

PORT OF ANACORTES

Minutes-Special Meeting

January 19, 2010

The Port Commission of the Port of Anacortes held a Special Commission Meeting on January 19, 2010. The purpose of the meeting was for the Commission and staff to attend a Commission retreat. This meeting was held at the Breazeale Padilla Bay Interpretive Center in Mount Vernon, Washington. No official action was taken.

In Attendance: Commission President Rubin, Commission Vice President Mooney, Commission Secretary Niver, Commissioner Hopley and Commissioner Short.

Also in attendance: Executive Director Hyde, Director of Engineering Elsner, Director of Operations & Facilities Hachey, and Executive Assistant Lindsey.

Others in attendance included Port legal counsel Frank Chmelik and Duane Knapp of Brand Strategy, Inc.

Director of Finance & Administration Johnson and guest, Economic Development Association of Skagit County (EDASC) Executive Director Don Wick, joined the meeting for the afternoon session.

At 9:04 A.M. Port Commission President Rubin called the Special Meeting to order and announced the purpose of the Special Meeting. He noted that this was an informal seminar format for the purpose of organizational and Commission assessment, communication, and function, and no action be taken.

Port legal counsel Chmelik, serving as facilitator for the morning and early afternoon sessions, reviewed the meeting agenda.

Retrospective Organizational Assessment

Mr. Chmelik briefly reviewed past retreats discussions and goals and how the Commission has worked to meet those goals, including steps to change the culture and perception of the Port, the hiring of Executive Director Hyde, environmental stewardship, and facility and public access improvements. Mr. Chmelik noted that the Port is now well respected, earning Port of the Year honors for 2008 from the Washington Public Ports Association.

Commissioner Short noted that members of the Commission and staff had increased visibility and time spent out in the community, hosting advisory committees, helping to head off problems or inaccurate perceptions before they multiply. He also believed there was more of an atmosphere of team work and less individualism present.

Retrospective Commission Assessment

Concerns were raised by the Commission regarding a lack of process by some counts and a lack of vision and future planning on other counts.

Commissioners Hopley and Niver wished to see more process driven deliberations and policy decisions based on principle and values, while Commissioners Mooney and Short wished to discuss the need for future expansion and planning based on business economics.

Mr. Chmelik encouraged the Commission to balance both points of view. He led the Commission in a discussion of the differences between being process driven and being results driven and the pros and cons of each approach. Mr. Chmelik also facilitated discussion of how the culture of the Commission and Commission meetings could be improved.

At 10:50 A.M. Commissioner Rubin called for a ten minute recess. At 11:00 A.M. the Special meeting was resumed.

Communicating and Branding the Port of Anacortes

Executive Director Hyde introduced Mr. Duane Knapp of Brand Strategy, Inc., a nationally known developer of communication strategies and brand promise.

Mr. Knapp introduced himself as a 20 year member of the Anacortes Community. He shared his thoughts with the Commission on the science of building a community brand and the need for that brand to be positive, distinctive, genuine, and based on both emotional and functional benefits.

Mr. Knapp explained that unlike a product or other type of organization, the Port's customers are shareholders and constituents. His approach to branding involves a series of steps including brand assessment, brand promise, brand blueprint, and brand culturalization with everyone throughout the organization understanding the same beliefs and behaviors and delivering the same brand promise. He encouraged the Commissioners to achieve this by visualizing where they saw the Port in 2-3 years, by talking to lots of people, and perhaps conducting an internet survey to ascertain what people do and don't know about the Port. Mr. Knapp highlighted the development of associate partnerships and creating a perspective that the Port provides exceptional value and distinctive benefits that help customers and constituents know they will be treated well.

Commissioner Short noted that customer service and facility amenities at the Cap Sante Boat Haven were often applauded by marina users. Commissioner Hopley observed that the Commission's promise is its Mission Statement, citing economic development and environmental stewardship. He believed the Port was on the right path and that doing a good job and though having a higher level of community confidence was desirable, what mattered most was doing a good job. Commissioner Niver concurred, noting the perception of the public is based on the Port's efficiency and professionalism. By staying with the Mission and accomplishing those goals, he believed the Port is demonstrating good government. Commissioner Mooney agreed, pointing out that everyone at the Port, Commission and staff, had to be ambassadors in service to the community.

At 12:00 P.M. Commissioner Rubin called for a short recess while lunch was served. At 12:10 P.M. he resumed the Special Meeting and working lunch discussion.

Commissioner Rubin called on EDASC Executive Director Wick for his perceptions of the Port and Commission. Mr. Wick praised the Commission and staff for their outstanding leadership in the community, noting the support provided to the marine industry, and particularly Port tenant Dakota Creek Industries, that will allow that business to grow as an industry, providing needed jobs. Mr. Wick also cited the Port's commitment to the environmental health of the community, an attitude that has brought Anthony's restaurant to the Cap Sante Boat Haven. He noted that Port staff was very professional and knowledgeable, and that the Port was perceived positively.

Commissioner Rubin expressed that he saw the mission of the Port as creating economic development and commerce, and not necessarily as visitor related. He thanked Mr. Knapp for his time and presentation.

What is the "relevance" of the Commission

Commissioner Rubin announced that Commissioner Hopley would be excused for the first half an hour of the afternoon session.

Port counsel Chmelik led a discussion of the Commission's responsibilities and desires, as well as a dialog with staff as to what they need from the Commission in making the Port successful, following which senior staff members were excused.

Among items discussed by the Commission were their approaches and ideas in regards to strategic planning. It was the consensus of the Commission to schedule future special meetings devoted to strategic planning.

Improving the Commission's Function

Commissioner Rubin led a discussion on improving the Commission's function, as well as to matters of debate and discussion in meetings. The Commission saw a need to identify and separate actions dealing with strategic issues and policy issues. Executive Director Hyde suggested that relevant strategic policies be noted at the beginning of action items presented to the Commission and reference be made to whether any expenditure requested is in the budget.

The Commission also discussed their Bylaws and whether they wished to make any changes to Article IV regarding the President's right to move and debate. Also discussed was the several year period series of decisions and discussions regarding the P/Q Dock hoist. Following discussion, Commissioner Hopley requested that the minutes reflect the he officially apologized if he had offended anyone in keeping order during a meeting when serving as Commission President in 2005.

Discussions regarding time management, suspending the rules of parliamentary procedure, dealing with unforeseen issues that arise from discussion, and support for the "Commission Decision" which once made stands without minority opinions, rounded out the afternoon.

Commissioner Rubin suggested a special meeting for the Commission to discuss strategic planning for Wednesday, February 17th, time to be determined and asked the Commission to examine their calendars. He reminded the Commission of the special

meeting for attendance at the EDASC Economic Forecast Dinner on February 18th at the St. Joseph's Center in Mount Vernon.

Commissioner Rubin called for any other discussion by the Commission.

Commissioner Mooney noted that he would be on vacation from February 25 – April 5, 2010 and noted he will join the Commission meetings by speaker phone.

Commissioner Short noted that he would be on vacation from March 8 – March 22, 2010, missing the March 18th meeting.

With no other business to discuss at this time, Commissioner Rubin called for a motion to adjourn. Commissioner Mooney moved to adjourn. Commissioner Short seconded the motion. Commissioner Rubin called for a vote on the motion, which carried unanimously, and the meeting was adjourned at 3:36 P.M.

Attest:

Keith Rubin, President

Pat D. Mooney, Vice President

Ray Niver, Secretary

William L. Short, Commissioner

Steve Hopley, Commissioner

Julie Johnson Lindsey, Executive Assistant
January 19, 2010