will help cross-advertise programs, events, and information
7. Geo target ads to tourists to promote use of its facilities

**Business & Community Outreach** - Maintaining an active presence within the community is vital for marketing. Business and community members are able to act as surrogates in promoting events and advocating for the Department. Astoria Parks staff, park board members or foundation members should be assigned to attend each monthly community meeting to report Astoria Parks information.

Important community organizations to have members of the Department or Parks Board participation in are listed below. Surrogates should have important information and current flyers/guides to provide to members:

1. Astoria/Warrenton Chamber of Commerce - Last Wednesday of each month - 8:00am at Wet Dog Cafe
2. Astoria Downtown Historic District Association - Member meet the first Friday of each month 8:30am-9:30am at Baked Alaska
3. Astoria Rotary Club - Every Monday at Noon, at the Elks Lodge
4. CHART - 2nd Monday of each month at Noon
5. Parent Teacher Organizations
6. MOMS Club - First Wednesday of each month 9-10am, Fred Lindstrom if not raining, POP if raining

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**Community Events** - Interaction directly with the community is of vital importance to marketing. Generally, the most compelling reasons to support tabling include: branding and awareness, generating leads, and engaging with current and prospective customers, educating attendees on what the Department offers. If staffing is limited for certain events, the Department should consider prioritizing "locals' night" if that is an option. When tabling at events, staff should have important documents to share: Astoria Parks banner, brochure, important flyers, current programming guides, step and repeat, sign up sheet for newsletter.

At these tables, staff should be prepared to be interactive (no sitting), have a give-away, and encourage people to sign up for the Department email newsletter. Following the end of each shift, staff will record the number of brochures, flyers, program guides that were distributed, record how many people interacted, how many took selfies, and how many give-aways were distributed.

*Some events to consider tabling at:*

1. \*Astoria Sunday Market - May 14 - October 8, 2017 (*Commitment from Park board or Parks foundation would be needed to table depending on staff resources*)
2. Clatsop County Fair - August 1-5th, 2017
3. Astoria Regatta - August 9-13, 2017
4. Hood to Coast Relay - August 25-26, 2017
5. Pacific Northwest Brew Cup - September 22-25th, 2017
6. Great Columbia Crossing - October 15, 2017
7. Astoria Warrenton Crab Fest - April 27-29th, 2018
8. Astoria School District Kindergarten Round-up
9. Scandinavian Midsummer Festival - June 15-17th, 2018
10. Columbia Memorial/Community Health Fair
11. Astoria School District Events - job fairs, sporting events, swim meets
12. Bridal shows for facility/park rental



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**Follow Up Survey** - to understand customer satisfaction and gauge public interest, the Department should consider posting visible comment boxes at each of its facilities. electron surveys should also be considered for registrants that participate in each of the Department's sports, aquatics, and fitness classes. Yet to accomplish this, additional staff resources will be needed to distribute and analyze the findings of the survey.

If staff resources are not available, an annual survey should also be considered to all customers to gauge interest and needs for improvement. Items to consider for the survey:

1. How did you hear of the class/facility/sport?
2. Social media use
3. Communications Preference
4. Facility hours of operation/Class times & dates
5. Suggestions for new classes/programs
6. Rate the quality of the program
7. What did you like about the program?
8. What do you think needs to be improved?

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## V. Marketing Calendar

Below is a list of events, holidays, and monthly celebrations that the Department could recognize and push different marketing campaigns, particularly via social media. The table also includes programming that is currently in place. This chart will help the Department organize its social media posting as well as to plan ahead for the creation of marketing of materials.

The general rule when it comes to marketing an event will be as follows:

1. 8 weeks prior to the event, staff will release a flyer for the program.
2. Upon completion and approval of the flyer, flyer will be distributed to the community (At business/ community events/dropped off at local schools)
3. Once flyers are distributed, a social media campaign will be enacted and it will be advertised in the Department's newsletter.
4. Paid advertisement will be considered if enrollment in the program is low.

### CONSIDERATION OF DISCOUNTS:

Price discounting can be an effective marketing tool to get customers through the door. Customers are inherently drawn towards giveaways or sales. Effective discounts are discounts that are used to achieve a purpose. For example, do we need more patrons to utilize the Aquatic center between a certain hour? Do we need more participation in our after school programs? Do we need to build a stronger customer relationship and provide giveaway passes to hand out at community events and fundraisers? In order for these discounts to be effective, they would need to coincide with an advertising campaign to allow for maximum participation.

#### Astoria Recreation Center

- Register for Kids Zone/Summer Camp one month early and receive a 20% discount
- Give the gift of fitness - Sign up for a January monthly pass in December and receive 25% discount
- Sibling Discounts - 10% off for each additional child

#### Port of Play

- 50 Free Admission tickets to Port of Play for Parks Director's discretion
- 15 Free Registration tickets for Parents' Night Out for Parks Director's discretion
- CMH New Moms/Coast Guard Welcome packet - to include Buy One Get One Free Admission to POP
- Sign up for ACH with the monthly pass, and get next month free
- 2 Birthday Party giveaways for Parks Director's discretion

#### Astoria Aquatic Center

- 500 - two for one day passes for Parks Director's discretion
  - \* Includes free entry for every fourth grader during Water Safety Month in May
  - \* Includes CMH New Moms/Coast Guard Welcome packet Free buy one, get one swim admission
- Black Friday Deal/January New ACH sign-ups will receive a complimentary land/water pass for one month
- 10 Free Swim Lessons/10 Monthly passes for Parks Director's discretion.
- 2 Birthday Party giveaways for Parks Director's discretion

## 2017 Calender of APRD Events

Month	Focus	Holidays	Programming	Unique marketing propositions
July	Parks and Rec Month	4th - Independence Day 23rd - Parent's Day	3rd - A Bug's Life Camp 10th - Wacky Sports Camp 17th - Science Explorers Camps 24th - Under the Sea Camp 31st - Life on the Farm Camp	<ul style="list-style-type: none"> <li>• Early Bird Registration fee for after- school Care</li> <li>• #LoveAstoriaParks</li> <li>• "Let's Play"</li> </ul>
August	Coast Guard Recognition	4th - Coast Guard Birthday 21st - Senior Citizens Day 26th - Women's Equality Day	7th - Drip Drip Splash Camp 14th - Sustainable You Camp 21st - Under the Sea Camp 28th - Under the Big Top Camp	<ul style="list-style-type: none"> <li>• Early Bird Registration fee for after- school Care</li> <li>• Free swim for Coasties</li> </ul>
September	<ul style="list-style-type: none"> <li>• Back to School</li> <li>• Childhood Obesity Awareness Month</li> <li>• Hispanic Heritage Month</li> </ul>	4th - Labor Day 10th - National Grandparents Day 11th - Patriot Day 25th - Family Day 22nd - Fall Equinox	4th - Annual Pool Closure - 9/4/17	<ul style="list-style-type: none"> <li>• Back to School Teen Zone Registration</li> </ul>
October	Halloween	2nd - Child Health Day 9th - Leif Erickson Day 16th - Boss's Day 31st - Halloween		<ul style="list-style-type: none"> <li>• Promote Port of Play to locals and tourists</li> </ul>
November	<ul style="list-style-type: none"> <li>• Thanksgiving</li> <li>• Native American Heritage Month</li> </ul>	5th - Daylight Savings 11th - Veterans Day 15th - Philanthropy Day 23rd - Thanksgiving 23rd - National Volunteer Week 24th - Black Friday		<ul style="list-style-type: none"> <li>• Cyber Monday deal - one month free</li> <li>• Promote Port of Play to locals and tourists</li> </ul>

## 2018 Calender of APRD Events

<b>January</b>	Focus on Fitness	<b>1st</b> - New Year's Day <b>15th</b> - MLK Day		<ul style="list-style-type: none"> <li>• Tourist promotion of POP and AAC</li> </ul>
<b>February</b>	<ul style="list-style-type: none"> <li>• American Heart Month</li> <li>• Black History Month</li> </ul>	<b>2nd</b> - Groundhog Day <b>14th</b> - Valentine's Day <b>16th</b> - Chinese New Year <b>19th</b> - Presidents' Day		<ul style="list-style-type: none"> <li>• Early Bird Registration for Spring Break Camp</li> <li>• Valentine's Day Parents' Night Out promotion</li> </ul>
<b>March</b>	<ul style="list-style-type: none"> <li>• Women's History Month</li> <li>• Youth Art Month</li> </ul>	<b>2nd</b> - Read Across America Day Employee Appreciation Day <b>11th</b> - Daylight Savings <b>17th</b> - St. Patrick's Day <b>20th</b> - Spring Equinox	<b>15th</b> - Intro to Scuba <b>27th</b> - Spring Break Camp	<ul style="list-style-type: none"> <li>• Promote Port of Play to tourists and locals</li> </ul>
<b>April</b>	Autism Awareness Month	<b>1st</b> - Easter <b>17th</b> - Tax Day <b>22nd</b> - Earth Day <b>26th</b> - Administrative Professionals Day <b>27th</b> - Arbor Day	<b>1st</b> - Youth Volleyball Clinic <b>5th</b> - Gymnastics thru June 7th @ POP <b>19th</b> - Intro to Scuba <b>24th</b> - Jiu-Jitsu through June 12th	<ul style="list-style-type: none"> <li>• Early bird registration fee for Summer Day Camps</li> <li>• Crab Fest Partner - Parents' Night Out promotion</li> </ul>
<b>May</b>	<ul style="list-style-type: none"> <li>• Asian Heritage Month</li> <li>• Physical Fitness &amp; Sports Month</li> </ul>	<b>5th</b> - Cinco de Mayo <b>6th</b> - National Nurses Day <b>11th</b> - Military Spouse Appreciation Day <b>13th</b> - Mothers Day <b>22nd</b> - National Maritime Day <b>28th</b> - Memorial Day	<b>7th</b> - Adult softball Starts through July <b>16th</b> - Youth Softball League Registration Deadline/ First practice in May thru July <b>17th</b> - Intro to Scuba <b>20th</b> - 5th Annual Run on the River	<ul style="list-style-type: none"> <li>• Early bird registration fee for Summer Day Camps</li> <li>• Military Spouse free swim</li> </ul>
<b>June</b>	<ul style="list-style-type: none"> <li>• Pride Month</li> <li>• Great Outdoors Month</li> </ul>	<b>17th</b> - Father's Day <b>21st</b> - Summer Solstice	<b>19th</b> - Day Camp Starts <b>26th</b> - Day Camp	Parents' Night Out - Partner with Scandi Festival promotion

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Repeating Events:

Parents' Night Out

Sept-May, Each Saturday  
Night Jun-Aug, Every other  
Saturday

Kids Zone

School Year

Teen Zone

School Year

Fitness Classes

Daily

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## VII. Measuring Success of Marketing and Customer Satisfaction

The effectiveness and evaluation of departmental marketing tactics will be measured in a number of ways. The easiest way to see value in marketing is through increased numbers of participation in programming as well as increased sales of passes. As mentioned previously, the Department should also consider program evaluations and survey forms. These forms will be distributed at the end of programs to gauge participants' satisfaction. The Director additionally receives a monthly social media update highlighting top posts, page likes, impressions, and activity. The monthly report will also start including data from the website and from its mailing of weekly newsletters which will allow for the Department to continually analyze and assess its goals.



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## VIII. Budget

### Estimated Budget

This section is solely an estimate of costs for advertisement and publishing as described by the marketing plan. Depending on the priorities of the Department, City Council budget allotment, and determination of effectiveness of different campaigns, this budget may change.

Description	Quantity	Cost
<b>Facebook Ads</b> - includes promotion of events, services, facilities, and tourist geo-targeting	1-2 per month	\$ 1,200-2,400
<b>Promotional Items</b> - stickers, temporary tattoos, t-shirts, and other giveaways for promotion to support registration	Varies depending on campaign	\$ 1,000-2,000
<b>Billboards</b> - promotion of facilities such as POP, AAC, Fitness Classes, and other parks	1-2 annually	\$ 1,500-3,000
<b>Newspaper</b> - promotion of facilities such as POP, AAC, Fitness Classes, and other parks	26-52 ads annually	\$ 5,000-10,000
<b>Radio Ads</b> - promotion to locals on registration, discounts, specials, facilities, programs, and events	1 ad per season to run weekly amongst all radio outlets	\$ 6,400-8,000
<b>Seasonal Program</b> - to use as a seasonal guide for locals as well as tourists plus Spanish Translation.	4 created seasonally and printed professionally	\$ 5,000-8,000
<b>Flyers</b> - promotion of events, programming, plus Spanish Translation	12 flyers annually or 3/4 a month	2,400
<b>Direct Mail</b> - targeting locals to increase land & water passes, separate Spanish mailers	1 postcard per season	\$ 8,000-10,000
<b>Brochures</b> - AAC, ARC, POP, Facility Rentals, P&R and Spanish Translation	10 printed professionally	\$ 3,000-4,500
<b>Discounts</b> - Sibling discount, Referral bonus, PNO Event Discount, other special discounts, and Early Bird Registration	*review Communications and Marketing plan Implementation Spreadsheet	\$ 8,700-12,400

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## IX. Communications and Marketing Plan Implementation

The following pages summarize the implementation and funding strategy for the communications marketing plan. It includes the recommendations made throughout the document, timeframe for completion, actions needed to complete the recommendation, target completion, cost, funding source, priority level, and project lead/support/partners who will help accomplish these strategies. The marketing and communications staff and or consultant will work with the Parks Director to make sure that all recommendations agreed upon by City Council are consistently being tracked, evaluated, implemented and updated.

Recommendation	Timeframe	Actions	Target Completion	Cost	Funding Prioritization	Project Lead/Support/Partners
<b>Social Media</b>	Ongoing	Create multiple posts (5+ weekly) to promote events, services, facilities, and tourist geo-targeting	Evaluate annually, concurrent with the communications and marketing plan	Varies based on staff time	high	<i>Project Lead:</i> Marketing & Communications Staff/ <i>Consultant</i> <i>Support:</i> Recreation Coordinators All Department Staff
<b>Email Newsletters</b>	Weekly	Create weekly newsletter to distribute to patrons to increase awareness of discounts, giveaways, free events, and programming updates	Evaluate annually, concurrent with the communications and marketing plan	Varies based on staff time	high	<i>Project Lead:</i> Marketing & Communications Staff/ <i>Consultant</i> <i>Support:</i> Parks & Recreation Director
<b>Business &amp; Community Outreach</b>	Ongoing	Develop list of businesses and community organizations to partner with, attend meetings and distribute materials to members	Evaluate annually	Varies based on staff time	high	<i>Project Lead:</i> Parks & Recreation Director <i>Support:</i> Recreation Coordinators APR Board Members APRCF Members
<b>Community Events</b>	Ongoing	Develop list of community events that allow for community tabling, attend event with materials to distribute, provide giveaways and prizes to distribute, staff will engage with patrons and fill out information on # of people engaged and materials distributed.	Evaluate annually	Varies based on staff time	high	<i>Project Lead:</i> Parks & Recreation Director <i>Support:</i> Recreation Coordinators APR Board Members APRCF Members Administrative Assistant
<b>APR Website</b>	Ongoing	Continue to develop and improve website by constantly updating and curating content	Evaluate annually, concurrent with the Communications and Marketing Plan	Varies based on staff time	high	<i>Project Lead:</i> Marketing & Communications Staff/ <i>Consultant</i> <i>Support:</i> Parks & Recreation Director Administrative Assistant
<b>Seasonal Program</b>	Every 3 months	Create seasonal program in a timely fashion quarterly, translate program into Spanish, and distribute materials at key locations (i.e. schools, Senior Center, Library, Chamber, etc.)	Program Releases for 2017-2018: November, February, May, August	Varies based on staff time	high	<i>Project Lead:</i> Marketing & Communications Staff/ <i>Consultant</i> <i>Support:</i> Parks & Recreation Director Recreation Coordinators Administrative Assistant
<b>Follow-up Survey</b>	Annually	First year develop an annual survey to patrons requesting feedback on communications, programs, events, and staff. Parks Director, communications coordinator, and staff will evaluate the results.	Evaluate annually	Varies based on staff time	high	<i>Project Lead:</i> Marketing & Communications Staff/ <i>Consultant</i> <i>Support:</i> Parks & Recreation Director Recreation Coordinators Administrative Assistant
<b>Earned Media</b>	Ongoing	Increase awareness of operations, amenities, and services to be distributed amongst local radio and print media	Evaluate annually, concurrent with the communications and marketing plan	Varies based on staff time	high	<i>Project Lead:</i> Marketing & Communications Staff/ <i>Consultant</i> <i>Support:</i> Parks & Recreation Director Administrative Assistant
<b>Advertising:</b> Newspaper Ads, Facebook Ads, Promotional Items, Billboards, Radio Ads	Ongoing	Develop advertising plan based on budget allotted by City Council, create ad buy and creative, implement plan.	Develop plan, then update annually	\$14,000-\$33,000	high	<i>Project Lead:</i> Marketing & Communications Staff/ <i>Consultant</i> <i>Support:</i> Parks & Recreation Director Administrative Assistant
<b>Postcards/Direct Mailers</b>	Every 3 months	Develop advertising campaign based on agreed upon marketing plan, distribute materials via postal mail.	Evaluate annually, concurrent with the Communications and Marketing Plan	\$8000-\$10,000	medium	<i>Project Lead:</i> Marketing & Communications Staff/ <i>Consultant</i> <i>Support:</i> Parks & Recreation Director Administrative Assistant
<b>AAC Discounts</b>	Ongoing	Develop marketing discounts based on communications and marketing plan based on budget allotted by City Council. Implement, track, measure, and evaluate on an annual basis.	Evaluate annually, concurrent with the communications and marketing plan	\$6,000-7,000	medium	<i>Project Lead:</i> Marketing & Communications Staff/ <i>Consultant</i> <i>Support:</i> Parks & Recreation Director Recreation Coordinators Administrative Assistant
<b>POP Discounts</b>	Ongoing	Develop marketing discounts based on communications and marketing plan based on budget allotted by City Council. Implement, track, measure, and evaluate on an annual basis.	Evaluate annually, concurrent with the communications and marketing plan	\$1,200-\$2,400	medium	<i>Project Lead:</i> Marketing & Communications Staff/ <i>Consultant</i> <i>Support:</i> Parks & Recreation Director Recreation Coordinators Administrative Assistant
<b>ARC Discounts</b>	Ongoing	Develop marketing discounts based on communications and marketing plan based on budget allotted by City Council. Implement, track, measure, and evaluate on an annual basis.	Evaluate annually, concurrent with the communications and marketing plan	\$1,500-\$3,000	medium	<i>Project Lead:</i> Marketing & Communications Staff/ <i>Consultant</i> <i>Support:</i> Parks & Recreation Director Recreation Coordinators Administrative Assistant
<b>Flyers</b>	Ongoing	Create flyers to advertise programs and events, translate into Spanish, and distribute materials at key locations (i.e. schools, Senior Center, Library, Chamber, etc.)	Concurrent with the Communications and Marketing Plan	\$2,400-\$4,000	low	<i>Project Lead:</i> Marketing & Communications Staff/ <i>Consultant</i> <i>Support:</i> Recreation Coordinators All Department Staff Administrative Assistant
<b>Brochures</b>	Annually	Create brochures to advertise facilities and rentals, translate into Spanish, and distribute materials at hotels, library, Chamber, etc.	Evaluate annually, concurrent with the Communications and Marketing Plan	\$3,000-4,500	low	<i>Project Lead:</i> Marketing & Communications Staff/ <i>Consultant</i> <i>Support:</i> Parks & Recreation Director Administrative Assistant



**CITY OF ASTORIA**  
Founded 1811 • Incorporated 1856

September 22, 2017

## **MEMORANDUM**

TO: MAYOR AND CITY COUNCIL

FROM:  BRETT ESTES, CITY MANAGER

SUBJECT: **IRVING AVENUE AT 33<sup>RD</sup> STREET BRIDGE REPLACEMENT PROJECT –  
ODOT LOCAL BRIDGE PROGRAM FUNDING APPLICATION**

### **DISCUSSION**

The Irving Avenue Bridge at 33<sup>rd</sup> Street is a timber girder structure with a concrete deck that was built in 1951. This bridge serves as part of an alternate route for Highway 30 and provides access to downtown for residents on the east side of Astoria. The bridge is showing signs of significant deterioration and is load-limited. Roadway width and railing on the Irving Ave. Bridge at 33<sup>rd</sup> St. do not meet current standards.

Oregon Department of Transportation (ODOT) has invited the City to submit a local bridge project application for the 2022-2024 Statewide Transportation Improvement Program (STIP) under the Local Bridge Program (LBP). The City replaced the Franklin Bridge and Irving Ave. at 19<sup>th</sup> St. Bridge with this funding source. Currently under design, the Waterfront Bridges Replacement Project is also being funded by the LBP. The Irving Ave. at 33<sup>rd</sup> St. Bridge is the last remaining bridge to be replaced in the Astoria City limits.

Based on preliminary scoping, the bridge replacement cost is estimated at \$6,586,000. As has been the case with the other bridge replacement projects, the City would be responsible for a 10.27% match, or an estimated \$670,000. Engineering staff has been working with the Finance Department to develop viable funding options to provide this future match. A possible option is to utilize additional funds the City will be receiving from the recently passed transportation bill HB2017, details of which are still being worked through at the State level. In the event the bridge is selected for LBP funding, the options for providing the City match will be presented to Council for consideration prior to accepting the funding from ODOT.

According to the invitation to apply, a preliminary list of funded projects will be released in February 2018 and a final recommended list of funded projects will be issued in early 2019. If the Irving Ave. at 33<sup>rd</sup> St. Bridge is selected to receive this funding, construction could begin in 2023 or 2024. It should be noted that the City submitted an application for replacement of this bridge for the 2018-2021 STIP cycle and it was not selected.

## RECOMMENDATION

It is recommended that Council authorize staff to submit an application to ODOT for funding in the 2022-2024 STIP through the Highway Bridge Program for the Irving Avenue at 33<sup>rd</sup> Street Bridge Replacement Project.

Submitted By: \_\_\_\_\_



Ken P. Cook, Public Works Director

Prepared By: \_\_\_\_\_



Cindy D. Moore, City Support Engineer