



Special Commission Meeting Agenda

Date: June 30th, 2022, 5pm

Where: Cascade Locks City Hall Chambers 140 Wa Na Pa St, Cascade Locks, OR 97014 <https://us02web.zoom.us/j/85806615790>

MINUTES

1. Pledge of Allegiance
 2. Roll Call at 6:10 pm
 - a. President Groves
 - b. Vice President Lorang
 - c. Commissioner Caldwell (6:30 pm)
 - d. Commissioner Stipan
 - e. Commissioner Bump (excused)
 3. Modifications, Changes, and Additions to Agenda
 - a. Item 4.a. Resilient Habitats presentation to be removed
 4. Presentations
 - a. Resilient Habitats
 5. Action Items
 - a. Approve HREDG Intergovernmental Agreement
 - i. Annual agreement the Commission sees to support HDEDG districts. Fee has been raised to \$1,200; to be billed quarterly and now be \$300 quarterly expense for the next fiscal year. P Groves asks GM opinion. GM says Commission has historical done this and is good for the region and useful to us for applying for state grants
- VP LORANG MOTION TO APPROVE HREDG INTERGOVERNMENTAL AGREEMENT; C STIPAN SECONDS; Unanimous 3-0**
- b. Approve Son of Man Tenant Improvement Financing
 - i. P Groves says he is not in favor of this. VP asks if we are offering the finance option, GM says no we are not, but they have asked about building it into the lease as we have before during COVID as well as other tenants. OM say not to exceed \$6427. GM says it would be 12 months at 3% interest. P Groves says that we are the ones who

put it in, up to our code, and he should pay it. VP says that the tenant will pay us back and have interest with it as well; if it's good for business. GM says that our pool account generates 1% interest but along with this, we would generate 3%. VP says that if we can do something to benefit our tenant, and be able to benefit us, we should go for it.

VP LORANG MOTIONS TO APPROVE SON OF MAN TENANT IMPROVEMENT FINANCING; C STIPAN SECONDS; Unanimous 3-0

Recessed out of Regular Session at 6:18 pm
Returns to Regular Session at 6:30 pm

6. Discussion Item

a. SDAO Board Practices Assessment

- i. Mark Kundson is here from SDAO conducting the Board Practices Assessment. SDAO sister organization, SDIS, wants to manage risks and helps flag issues or concerns that can potentially pose as risks towards the district. C Caldwell asks if we are trying to follow ORS 777, Mark said kind of but not exactly. C Stipan asks if this is something that they are told they must do or if they get to do it. Mark said they provide an incentive with a 2% break following best practice points. C Stipan agrees and says that he believes with a lot of the decisions they make, they take risk into account. First item states Board Duties and Responsibilities. P Groves says that he has worked with a lot of Port Commissioners, but he feels that within the past couple years, the Commission has been the best and the Port has been the best. He also adds that he has received calls from locals about the toll raise and reiterates that it's not the Port office staff fault, but they are the ones who deal with it. He also says over the years he's been involved here; he's worked for 8 different

managers and along that path were a lot of Commissioners. He personally believes that the POCL has done a great job. VP Lorang adds that these are difficult times along with COVID and economic raise. He feels like he's more critical lately and feels that sometimes he's the odd man out on business things and that there have been "throw spaghetti on the wall" type of thinking but now that money is tighter, he's pushing the Port into pursuing what can help generate more revenue as well as more resources for the Port. Mark asks for C Caldwell's opinion. She says that she thinks it's kind of a difficult question to answer, for adherence to standards of good stewardship, she says that there have been some concerns and feels that for the board working, the current one really tries to work together and listen to each other, regardless of not agreeing sometimes. C Stipan says that he believes in the bard and that when we see and talk about something that needs to be done, they discuss it and then do it. They're not out here to do the leftovers, make "the main meal" and present it to the public. He says as far as communication, he says it's different sometimes. He adds he has seen a good change, major change, in the Port such as staff wise. He continues that whenever he has suggestions, he always calls the Port, and everyone listens. When he comes to Port meetings, he brings an energy. He says that when decisions come to the Port, they study it, discuss it, decide on it, and move on from it. C Stipan adds that there was a previous Commissioner that talked to C Stipan about how for someone to help be successful, they must do good by the Port

- ii. Demonstration of good governance practices. Mark asks if there is a shared opinion of leadership across the board. P Groves says that when he came onto the board, the Port didn't have a building. He says they all may not agree but

it's healthy to not always agree. He thinks that this Commission has a good understanding from the public. C Stipan starts by giving an example of a poor family needing assistance, and that if they need help with it, they go for it and lead by example. He says that one reason he became a Port Commissioner was because the City and Port didn't get along. VP Lorang adds that he believes that P Groves takes on too much management roles by bypassing GM and OM, going straight to staff. He thinks that P Groves makes a lot of personal decisions and approvals himself without running it by others. Mark says asks for clarification, VP Lorang says that he believes P Groves has been on the Commission for a long time and is used to running things. Mark says that normally there are policies for roles of Board members to better flush out these issues and have limitations. C Stipan says that he believes when he met P Groves, he thought he has tenacity. He doesn't think a single thing he does isn't for personal gain. Whether or not there are little moments to learn from. C Stipan likes to work with people who push through and persevere. He adds that VP Lorang quit being a commissioner the past year and tried for him to come back. VP Lorang adds that part of him quitting was due to being stretched thin and having meetings run on for hours, often it gets hard. He wants things to be more directly focused for things on the agenda instead of them being not on the agenda and then bringing it up in the meeting. Mark says that what VP Lorang says is another example of policies of the board. C Caldwell says that she has a completely different perspective of this, especially concerning P Groves roles. C Caldwell says that she has been around for 20 years and has gone through 3 general managers. During the previous GM, who say CL true needs with the Commission President, it was very vital to

both people about what is needed in this community. She adds the town used to be in an economic depression. C Caldwell continues that the Commission gave P Groves that ability to work together with the GM to help better the Port. She doesn't believe that he has ever tried to do things single handedly and tries to get things produced with the GM. She adds that within the last couple years with the past GM, they exploded with good communication, judiciary responsibilities, etc. She says the responsibility is on the people who have the time to help. Mark says that in having done this with other organizations, it's all about doing the right thing. Mark's action item based on this conversation; they can provide help to craft a set of expectations/policies that clearly define the authority of the Port President as well as other Commissioners. VP Lorang says that he sees a disconnect from policy and best practice. VP Lorang adds that P Groves has ran this group for 20 years and for most of the time, there is no issues, but sometimes the disconnect between policy and practice can cause issues. P Groves adds that he agrees with C Stipan about that he never does anything for himself but has a strong personality. P Groves asks about the \$3,500 that was passed along, VP Lorang says that he never knew about besides Mark Johnson, Paul Koch, and P Groves. Mark says that he can't say what is the right answer, but this can be flagged. P Groves then says he remembers it was about a train station discussion. P Groves adds that the Commission and Port has a lot of committees and ends up having a lot to do with Port staff. P Groves said that the secretary works for the board and if he wants to ask a question, he doesn't think he needs to go through the GM. Mark says that according to SDAO, the board has one employee, who is the GM. It helps to be clear and have a good line

of communication. P Groves adds that for about 6 or 7 years, they have had a good line of communication and respect.

- iii. Overall regulatory compliance and timeliness of compliance reporting. VP Lorang asks for more clarification on what the question is. Mark says that in water work, they have monthly report for stuff. VP Lorang says that normally the GM is the one that takes care of that, and he doesn't believe there has been any issues recently of it. Mark asks GM opinion. GM says that we are required to do a 10-year renewal of our SBP, which we are currently in our 7th year. Financial reports to the state, budget fillings, and audits. GM says that audits have been delayed due to staffing shortages but have created an accountant position that has been open for the past 9 months. We continue to file extensions. P Groves adds that we dredge every 3 years. Mark asks how the Commission knows, P Groves and GM agree it's reported monthly.
- iv. Potential challenges. P Groves says that we currently have a native issue we are dealing with. He says the Port is doing a great job making an MOA with the 4 River Tribes. He adds he is concerned about where the economy is going and that everything is pushed back. P Groves asks about the building being delivered, GM replies that the lead time was 3 months instead of 6 months. VP Lorang says that Commission would like to have Port stray away from bridge revenues and be able to begin the bike/ped crossing. He adds that we have a hard time Title 23 and have looked at diversified revenue streams. When we increase bridge tolls, we find ourselves at odds with the community and unless you say that we are working hard at being good stewards with the money, we also must have a balanced budget, justifying it. C Caldwell believes

the things that have already been brought up are the big challenges. C Stipan adds that a big challenge is timing, giving examples of grant timelines. He adds that a Skamania County Commissioner pulled him aside asking what happened with a specific grant, and that they missed it due to timing.

- v. Organizational resilience. Mark says that resilience is a big part of the PNW due to outdoor risks, but to think about it for risk management in the Port. C Stipan says that there was a fire long ago and it helped bring up more issues to the attention of the Port such as a fire in maintenance. P Groves brings up that we have the governors support with earthquake resilience project. VP Lorang adds that we have been faced with fires that some businesses still recover from, but we are okay. P Groves brings up that we are receiving \$6 million from ODOT and soon to hopefully receive \$40 million from both WA and OR as well. P Groves adds that the BOTG will be 100 years old and will soon come to the point of needing serious repairs. Therefore, we are trying to come off of tolls to be able to receive federal funding. C Caldwell says that challenges and resiliency and what is important is working with the City. If we are looking at a disaster, we need to have the city involved to help develop businesses.
- vi. Consistency in budgeting to meet needs. VP Lorang says that the bridge is the most important asset but also prioritizes budget items. Mark says that is the right answer. VP Lorang brings up the Strategic Planning session we have in November for helping craft budget priorities and plans. C Stipan says we invite people that give presentations. P Groves, VP Lorang, and C Stipan recall the amounts of money received from the state and others which happens from being able to go to DC. Mark asks where on the spending spectrum, the Port is, P

Groves and VP Lorang both agree they are cautious. C Stipan says that if the manager wants to have another position, what will it take to have people stay on.

- vii. Management of service problems. OM Blue says that he met with the Port of Kalama and says that their only interface with the public is their marina and that he wants to hand it off. OM says that it happens here too and that as an entity, we interact with the public a lot more and sometimes if someone has a problem, they kind of narrow it to the whole Port. P Groves adds that he receives calls from customers about experiences at the Port and wants to make sure we are communicating with them and that it's a huge thing. C Stipan adds a lot of listening too. Mark asks what we do to help with as well as communication. P Groves says that he tries his best to figure out why there may be issues with communication. VP Lorang adds that sometimes, there is issues with the public and their issues of being able to see information. P Groves adds that we have all had issues with the public when they are talking to you about Port issues, and that sometimes they aren't sure what is really going on. VP Lorang brings up that with the upgrade of the toll booth, it helps to sustain the bridge and helps to have people avoid traffic on the bridge, but it also goes to a service charge for the automation. He says that sometimes you have to point it out that we don't see money from some things. Mark asks if we have a set position for public outreach. GM says that the Special Projects Coordinator mainly takes on that role and the challenge of public outreach is quite difficult in our area due to not having a local paper or radio station. C Caldwell says that with the practices of the Port, especially before COVID, we would have Town Hall meetings where everyone can come and say their thoughts. C Stipan adds that with most people having

Facebook, we try to advertise and offer the best we can do for public outreach and spreading the word. He says that if there are issues within our Marine Park, we take care of it with the board and continue to make improvements. C Caldwell mentions that having our newsletter going out every month is a great source of communication.

- viii. Staff morale and work climate. P Groves says that we have great staff and have always had great staff. They care about the Port and what's going on with the community. C Caldwell, VP Lorang, and C Stipan appreciate the staff. C Stipan points out that he is glad that he is being called directly for his opinion on different issues. He believes it's important that the staff is "happy and harmonious" with each other and with the board. P Groves adds we are a small community, Commissioners know and understand the community as well. He says most staff live in town and you can see them at the store or a local baseball game. C Stipan says that we do feel the pinch of the climate when it comes to our community and be able to make decisions with the community's best interest in mind. The board votes for a better climate. P Groves adds that the Port has hired two new seasonal employees and that he regularly drives around and stops by to talk with people. Mark asks about evaluations for the GM, P Groves says he is working with Brooks to make an evaluation sheet. C Stipan says that whenever he asks questions, he is always welcomed to the Port and GM's office. He says that if anyone feels if there are inappropriate things, that he can go in and talk with her to fix it. VP Lorang says that he makes the point of this being not the run of the mill job due to so many properties and the bridge, etc. He agrees we haven't been able to have a professional evaluation due to COVID and objectivity. Mark says that this is probably the most

common short-coming but that this shows up more frequently and is one of the highest leveraged things of being able to provide expectations. C Stipan says that there was a job description and that it's been known this is what does on. Mark adds that if you put yourself in someone else's shoes, you can be able to pick out everything, but the value of an evaluation is what to be done next. C Caldwell says that when we had Paul Koch, in her opinion, they chose the current GM due to her intelligence but had no training in being a Port manager. They had Koch and Don Mann stay around to help with training and be able to pick up from this. She says the other thing was that GM had experience with teaching and was hopeful for helping bring back having a full school. She says she wrote a letter and P Groves organized a meeting for her to bring these concerns to the other Commissioners. Mark says that this can become an action item.

- ix. Alignment of positions and work assignments. P Groves adds the board approves the job descriptions. C Stipan says that we have contributed to helping build a road and if we are talking about aligning positions, we all helped with the obstacles, and each had different tasks with each other. He believes that everyone knows their assignments and their positions. GM says that they try to conduct them quarterly but have official ones 1-2 times a year. VP Lorang believes that the staff truly has the GM's back
- x. Soundness of administrative policies. P Groves says that a big item that we have come to, we need to have more policies online and there was a potential loss of a policy book. GM said that the policies are updated as we go along, as well as the ones provided from SDAO with customizations as needed.

- xi. Consistency between work practices and policies. P Groves says that we may need to sharpen policies on leave time and such. He says that on the years he's been on the Commission, he has seen a lot of policies and sometimes they need to be refreshed for today's world. C Stipan adds in that when executive sessions take place, they make sure to follow the rules of ORS. He brings up the "4 L's" motto. P Groves brings up that leadership is a key thing for the Commissioners to have.
- xii. Efficiency of staff and work systems. C Stipan we have learned how to utilize Zoom quite well and have had to adjust and come with different ways to make it work, which is our main goal. C Caldwell would like to see the heads of our departments to be at more meetings to be able to have time to share to the Commission about their needs. She adds that she hears their needs, but they're also not hear to express them as well. She wants to make it known that it's collaborative. Mark adds that at his previous job, they had meetings with each department to report back. C Stipan likes that they hear from department heads when they need something but would like to have more from them too on more items. P Groves would like to have more feedback. Mark says it helps them be better board members by being more informed.

7. Adjournment at 8:32 pm

Port of Cascade Locks

Port Commission President
Jess Groves

Port Commission Secretary/Treasurer
Joeinne Caldwell