

CHIEF DEVELOPMENT SERVICES OFFICER



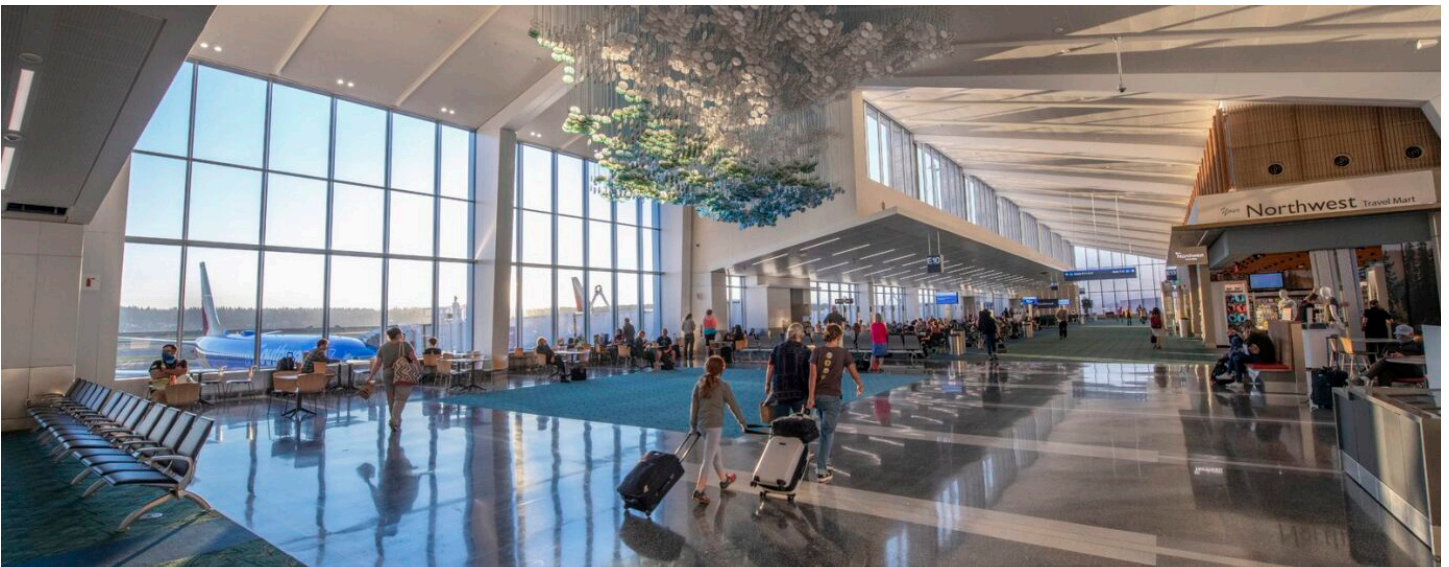
Port of
Portland



MOVING WITH PURPOSE

At the Port of Portland, we use everything we have – our three airports, four marine terminals, five business parks, and all the resources, expertise and experience behind them – to move with purpose, connecting people with powerful opportunities and creating value for our region.

The Port of Portland (The Port), a public agency, is seeking an outstanding leader to become our Chief Development Services Officer (CDSO). The CDSO should have a proven track record for providing strategic leadership and business direction to internal and external customers, while leading with integrity and a commitment to equity and inclusion. The successful candidate will be an authentic leader and a big picture thinker offering enterprise-wide solutions. They should be analytical, results oriented and collaborative in nature, and will serve as a thought partner with the executive leadership team and Port commissioners.



ROSE CITY

As Oregon's largest city, Portland sits on the Columbia and Willamette rivers in the shadow of snow-capped Mount Hood. It is the 26th most populous City in the United States. Portland (619,286 pop.) is the center of a metropolis of over 2.2 million people.

One of America's most beautiful and vibrant cities, Portland is known for its quality of life and recognized as one of the world's most environmentally-conscious cities thanks to its high walkability, large community of bicyclists, farm-to-table dining, microbreweries, expansive network of public transportation options, and over 10,000 acres of public parks. As a result, Portland consistently ranks as one of the best places to live and work. U.S. News and World Report 2023-2024 ranked Portland as one of the most livable metropolitan cities in the United States. Its climate is marked by warm, dry summers and cool, rainy winters. This climate is ideal for growing roses, and Portland has been called the "City of Roses" for over a century. Portland has great recreational and outdoor sporting amenities which draws people from throughout the Pacific Northwest and beyond.

THE PORT OF PORTLAND

Established in 1891 by the 16th Oregon Legislative Assembly, the Port of Portland focuses on enhancing the community economically, socially and environmentally, while continuing to serve passenger and cargo needs.

The Port owns four marine terminals, including Oregon's only deep-draft container port, three airports (Portland International, Hillsboro, and Troutdale) and five business parks around the metropolitan area. Additionally, the Port owns and operates the Dredge Oregon to help maintain the navigation channel on the lower Columbia and Willamette rivers.

Our Mission:
*Build Shared Prosperity for
the Region through Travel,
Trade and Economic
Development.*




We view our work through the lens of these guiding principles:

> Environmental Leadership

> Equity

> Financial Responsibility

> Safety



Our core values are leadership, inclusion and service.

While the Port is a public agency, it operates like a private sector company; total revenues exceed \$300 million and we have approximately 800 employees. The Port brings more than \$6.4 billion a year to the Portland area through the following channels of businesses:

Aviation: Portland International Airport, or PDX, consistently makes the Travel + Leisure list of America's Best Airports. Aviation total revenues for FY22/23 were \$305.6 million. Over 10,000 employees and more than 90 businesses work together at PDX to serve the needs of travelers and guests.

Marine: The Port of Portland is Oregon's largest port and operates four marine terminals. We oversee several large operations including agricultural and mineral bulks, import and export of automobiles, and the only international container terminal in the state. Marine terminals are served by rail (Union Pacific and BNSF railroads), connecting interstates, and river barges. There are 12-14 million tons of cargo moving internationally on the water through Portland annually with 10 million tons of this cargo moving through the Port's-owned and operated facilities. Marine and navigation revenues for FY22/23 were \$83.3 million.

Commercial Development: The Port owns five business parks around the greater Portland area housing over 400 businesses and offering commercial/industrial features to suit every need. From large and buildable lots to established and move in ready distribution and logistics facilities, they offer a diverse array of options and the ideal space for warehouses, manufacturers and distribution businesses. Real estate revenues for FY22/23 (excluding land sales) were \$6.3 million.

STRATEGIC OBJECTIVES

The Port's strategic plan focuses on three areas:

- Build an airport for the future that is environmentally sustainable, welcoming and accessible
- Revitalize the marine business
- Leverage the Port's strengths to create a more equitable and prosperous region

LEADERSHIP/GOVERNANCE

The Port of Portland leadership pushes for new and innovative ways to create prosperity for the region and beyond. At the helm of 800 employees is Executive Director, Curtis Robinhold. Port policy is set by a nine-member commission, appointed by the Governor and ratified by the Oregon State Senate.

CHIEF DEVELOPMENT SERVICES OFFICER (CDSO)

The Chief Development Services Officer will provide strategic leadership and business direction to the Development Services division, leading a highly skilled team of four department directors and a team of up to 150 members that comprise the Engineering, Environmental, Planning & Development and Safety operations with operating budgets of \$24 million in FY22/23. The CDSO will advance Port and division-wide shared prosperity priorities and direct implementation of services, policies, procedures and programs through divisional staff in service to the Aviation and Trade & Economic Development business lines. The CDSO oversees strategies, business plans and programs of the division that support the overall strategic direction of the Port and promote the use of data driven decision-making; participates as a credible and respected partner on the Port's Executive Team; and works effectively with peers, the Executive Director, Port Commissioners and others to develop and advance programs and policies across the organization.



KEY RESPONSIBILITIES

The Chief Development Services Officer contributes to the organization's success by demonstrating Port values while successfully achieving or exceeding performance goals and objectives for the following major job functions.

- Contribute to the strategic and business direction of the Port as a member of the Executive Team
- Direct the Development Services division to assure alignment of services with the strategic needs and business goals while maximizing shared prosperity opportunities. Ensure proper implementation of organizational and business strategy by managing day-to-day operations, providing guidance, encouraging teamwork, and facilitating delivery of service to the Aviation and Trade & Economic Development business lines. Direct the overall planning and coordination of different projects and initiatives to ensure the execution is implemented according to the predefined shared prosperity goals, schedules, plans, budget and procedures.
- Support the Chief Officer of Aviation and of Trade and Economic Development and advise the Executive Director and Port Commission on issues related to planning, development and delivery of capital projects while advancing shared prosperity goals, safety, project portfolio management, engineering, construction and environmental, among others; serve as peer consultant to members of the Executive Team.
- Lead the development and implementation of the strategic business planning process aligned to shared prosperity priorities for the Development Services division. Provide strategic direction on business process improvement, reporting, budgeting, business planning and resource capacity.
- Develop and maintain critical relationships with Port business lines, consultants, contractors and regulatory agencies to ensure successful delivery of Port projects and employee safety programs; exercise critical judgement and influence in terms of consulting/contracting strategies; resource utilization, safety and commission support.



IDEAL CANDIDATE QUALIFICATIONS

Candidates must be visionary, mission driven and skilled at using sound judgement, in order to make thoughtful and practical recommendations to executive leadership and policy makers. In addition to being strategic and tactical, the CDSO must be a leader with integrity, values and humility. Of primary importance, the Port is seeking a Chief Development Services Officer who embraces an authentic servant leadership style, possesses strong emotional intelligence and understands and prioritizes the critical importance that people play in building a successful organization.

Specific skills include:

- Proven and inclusive people leader who is adept at assessing, recruiting and retaining exceptional talent through motivating, coaching and mentoring team members in a manner that promotes collaborations, accountability, professional development and growth; good listening skills and excellent written and verbal communication skills.
- Ability to lead and manage staff in carrying out the mission, vision, goals and objectives of the organization and business lines while working effectively and collaboratively with executive leadership, senior management and staff. They must understand the dynamics and factors influencing strategy and consider future impact when weighing decisions.
- Experience leading and directing organizational functions related to engineering; project development and management; capital portfolio management, facility and system planning, construction and project management; employee safety; environmental policy, planning, compliance and operations (wildlife and noise) and other business disciplines.
- Think creatively, strategically and analytically to identify issues and solve problems with executive-level skill. Identify and analyze organizational problems, and determine effective forward-thinking management solutions, act decisively, and show good judgement.
- Establish and maintain productive relationships internally and externally. Skilled in providing

leadership and direction applying ethical standards of behavior to daily work activities.

- Demonstrate commitment to valuing differences among individuals and a passion for being inclusive.
- Strong presentation and interpersonal skills that demonstrate confidence and build credibility and trust with various Port stakeholders including the Executive Director, Port Commission, the Executive Team, local, state, and federal regulatory agencies, industry associations, consultants, community groups, and the general public.
- Ability to interpret environmental regulatory agency rules and policies and their intent, and craft compliance strategies, policy and programs. They should also be able to engage and influence regulatory agencies in interpretations, enforcement and regulation development.
- Manage to financial targets to achieve goals; strong background in federal and state financial regulations, analytical methods and local budget laws.
- Promote safety as a guiding principle and a regular practice in accomplishing work; focus on safety improvements and complies with safety and health policies and procedures; show the utmost respect for others and be a proven team player.
- Committed to providing leadership in promoting diversity, equity and inclusion; a strong advocate for cultural change and open to new ideals and approaches to building an outstanding Development Services team.
- Ability to manage a diverse workgroup toward a common vision and goals; motivate teams to produce quality materials within tight timeframes and effectively manage multiple projects simultaneously; ability to manage ambiguity and complex issues.
- Demonstrated commitment to valuing differences among individuals.



EXPERIENCE & EDUCATION

Experience:

The ideal Chief Development Services Officer candidate will possess 15+ years progressive and proven senior-level management and leadership experience, preferably overseeing multiple departments and preferably in at least one of the disciplines this position oversees (e.g., engineering, construction or project management), long range planning and capital project development, environmental and safety; or the equivalent combination of education and/or experience with a major public sector enterprise or a closely related private sector organization.

Education:

Bachelor's degree in a related field (e.g., Engineering or Construction Management, Project Management, Aviation, Planning, Environmental Sciences, Safety or another related field); master's degree preferred.

COMPENSATION & BENEFITS

The Port of Portland offers a competitive compensation package including a salary commensurate with experience (\$250,000-\$300,000), a performance bonus 0-15%, and an attractive employee benefits program, including participation in the Oregon Public Service Retirement Plan (OPSRP).

APPLICATION PROCESS

To be considered, please submit a detailed resume and a compelling letter of interest electronically to **cdso.pop@thehawkinscompany.com** by **Friday, Dec. 29, 2023**. The application materials must include scope of experience, key professional attributes, size and scope of leadership, including size of current organization's operating and capital budget.

The CDSO recruitment is being conducted on a national basis by The Hawkins Company. The firm will review all written materials submitted and will screen and evaluate all candidates. Only those deemed qualified will advance to the next level of the recruitment process. The most highly qualified candidates will be invited to participate in an on-site interview. The position will remain open until filled. For additional information or confidential inquiries, please contact a member of our consulting team (The Hawkins Company).



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