



PUBLIC MEETING: Port Commission Business Meeting

DATE: Tuesday **July 2, 2024, 6 PM**

LOCATION: Cascade Locks City Hall 140 Wa Na Pa St, Cascade Locks, OR 97014

<https://us02web.zoom.us/j/85806615790>

AGENDA

- 1) Commission meeting called to order
 - a. Pledge of Allegiance
 - b. Roll Call
 - c. Modifications, Additions and Changes to the Agenda
- 2) Special Presentation and Reports by outside resources, staff, and Government Officials
 - a. Port Executive Director's Performance Evaluation for 2023-2024 – Mark Knudson, Senior Consultant – SDAO – [Page 2](#)
- 3) Discussions
 - a. Port Economic Development Grant Program FY 24-25 – Genevieve Scholl – [Page 12](#)
- 4) Executive Session under ORS 192.660 (2)(f) To consider information or records that are exempt by law from public inspection, ORS 192.660 (2)(e) To conduct deliberations with persons designated by the governing body to negotiate real property transactions, and ORS.192.660(2)(p) To consider matters relating to cyber security infrastructure and responses to cyber security threats
- 5) Departmental Updates
- 6) Executive Director Report
- 7) Commission Comments and Sub-Committee Reports
- 8) Adjournment

IMPORTANT DATES

Thursday, July 4, 2024

Port Office Closed – Fourth of July

Tuesday, July 16, 2024

Port Commission Meeting

Memorandum

Date: June 24, 2024

To: Port of Cascade Locks Commissioners

From: Mark Knudson, Senior Consultant

Subject: Port Executive Director's Performance Evaluation for 2023-2024

Background

In May 2023, the Commission entered into an employment agreement with Jeremiah Blue (Blue) to serve as the Port's General Manager. That agreement included provisions for an annual performance evaluation, established performance evaluation criteria for the period of June 1, 2023 through May 31, 2024, and established performance goals for the 2023-2024 period. Since that time, Blue's position title has been updated to Port Executive Director.

The Port has requested SDAO assist the Commission in completing Blue's performance evaluation for the 2023-2024 evaluation period. At the Port's June 18, 2024 Commission meeting, SDAO provided an overview of a recommended approach and schedule for the Commission to complete Blue's evaluation for the 2023-2024 evaluation period.

Supporting Information

Attached for your review and consideration are the following documents:

1. Evaluation Process & Timeline. This outlines SDAO's proposed process and schedule to complete Blue's evaluation for the 2023-2024 evaluation period.
2. Evaluation Criteria for the Period of June 1, 2023 through May 31, 2024. The Commission established these criteria as part of Blue's 2023 employment agreement. Commissioners are encouraged to verify their understanding of the criteria, consider clarifications as needed, and the Commission should confirm its intention to use the previously established evaluation criteria.
3. Performance Goals for the period of June 2023 through May 2024. The Commission established these aspirational goals in May 2023. They are provided for the Commission's reference. No action regarding these goals is required at this time.
4. Evaluation Worksheet and Rating Scale. SDAO has developed this proposed form for use by Blue in completing his self-evaluation and for use by the Commissioners in completing their individual evaluations.

At the July 2, 2024 Commission meeting, I will review these documents, discuss any proposed revisions to these documents, and answer any questions you may have.

Requested Commission Action

SDAO recommends the Commission consider approval of the following motion:

Motion: I move to approve SDAO's proposal for completion of the Port Executive Director's performance evaluation for the 2023-2024 evaluation period including adoption of the:

- Evaluation Process & Timeline,
- Evaluation Criteria for the Period of June 1, 2023 through May 31, 2024, and
- Performance Evaluation Worksheet and Rating Scale.

Thank you for your consideration of these important items. Please let me know if you have any questions or concerns before the July meeting. I can be reached at mknudson@sdao.com or at 503-319-5256.

**Port of Cascade Locks
Port Executive Director’s Performance Evaluation for 2023-2024
Evaluation Process & Timeline
Updated 6/24/24**

Status	Date	Activity	Who
✓	June 18, 2024	Commission meeting; overview of evaluation objectives and proposed process and schedule	Commission & Mark
	July 2, 2024	Commission meeting to consider approval of process, timeline, criteria, worksheet and rating scale	Mark
	July 3 – 9, 2024	Jeremiah completes self-evaluation	Jeremiah
	July 9, 2024	Jeremiah distributes self-evaluation to Commissioners (cc to Mark)	Jeremiah
	July 9 - 30, 2024	Each Commissioner independently completes an evaluation using the Commission-approved criteria, worksheet and rating scale	Commissioners
	July 30, 2024	Each Commissioner returns their completed evaluation to Mark via email	Commissioners
	July 30 – August 5, 2024	Mark compiles Commissioners’ evaluations into anonymous summary of ratings, comments and recommendations	Mark
	August 6, 2024	Commission meeting: <ul style="list-style-type: none"> • Executive session – Commission reviews and comments on evaluation summary • Exec or open session (Jeremiah’s discretion) – Commission meets with Jeremiah to review evaluation summary and recommendations • Open session - Commission considers approval of evaluation summary and recommendations 	Commission, Jeremiah & Mark

General Manager Performance Evaluation Criteria For the Period of June 1, 2023, through May 31, 2024

The following criteria will be used to guide the Commission's evaluation of the General Manager's performance during the period of 6/1/2023 through 5/31/2024. Approved by the Port Commission on May 18, 2023.

- 1. Provides Effective and Efficient Administration of Port Programs**
 - Effectively and efficiently implements and administers policies established by the Port Commission
 - Exercises sound judgement when implementing policies
 - Effectively and efficiently administers and supervises Port functions, programs, operations, and services
 - Effectively manages Port resources
 - Assures ongoing compliance with applicable regulatory requirements

- 2. Maintains Effective Relationship with Port Commission and Elected Officials**
 - Effectively communicates with the Commission and individual Commissioners; provides sound policy input to elected officials
 - Effectively coordinates communications from individual Commissioners; is responsive to inquiries from individual Commissioners
 - Presents information that supports effective and timely decisions by the Commission
 - Provides timely and accurate reports to the Commission regarding Port programs, resources, facilities, tenants, prospective opportunities, and challenges
 - Provides staff support to the Commission; oversees preparation of meeting packets and meeting minutes; prepares and presents staff reports at Commission meetings; prepares correspondence as directed by the Commission

- 3. Provides Effective Leadership and Management of Port Staff**
 - Hires, promotes, and disciplines employees (and volunteers) as appropriate to achieve Port goals and Commission expectations
 - Provides effective oversight, direction, supervision, and management to maintain compliance with applicable laws, policies, and collective bargaining agreements
 - Makes effective personnel decisions; maintains high quality staff, positive morale, and a safe and secure work environment
 - Confers with the Port Commission on defined personnel matters such as employee's failure to follow Port policies

4. Provides Effective Fiscal Management

- Financial records for the Port are maintained
- Finances are effectively managed to meet regulatory and financial obligations
- Provides effective oversight and input in developing the Port's budget; identifies future challenges and opportunities; forecasts funds needed for staffing, equipment, materials, and supplies; approves expenditures
- Adheres to the adopted budget for approved revenue and expenditure appropriations; identifies the need for budgetary adjustments

5. Provides Effective Supervision of Maintenance of Port Facilities and Equipment

- Effectively plans and implements appropriate maintenance for Port facilities, equipment, and real property
- Evaluates and recommends to the Port Commission appropriate acquisition of additional facilities, equipment, and real property
- Evaluates and recommends to the Port Commission appropriate sale or disposal of surplus facilities, equipment, and real property
- Identifies improvements to facilities and procedures as needed to assure ongoing regulatory compliance

6. Provides Effective Customer and Community Service

- Effectively represents the Port and maintains effective working relationships with the community, customers, regulatory agencies, and other public agencies in support of the goals and priorities of the Port
- Assists other local public agencies when reasonable and practical
- Identifies and implements improvements needed to foster responsive and courteous public service
- Is accessible to customers and the community; effectively responds to and resolves public inquiries and complaints

General Manager Performance Expectations and Goals for the Evaluation Period of June 2023 through May 2024

The Commission's expectations for the Port General Manager (GM) position are reflected in the GM's updated Position Description. In addition, the Commission has identified several specific expectations, as described below, that require additional focus on performance by the GM during the evaluation period of June 2023 through May 2024.

The Commission agrees to provide the GM with feedback periodically throughout the evaluation period – including providing specific examples, documentation, and supporting information – to assist the GM in achieving these Commission-established expectations. It is acknowledged these are aspirational goals and may not be fully achieved within the evaluation period; however, it is intended the GM demonstrates effective performance and progress in achieving these goals.

1. Administration of Port Programs and Resources
 - 1.1. The GM communicate effectively with existing and prospective clients; provide prompt, courteous and professional communications
Goal: The Commission receives negligible negative feedback regarding the GM's communications and professionalism

2. Port Commission Coordination and Support
 - 2.1. The GM provides periodic (monthly?) reports to the Commission on notable assignments listed below; status updates to include assignment objectives, schedule, progress, obstacles and areas of concern, and work planned in the coming month
 - 2.1.1. Sternwheeler
 - 2.1.2. Flex 6 Building
 - 2.1.3. Other assignments as specifically identified by the CommissionGoal: The Commission receives timely and effective updates on key issues in support of collaborative problem solving between the Commission and GM

 - 2.2. The GM complies with all lawful Commission-established policies and directives
Goal: Compliance with all lawful policies and directives approved by the Commission

3. Leadership and Management of Port Staff
 - 3.1. The GM coordinates with the Commission HR Committee or other Commission members as directed by the Commission to document specific expectations for involvement of Commission members in staff hiring processes and personnel management, including identification of specific positions affected and Commission members' roles
Goal: Clear definition and documentation of shared expectations for Commission member involvement in hiring processes and personnel management

- 3.2. Retain a human resources consultant to conduct assessment of Port staff to assess the status of the Port's work climate and morale of the existing workforce
Goal: The Port conducts an independent, data-driven, professional analysis to document possible workforce concerns, the state of work environment, and morale of workforce
- 3.3. GM implements follow-up actions identified by the human resources consultant as needed to achieve a supportive work environment and positive morale
Goal: The Port has a supportive work environment, and the workforce has positive morale
- 4. Administration and Management of Port Finances
 - 4.1. Financial Audit
 - 4.1.1. Schedule presentation by Auditor at an upcoming Commission meeting to review the status and schedule for completing the FY 21 audit
 - 4.1.2. Provide the Commission Finance Committee with routine updates on the status and schedule for completing the FY 22 audit
Goal: Financial audits are completed in a timely manner
 - 4.2. Work with Commission Finance Committee to establish specific expectations for:
 - 4.2.1. Scope of work and schedule for retaining finance consultant
 - 4.2.2. Routine finance reports to the Commission (e.g., content, format, frequency)
 - 4.2.3. Scope of work and schedule for a financial plan (to be prepared as part of Strategic Business Plan update)
Goal: The Commission is fully informed of the Port's financial status and direction
 - 4.3. Prepare and obtain approval for FY23-24 Budget
 - 4.3.1. Coordinate with Commission Finance Committee on financial needs and challenges
 - 4.3.2. Review draft financial concepts with Commission in work session
Goal: The Commissioner is fully informed of the process, schedule, and financial drivers associated with preparation of the proposed budget for FY23-24 (e.g., "no surprises")
- 5. Management and Supervision of Port Facilities and Equipment
 - 5.1. The Commission receives periodic (monthly?) reports regarding projects and assignments related to management of Port facilities
Goal: Commission is fully informed about issues, opportunities, and concerns related to management of Port facilities and equipment
- 6. Economic Development, Strategic Business Plan, and Annual Work Plan
 - 6.1. The GM provides positive and professional communications with economic development clients and partner agencies.
Goal: Existing and prospective economic development clients, and regional partner agencies receive effective, timely, and professional communications from the Port

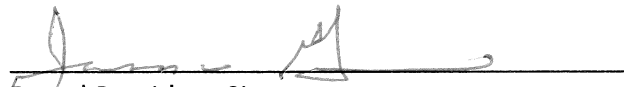
6.2. The GM provides effective direction in preparing the 2023 update to Port's Strategic Business Plan (SBP), including routine updates to the Commission on SBP project status, objectives, schedule, progress, and obstacles
Goal: Significant progress in completing the scheduled update to the Port's SBP in coordination with the Commission

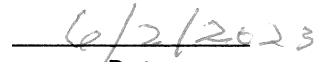
7. Customer and Community Service

7.1. Effective and timely public outreach and communications with customers, public, and community partners regarding Port programs
Goal: Port customers, members of the public, and community partners are aware of issues, concerns, and opportunities affecting the Port and how the Port is addressing those issues


Acknowledgements

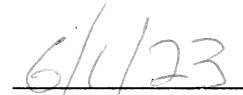
Approved by the Port Commission on May 18, 2023


Board President Signature


Date

I acknowledge I have read and understand the above expectations:


Employee Signature


Date

Performance Evaluation Worksheet & Rating Scale

Commissioner: _____

Date: _____

Criteria	Rating*	Comments & Feedback
1. Provides Effective & Efficient Administration of Port Programs		
2. Maintains Effective Relationship with Port Commission and Elected Officials		
3. Provides Effective Leadership and Management of Port Staff		
4. Provides Effective Fiscal Management		
5. Provides Effective Supervision of Maintenance of Port Facilities and Equipment		
6. Provides Effective Customer and Community Service		
Overall Performance Rating		

*** Rating Scale:**

A = Outstanding Performance; exceeds expectations at highest levels, highly effective

B = Exceeds Expectations; always meets and often exceeds expectations, effective

C = Meets Expectations; acceptable performance, developing at an acceptable rate

D = Needs Improvement; often does not meet expectations, notable performance concerns

F = Unsatisfactory Performance; does not meet requirements of the position

Notable Accomplishments in the Past Year:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

Goals for the Next Review Period:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

PORT COMMISSION REPORT

TO: PORT COMMISSION

FROM: GENEVIEVE SCHOLL, DEPUTY EXECUTIVE DIRECTOR

SUBJECT: PORT ECONOMIC DEVELOPMENT GRANT PROGRAM FY 24-25

DATE: JULY 2, 2024

Introduction:

During its June 18 meeting, the Commission held its first discussion to establish program parameters, priorities, and eligibility criteria for the Port-funded Grants program established in the FY 2024-25 budget, with \$150,000 available for grant awards to applicant entities operating within the Port district for programs and projects that support Port strategic goals and economic development objectives.

Based on Commission discussion, staff recommends the following:

1. Establish a Small Grants program for awards under \$5,000. Projects funded under this program would not need to demonstrate direct job creation or retention but would need to show direct positive impact on the local economy.
2. Establish a Large Grants program for awards between \$5,000 and \$50,000. These projects should be able to reliably demonstrate direct or indirect job retention or creation in Cascade Locks as a result of project completion.
3. Make the following types of projects eligible for funding consideration for both programs, regardless of applicant tax status:
 - a. Planning and program development, including studies and permitting costs.
 - b. Marketing and special events production and promotion.
 - c. Capital construction.
 - d. Recreation and tourism infrastructure, amenities, and services improvements.
 - e. Emergency response, hazard mitigation, and resilience planning.

Staff requests further Commission discussion on the following issues:

1. Funding of operational and administrative costs and multi-year funding.
Based on our understanding of current needs in the community, staff recommends the Commission allow applications seeking funding for ongoing administrative and operational costs to be eligible for consideration. However, the Commission may wish to require those costs to be tied to a specific program or project with a completion date, versus simple ongoing staffing costs generally.
2. Priority areas for year one of the FY 2024-29 Strategic Business Plan ("SBP").
Based on the current phase of several likely year-one grant applicants and the Port's own stated goal to support the development and strengthening of multi-sector partnerships, staff recommends the Commission place special priority in year one on start-up projects for new entities that would be likely partners in years 2-5. Since the Cascade Locks community will benefit from a multi-jurisdictional, multi-sectoral approach to economic development and community investment, creating and strengthening potential long-term partner entities now can yield better results on Port efforts in the following years of the plan.
3. Would the Commission like to require a minimum number or amount of any of the following for a project to be eligible, or establish application scoring criteria that would benefit applications that have these?
 - a. Match (cash, in-kind, other funding)
 - b. Committed partnerships
 - c. Letters of support
 - d. Other metrics (i.e., jobs created or retained, etc.)
4. Would the Commission like to stand up a grant evaluation committee in year one?

Recommendation:

Discussion.