

**Board of Commissioners**

Dirk Rohne – Chairman  
Robert Stevens – Vice-Chair  
Frank Spence – Secretary  
James Campbell – Treasurer  
Scott McClaine – Assistant Secretary/Treasurer

422 Gateway Ave, Suite 100  
Astoria, OR 97103  
Phone: (503) 741-3300  
Fax: (503) 741-3345  
[www.portofastoria.com](http://www.portofastoria.com)

**Workshop Session**

March 21, 2023 @ 4:00 PM  
10 Pier 1, Suite 209

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The meeting location is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours before the meeting by calling the Port of Astoria at (503) 741-3300.

\*This meeting will also be accessible via Zoom. Please see page 2 for login instructions.

**Agenda**

1. CALL TO ORDER
2. ROLL CALL
3. PLEDGE OF ALLEGIANCE
4. CHANGES/ADDITIONS TO THE AGENDA
5. PUBLIC COMMENT:  
This is an opportunity to speak to the Commission for 3 minutes regarding any topic. In person, those wishing to speak must fill out a public comment form. Those participating via Zoom may raise their hands during the public comment period.
6. ACTION:
  - a. Executive Director Evaluation Template ..... 3
7. COMMISSION COMMENTS
8. UPCOMING MEETING DATES:
  - a. Regular Session – April 4, 2023 at 4:00 PM
  - b. Workshop Session – April 18, 2023 at 4:00 PM
9. ADJOURN

Please Note:

Agenda packets are available online at: <https://www.portofastoria.com/CommissionMeetings/AgendaMinutes.aspx>

Please allow time for the normal posting procedure for agendas and meeting packets.

**Board of Commissioners****HOW TO JOIN THE ZOOM MEETING:**

**Online:** Direct link: <https://us02web.zoom.us/j/86905881635?pwd=amhtTTBFcE9NUElxNy9hYTZFPQTizQT09>  
Or go to [Zoom.us/join](https://zoom.us/join) and enter Meeting ID: 869 0588 1635, Passcode: 422

**Dial In:** (669) 900-6833, Meeting ID: 869 0588 1635, Passcode: 422

This meeting is accessible to persons with disabilities or persons who wish to attend but do not have computer access or cell phone access. If you require special accommodations, please contact the Port of Astoria at least 48 hours prior to the meeting by calling [\(503\) 741-3300](tel:5037413300) or via email at [admin@portofastoria.com](mailto:admin@portofastoria.com).

**General Manager  
Performance Evaluation**

Date of initial evaluation:

**Rating Scale Definitions (1 - 5)**

- Unsatisfactory ..... (1) The employee’s work performance is inadequate and definitely inferior to the standards of performance required for the job. Performance at this level cannot be allowed to continue.
- Improvement Needed..... (2) The employee’s work performance does not consistently meet the needed standards for the position. Serious effort is needed to improve performance.
- Meets Job Standards ..... (3) The employee’s work performance consistently meets the standards of the position.
- Exceeds Job Standards .. (4) The employee’s work performance is frequently or consistently above the standards of the position but has not achieved an overall level of outstanding performance.
- Outstanding..... (5) The employee’s work performance is consistently excellent when compared to the standards of the job.
- No Observation ..... (N/O) The employee’s work performance was not observed.

**I. PERFORMANCE EVALUATION AND ACHIEVEMENTS**

| A. <u>Board of Commissioners Relationships</u>   | 1                        | 2                        | 3                        | 4                        | 5                        | N/O                      |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. Effectively implements policies and programs approved by the board of commissioners. ....   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Reporting to the board of commissioners is timely, clear, concise, and thorough. ....   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Accepts direction/instructions in a positive manner .....   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Effectively aids the board of commissioners in establishing long range goals. ....  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Keeps the board of commissioners informed of current plans, and activities of administration and new developments in technology, legislation, governmental practices and regulations, etc. .... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Provides the board of commissioners with a clear report of anticipated issues, opportunities, and risks that could come before the board. ....  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comments:

| B. | <u>Public Relations</u>                                  | 1                        | 2                        | 3                        | 4                        | 5                        | N/O                      |
|----|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. | Projects a positive public image.....                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. | Courteous to the public at all times.....                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. | Maintains effective relations with media. ....           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. | Effectively manages public relations contracted services | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comments:

| C. | <u>Effective Leadership of Staff</u>                    | 1                        | 2                        | 3                        | 4                        | 5                        | N/O                      |
|----|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. | Delegates appropriate responsibilities. ....            | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. | Staff feels empowered. ....                             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. | Training and education provided.....                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. | Public relations. How does the public view staff? ..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comments:

| D. | <u>Fiscal Management</u>  | 1                        | 2                        | 3                        | 4                        | 5                        | N/O                      |
|----|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. | Prepares realistic annual budget. ....  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. | Controls expenditures in accordance with approved budget. ....  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. | Keeps board of commissioners informed about revenues and expenditures, actual and projected. ....               | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. | Ensures that the budget addresses the board of commissioner's goals and objectives, including readability. .... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comments:

|    |   |                          |                          |                          |                          |                          |                          |
|----|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| E. | <u>Communication</u>  | 1                        | 2                        | 3                        | 4                        | 5                        | N/O                      |
| 1. | Oral communication is clear, concise, and articulate....              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. | Written communications are clear, concise, accurate, and timely. .... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comments:

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|    |                                 |                          |                          |                          |                          |                          |                          |
|----|---------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| F. | <u>Personal Traits</u>          | 1                        | 2                        | 3                        | 4                        | 5                        | N/O                      |
| 1. | Initiative. ....                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. | Judgment. ....                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. | Fairness and Impartiality. .... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. | Creativity. ....                | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. | Time Management. ....           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comments:

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|    |  |                          |                          |                          |                          |                          |                          |
|----|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| G. | <u>Intergovernmental Affairs</u>   | 1                        | 2                        | 3                        | 4                        | 5                        | N/O                      |
| 1. | Maintains effective communication with local, regional, state, and federal government agencies. ....                         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. | Financial resources (grants) from other agencies are pursued. ....   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. | Contributes to good government through regular participation in local, regional, and state committees and organizations..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. | Lobbies effectively with county, legislators and state agencies regarding Port programs and projects.....                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comments:

**II. ACHIEVEMENTS RELATIVE TO OBJECTIVES FOR THIS EVALUATION PERIOD**

This section will measure the effectiveness of the Future Goals and Objectives (Sec. IV) from last year. These goals were based upon discussions from the previous year.

|  | 1                        | 2                        | 3                        | 4                        | 5                        | N/O                      |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. Develop markets for use of the International Terminal Including log-exporting opportunities ..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Facilitate South Beach Vision Planning and SBP .....  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Implement CFP priorities.....   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Port Dock 5 replacement permits, project Management and grant adherence process .....             | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comments:

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**III. SUMMARY RATING**

|   | 1                        | 2                        | 3                        | 4                        | 5                        | N/O                      |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Overall Performance Rating - considering the results obtained against established performance standards as well as overall job performance, the following rating is provided: ..... | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Comments:

**IV. FUTURE GOALS AND OBJECTIVES**

Prioritize top five goals for the upcoming year for the general manager

| Priority | Goal |
|----------|------|
|          |      |
|          |      |
|          |      |
|          |      |
|          |      |

This Performance Evaluation Survey was completed by .....

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(Name of Commissioner)

DEPARTMENT OF HOMELAND SECURITY  
U.S. COAST GUARD  
**OFFICER EVALUATION REPORT (O6)**

Validation

**OER GUIDANCE**

The Officer Evaluation Report is the single most significant document in the management of an officer's career. It is the official record of performance used to determine an officer's potential for promotion, retention, advanced education, command screening and for selection to positions of increased responsibility. Accordingly, our Officer Evaluation System demands integrity, fairness, accuracy, and timeliness. The responsibility for preserving these tenets rests upon all parties. In addition to regular feedback and mid-period counseling, providing timely, accurate, evaluations is a basic leadership function. While every member is responsible for providing carefully crafted supporting material, it is incumbent upon the OER rating chain to draft the appropriate sections and ensure each officer receives the feedback he or she deserves.

**1. ADMINISTRATIVE INFORMATION:**

|   |                        |                   |                   |           |                 |                  |  |  |
|---|------------------------|-------------------|-------------------|-----------|-----------------|------------------|--|--|
| a. REPORTED-ON OFFICER NAME (Last)  |                        | (Initials)        | b. UNIT           |           |                 |                  |  |  |
| c. PERIOD OF REPORT<br>to   | d. OCCASION FOR REPORT |                   | e. GRADE<br>O6    | f. EMPLID | g. DATE OF RANK | h. DATE REPORTED |  |  |
| i. MID-TERM COUNSELING DOCUMENTATION<br>Mandated. See <a href="#">PSCINST M1611.1(series)</a> for guidance. |                        | j. DATE COUNSELED | k. COUNSELOR NAME |           |                 | l. ROO SIGNATURE |  |  |

**2. DESCRIPTION OF DUTIES: List primary duty and summarize all duties and responsibilities.**

[Click here - email form to Supervisor](#)

|                  |               |
|------------------|---------------|
| a. PRIMARY DUTY: | b. PAL TITLE: |
|                  |               |

**3. EVALUATION: Provide sufficient justification to support marks assigned in action/result statement. Avoid acronyms, do not use prohibited comments.**

**3a. PERFORMANCE OF DUTIES: Measures an officer's ability to manage and get things done and to communicate in a positive, clear, and convincing manner.**

| Open                          | 1                     | 2                     | 3                     | 4                     | 5                     | 6                     | 7                     | N/O                   |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a. Planning and Preparedness: | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b. Using Resources:           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c. Results/Effectiveness:     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| d. Adaptability:              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| e. Professional Competence:   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| f. Speaking and Listening:    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| g. Writing:                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**3b. LEADERSHIP SKILLS: Measures an officer's ability to support, develop, direct, and influence others in performing work.**

| Open                       | 1                     | 2                     | 3                     | 4                     | 5                     | 6                     | 7                     | N/O                   |
|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a. Looking Out for Others: | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b. Developing Others:      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c. Directing Others:       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| d. Teamwork:               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| e. Workplace Climate:      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| f. Evaluations:            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



| Open                      | 1                     | 2                     | 3                     | 4                     | 5                     | 6                     | 7                     | N/O                   |
|---------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a. Initiative:            | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b. Judgment:              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c. Responsibility:        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| d. Professional Presence: | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| e. Health and Well-Being: | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**4. SUPERVISOR AUTHENTICATION:** [Click here - email form to RO](#)

|                                     |          |           |                   |         |
|-------------------------------------|----------|-----------|-------------------|---------|
| a. FIRST, MIDDLE INITIAL, LAST NAME | b. GRADE | c. EMPLID | d. POSITION TITLE | e. DATE |
|-------------------------------------|----------|-----------|-------------------|---------|

**5. REPORTING OFFICER AUTHENTICATION:** a. EVALUATION  Concur  Do not concur  RO is Supervisor

b. **RATING SCALE:** Considering the performance information in the report, I rate this Captain:

|   |   |  |   |   |  |  |
|---|---|--|---|---|--|--|
| Performance rarely up to par for a Captain. Not suitable for most Captain billets.<br><input type="radio"/> | Performance satisfactory, but limited in assignment potential.<br><input type="radio"/> | A steady, reliable performer. Capable of handling a variety of Captain assignments.<br><input type="radio"/> | A good, solid Captain. Skilled in management and leadership. Respected for views and ability to contribute to the CG and its work.<br><input type="radio"/> | Has flag POTENTIAL. Should be given challenging assignments and considered with peers.<br><input type="radio"/> | Recommended for flag selection at a future board.<br><input type="radio"/> | Recommended for flag selection at next board.<br><input type="radio"/> |
|---|---|--|---|---|--|--|

I provided my comparison scale history to the Reviewer (CG Reporting Officer's only; available via Direct Access).

c. **REPORTING OFFICER COMMENTS:** Supplement or amplify Supervisor's evaluation. Describe ability to assume greater leadership roles/responsibilities (e.g. command, special assignment, and special skills).

[Click here - email form to Reviewer](#)

|                                     |          |           |                   |         |
|-------------------------------------|----------|-----------|-------------------|---------|
| d. FIRST, MIDDLE INITIAL, LAST NAME | e. GRADE | f. EMPLID | g. POSITION TITLE | h. DATE |
|-------------------------------------|----------|-----------|-------------------|---------|

**6. REVIEWER AUTHENTICATION:** a.  Concur  Comments regarding performance and/or potential significantly different than Supervisor or RO

|                                     |          |           |                   |         |
|-------------------------------------|----------|-----------|-------------------|---------|
| b. FIRST, MIDDLE INITIAL, LAST NAME | c. GRADE | d. EMPLID | e. POSITION TITLE | f. DATE |
|-------------------------------------|----------|-----------|-------------------|---------|

g. ATTACHMENTS: [Click here - email form to ROO](#)

**7. REPORTED-ON OFFICER:** I understand my signature does not constitute agreement or disagreement. I acknowledge I have reviewed the report.

|               |         |  |  |
|---------------|---------|--|--|
| a. SIGNATURE: | b. DATE | <a href="#">Active duty click here - email form to PSC-OPM-3</a> | <a href="#">Reserve click here - email form to PSC-RPM-1</a> |
|---------------|---------|--|--|

**PRIVACY ACT STATEMENT**

**Authority:** 14 USC 633 and COMDTINST M1000.3 (series). **Purpose:** To determine an officer's suitability for promotion, selection and assignment. **Routine Uses:** Same. **Disclosure:** Mandatory. Failure to disclose required information may adversely affect promotion, selection and assignment decisions.