



# PORT OF KENNEWICK REGULAR COMMISSION MEETING

DECEMBER 14, 2021 MINUTES

Commission Meeting recordings, with agenda items linked to corresponding audio, can be found on the Port's website at: <https://www.portofkennewick.org/commission-meetings-audio/>

Commission President Commissioner Don Barnes called the Regular Commission Meeting to order at 2:00 p.m. via GoToMeeting Teleconference.

## ANNOUNCEMENTS AND ROLL CALL

**The following were present:**

**Board Members:** Commissioner Don Barnes, President (via telephone)  
Skip Novakovich, Vice-President (via telephone)  
Thomas Moak, Secretary (via telephone)  
Kenneth Hohenberg, Commissioner Elect (via telephone)

**Staff Members:** Tim Arntzen, Chief Executive Officer (via telephone)  
Tana Bader Inglima, Deputy Chief Executive Officer (via telephone)  
Amber Hanchette, Director of Real Estate and Operations (via telephone)  
Nick Kooiker, Chief Finance Officer (via telephone)  
Larry Peterson, Director of Planning and Development (via telephone)  
Lisa Schumacher, Special Projects Coordinator  
Bridgette Scott, Executive Assistant (via telephone)  
Lucinda Luke, Port Counsel (via telephone)

## PLEDGE OF ALLEGIANCE

Commissioner Barnes led the Pledge of Allegiance.

## APPROVAL OF THE AGENDA

**MOTION:** *Commissioner Novakovich moved to approve the Agenda as presented and stated Ms. Scott would like to make an announcement.*

*Ms. Scott wanted to recognize that today marks Commissioner Barnes final meeting as a Commissioner for the Port of Kennewick. Normally, when there is a birthday or a milestone event, we would have coffee and cookies following the meeting to share with everyone. Today, we actually have two events, as Commissioner Barnes' birthday is tomorrow as well. Because we are not meeting in person, the Port sent a Christmas floral arrangement to Commissioner Barnes home to mark the occasion. We want to thank him for his service and wish him well.*

***Commissioner Moak seconded. With no further discussion, motion carried unanimously. All in favor 3:0.***

## OATH OF OFFICE

Ms. Scott administered the Oath of Office to Commissioner Elect Kenneth Hohenberg.

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Commissioner Elect Hohenberg thanked each Commissioner and stated they have been very gracious with their time. Additionally, he thanked Mr. Arntzen and staff for their time and support over years. Commissioner Elect Hohenberg thanked his wife and family and is excited for the opportunity.

Commissioner Barnes stated Commissioner Elect Hohenberg is an excellent addition to the Port of Kennewick Commission, and he looks forward to the wonderful things that will take place under Commissioner Elect Hohenberg's tenure and wishes him the best.

## PUBLIC COMMENT

No comments were made.

## CONSENT AGENDA

- A. *Approval of Direct Deposit and E-Payments Dated November 17, 2021***  
Direct Deposit and E-Payments totaling \$65,667.43
- B. *Approval of Warrant Register Dated November 23, 2021***  
Expense Fund Voucher Number 103337 through 103368 for a grand total of \$300,331.62
- C. *Approval of Direct Deposit and E-Payments Dated December 2, 2021***  
Direct Deposit and E-Payments totaling \$92,353.34
- D. *Approval of Warrant Register Dated December 14, 2021***  
Expense Fund Voucher Number 103369 through 103411 for a grand total of \$132,540.88
- E. *Approval of Regular Commission Meeting Minutes November 9, 2021***

**MOTION:** *Commissioner Novakovich moved to approve the Consent Agenda as presented; Commissioner Moak seconded. With no further discussion, motion carried unanimously. All in favor 3:0.*

## EMERGENCY DELEGATION UPDATE

Mr. Arntzen and Ms. Hanchette stated there is nothing to report.

## PRESENTATIONS

### **A. *City of West Richland Update***

Mr. Arntzen introduced City of West Richland Mayor Brent Gerry and Public Works Director Roscoe Slade.

Mayor Gerry thanked Commissioner Novakovich and Commissioner Elect Hohenberg for taking time out yesterday to tour the City of West Richland. Additionally, he thanked the Commission for the opportunity to purchase the former Tri City Raceway and outlined the recent developments with the property.

Mr. Slade presented the City's land swap agreement with the Alexander Farms and future water and road improvements around the former Tri City Raceway (*Exhibit A*).

Commission Barnes thanked Mayor Gerry and Mr. Slade for the update and is excited to see the progress at the former Tri City Raceway.

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## ***B. Columbia Gardens Playground***

Mr. Arntzen provided a brief history of the Columbia Gardens Playground project and introduced Renata Presby, project manager.

Ms. Presby outlined the Columbia Gardens Playground project design, goals, and administrative findings (*Exhibit B*).

Mr. Arntzen stated the project was envisioned to be a partnership between the Kiwanis, the City of Kennewick and the Port; however, at this time, there has not been a commitment from the City to participate in the perpetual maintenance and repair of the playground. If this project does not move forward, there may be another project that would benefit the area which is the completion of the Duffy's Pond trail and would likely have City participation.

Additionally, the Port recently learned that there is a level three offender living next to the proposed site. The *Tri-City Herald* reported "molestation of a child, attempted." Mr. Arntzen believes there is a social impact of installing a playground for children next to a level three sex offender.

Lastly, there is the question of participation of two Port Commissioners that sit on Kiwanis Clubs that should be addressed if the project moved forward. It could be seen as a conflict of interest and the Port may need to seek legal counsel if the project moves forward.

Commissioner Novakovich has voiced his concerns from the beginning, and he does not think a playground and Wine Village are compatible. Additionally, he believes the cost is prohibitive to the Port and the ongoing maintenance without a partnership with the City is not feasible. Lastly, the Port would be giving up prime, valuable real estate in Columbia Gardens.

Commissioner Moak disagrees with some of Commissioner Novakovich's points and believes families would utilize the playground; however, he does not believe it is a viable partnership. We have discussed this project for over a year and unfortunately, we have not been able to iron out the details and Commissioner Moak believes it is best to thank Ms. Presby and the Kiwanis Club for their time and wish them well. Commissioner Moak stated even though he would like to see this project work, we need to recognize reality and allow the Kiwanis to move on.

Commissions Barnes agreed with his fellow Commissioners and stated if the project does not have a firm partnership, then the project will not work. The Commission should recognize and accept it and move forward. Commissions Barnes stated this is not formal action; however, it is clear by the feedback that absent a firm partnership with the City, the project cannot move forward.

## **PUBLIC COMMENT**

Wayne Bell, 138 Erica Drive, Richland. Mr. Bell stated our Kiwanis Club suggested a playground at the Wine Village because it had been a dead piece of property for a number of years, and we thought it would help kickstart the development. The Kiwanis are all about kids and we thought the Wine Village was intended to be a family friendly place. Mr. Bell is disappointed that the Port moved too slow, and

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the Kiwanis did not anticipate this project would be this detailed or difficult to move forward. Unfortunately, the Kiwanis passed on a number of fundraiser activities because we could not get a commitment from the Port on the land. Mr. Bell agrees that we are probably not compatible partners, and we should move on.

Commissioner Moak believes Mr. Arntzen should write a letter to the Kiwanis indicating that we are not going to move forward with this project.

*It is the consensus of the Commission for Mr. Arntzen to send a letter to the Kiwanis Club of Kennewick regarding the playground project.*

## **C. Governance and Management Audit**

Ms. Scott stated per the Commission's direction, staff has worked with Mr. Darling on the procedural and administrative details for the project manager and the governance and management audit Request for Proposals (RFP's). The RFP's have been posted on the Port's website since October 14<sup>th</sup>, and ads were placed twice in the Tri-City Herald and the Daily Journal of Commerce. The proposals for the Governance and Management Audit were due December 1, 2021; with one proposal from Moss Adams being received.

As directed, Ms. Scott also contacted the individuals originally identified by Mr. Darling to inquire why they did not submit a proposal to the initial RFP. Responses ranged from no response...to happily retired...to the scope of work is too broad...to not wanting to compete with the private sector...to not wanting to have their name and/or reputation being associated with a project that may receive bad press. The proposals for the Project Manager were due on December 10, 2021, and two proposals were received.

Ms. Scott introduced Mr. Darling, project consultant, to elaborate on the proposals.

Mr. Darling stated the Port received one proposal for the governance and management audit from Moss Adams, a national company that has a strong northwest presence. Mr. Darling outlined Moss Adams' proposal and stated there needs to be further clarification regarding the scope clarification, tasks, and budget. Mr. Darling stated Moss Adams is a well-respected firm but recommended additional work to sort out issues (*Exhibit C*).

Regarding the project manager RFP, the Port received two proposals: Terry Walsh and Whitewolf Engineering Services. Mr. Darling stated Ms. Walsh has 30 years' experience in local government and Ms. Whitewolf is an engineer and has experience at the local level. Mr. Darling recommended the Port Commission interview each candidate before making a final decision. Should the Commission decide to proceed with the interviews, Mr. Darling can offer a few questions for consideration.

Commissioner Moak inquired if Mr. Darling has worked directly with Moss Adams and what is the role of the project manager.

Mr. Darling does not believe so; however, Moss Adams did work for the Port of Bellingham on

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the financial side. The project manager will coordinate the governance audit process and collaborate with the Port, legal counsel, and the consultant on items such as scheduling, deliverables, and tracking the tasks.

Commissioner Novakovich expressed his concern that the Port received one proposal for the governance audit and estimated the cost of this project over \$200,000. Additionally, Moss Adams will require a lot of work from staff, which will prevent them from working on Port projects. Commissioner Novakovich researched Moss Adams and stated their website states “provides accounting, consulting and wealth management services.” Furthermore, he is bothered by the fact that Moss Adams is ranked below Clifton Larson Allen for accounting services. Commissioner Novakovich believes this is a wrong path to go down and if we move forward, the Commission may want to look at other things.

Commissioner Novakovich recently toured West Richland with Commissioner Elect Hohenberg, who recently attended the Washington Public Ports Association (WPPA) Annual Meeting. Commissioner Elect Hohenberg was informed that the WPPA is planning on coming out with governance audit processes and procedures this spring where we could get the information for free.

Mr. Darling clarified that the WPPA commissioned him to draft a governance management manual for WPPA. Mr. Darling stated that book will be released in the spring and is a compilation of topics including grants, issues in governance management theory, port operations and environmental issues, and laws and is meant for Commissioners and senior staff. Mr. Darling stated the WPPA will not be performing governance audits.

Commissioner Barnes did not see anything in Mr. Darling’s memo that would preclude the Port from moving forward with Moss Adams. As Mr. Darling stated there would need to be some clarification on certain aspects of the proposal, but the overall budget pales in comparison to the 2019-2020 anonymous complaint process. Commissioner Barnes believes this audit process is vital and clearly needed to improve the effectiveness and efficiency of the Port. Commissioner Barnes is a strong proponent of this governance audit and stated we have a solid proposal and two strong candidates for the project manager. Commissioner Barnes believes the Port needs some help to mend some fences and would like to see the Port move forward on this.

Commissioner Moak believes tier one topics are the most critical items the Port needs to deal with. He would rather see us concentrate tier one and use the remaining funds for other purposes.

Mr. Darling agreed that tier one is most critical, but the scope will need to be clarified and the budget corrected.

Commissioner Moak inquired what the Commission is tasking Mr. Darling with to move forward.

Mr. Darling stated the current Commission will forward the proposals to the new Commission and recommend further exploration of the scope of work and budget.

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Commissioner Barnes stated that Commissioner Novakovich does not believe this is a wise use of funds and that there may be an inclination of not moving forward at all. If that position is shared by members of staff, then what is to prevent some of these feelings or notions from coming out during discussions with Moss Adams that may postpone, delay, or kill this project.

Mr. Darling stated the process as outlined is that the current Commission makes their recommendation, and it is up to the 2022 Commission to move forward or not.

## PUBLIC COMMENT

No comments were made.

***MOTION:*** Commissioner Moak motioned that the current Commission forward a recommendation to the 2022 Port Commission and engage Moss Adams LLP to conduct the tier one audit and clarify the contract language related to tier one; Commissioner Barnes seconded. With no further discussion, motion carried. All in favor 2 Ayes (Commissioners Barnes and Moak): 1 Nay (Commissioner Novakovich).

***MOTION:*** Commissioner Moak motioned to recommend that the 2022 Port Commission contract with Terry Walsh or Whitewolf Engineering Services as the Project Manager to oversee the Governance and Management Audit project; Commissioner Novakovich seconded. With no further discussion, motion carried. All in favor 2 Ayes (Commissioners Moak and Novakovich): 1 Abstain (Commissioners Barnes).

## RECESS

*Commissioner Barnes called for a recess at 3:48 p.m. for five minutes.*

*Commissioner Barnes reconvened the meeting at 3:54 p.m.*

## REPORTS, COMMENTS AND DISCUSSION ITEMS

### A. Vista Field Infrastructure Contract Acceptance

Mr. Peterson presented Resolution 2021-27, accepting the work by Total Site Services (TSS) for Vista Field Phase #1A. Mr. Peterson provided a brief history of the work by Total Site Services and stated Port consultants and the City of Kennewick indicated all the work under the Department of Public Works issued permits have been completed and accepted.

Commissioners Barnes thanked Mr. Peterson and staff for all their work and effort on this ambitious project.

## PUBLIC COMMENT

No comments were made.

***MOTION:*** Commissioner Novakovich moved to approve Resolution 2021-27 accepting Vista Field Phase #1A project as complete by Total Site Services, LLC and that all action by Port officers and

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*employees in furtherance hereof is ratified and approved; and authorize the Port Chief Executive Officer to take all action and finalize the terms of the contract; Commissioner Moak seconded.*

***Discussion:***

*Commissioner Novakovich echoes Commissioner Barnes comments and congratulated staff for the wonderful job they did on a tremendous project, by keeping it in budget and working with TSS to create a project that is going to benefit this region to come. And it is a beautiful, wonderful step to the beginning of a large project that will create a town center in the middle of the Tri-Cities. Commissioner Novakovich offered his congratulations to everyone involved in the project.*

***With no further discussion, motion carried unanimously. All in favor 3:0.***

***B. Amendment of Real Estate Broker's Commission***

Ms. Hanchette outlined the history and previous Commission discussion regarding the real estate broker commission structure and presented Resolution 2021-28 for Commission consideration.

Commission and staff discussed the revisions to the real estate broker commission structure.

## **PUBLIC COMMENT**

No comments were made.

**MOTION:** *Commissioner Novakovich moved to approve of Resolution 2021-28 approving the modifications to the CEO Delegation of Authority, Part 2.0, Real Property Purchases and Sales, Commission Structure of Licensed Brokers, Section 2.1.1; and ratify and approve all action by port officers and employees in furtherance hereof; and authorize the Port Chief Executive Officer to take all action necessary in furtherance hereof; Commissioner Moak seconded.*

***Discussion:***

*Commissioner Novakovich commended Ms. Hanchette for her work on this and believes she will be very busy in the future.*

*Commissioner Barnes echoed those sentiments and is in favor of the simplified structure.*

***With no further discussion, motion carried unanimously. All in favor 3:0.***

***C. 2022 Commissioner Compensation***

Ms. Luke presented Resolution 2021-29 relating to Commission compensation and stated RCW 53.12.260 affects the compensation in an unintentional way. Ms. Luke recommended the Commission take action to correct that statutory drafting oversight. Resolution 2021-29 maintains the status-quo of the current Commission compensation.

## **PUBLIC COMMENT**

No comments were made.

**MOTION:** *Commissioner Novakovich moved to approve of Resolution 2021-29, to maintain the*

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*status quo as follows:*

1. *Pursuant to RCW 53.12.260(3) the 2021 Port of Kennewick commissioner compensation of \$2,569.28 per month, adjusted 4% annually for inflation, shall be maintained for all current commissioners and shall apply to all Port of Kennewick commissioners hereinafter elected or appointed.*
2. *The RCW 53.12.260(4) inflationary adjustment that will occur on January 1, 2024, and each five years thereafter will be applied to all Port of Kennewick commissioner compensation.*

*Further, all action by port officers and employees in furtherance hereof is ratified and approved; and the Port Chief Executive Officer is authorized to take all action necessary in furtherance hereof; Commissioner Moak seconded. With no further discussion, motion carried unanimously. All in favor 3:0.*

## ***D. Ethics Training***

Ms. Luke reported that she plans on presenting ethics training for the Commission and staff at the January 25<sup>th</sup> Commission Meeting.

## ***E. State Auditor's Office (SAO) Audit Update***

Mr. Kooiker reported the SAO is performing the accountability audit for 2019-2020 and held the entrance conference last week. Additionally, the SAO performs risk assessments during the entrance conference and Mr. Kooiker disclosed items related to the ransomware event in 2020 and the citizen complaint and process that started in 2019 and as a subsequent event, the reimbursement of legal fees in 2021. Mr. Kooiker stated the SAO will be reviewing all the items and documents related to the complaint, the process, and the reimbursement.

## ***F. Biden's Build Back Better Update***

Mr. Arntzen outlined the history of the Biden Build Back Better application and stated a lot of time and effort went into applying for the housing opportunities in The Willows and the electrical vehicle (EV) charging stations. Mr. Arntzen reported at this time, the Port has not shown up on the funding list and presented three possibilities for the Commission to consider:

1. Continue to wait to see if funding list is revised;
2. Partner with Kennewick Housing Authority (KHA) regardless of funding on The Willows;
3. Consider the BBB application is dead and recognize private sector interest in acquiring and developing The Willows.

If the Commission were to consider the third option, the sales price for The Willows could be approximately \$2,000,000-\$3,000,000 and a \$20,000,000 private sector investment.

If the Commission were to pursue either the first or second option which includes a partnership with KHA, we would need to do some additional research to determine if there is a conflict of interest with Commissioner Moak, who has publicly stated he is a member of the KHA Board.



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Mr. Arntzen stated the Commission does not need to do anything today, but this application will require closure at some point.

Ms. Bader Inglima stated the federal government is still negotiating the BBB act and she does not anticipate the Port will receive any funding. Furthermore, the Port did not make Senator Murray's list for the infrastructure and jobs act.

Commissioner Moak thinks it would be important to recognize that it was not the Port or KHA that suggested a partnership, rather it was Senator Murray's office and does not believe the Port needs to continue the route that had been suggested by the Senator's office. Commissioner Moak inquired if the State or the BBB might have funds for the EV charging stations.

Ms. Bader Inglima stated the BBB is heavily weighted towards climate change and thinks EV charging stations funding could possibly be included; however, it is more likely there could be a pass through for climate change proposals at the state level.

### ***G. Commissioner Meetings (formal and informal meetings with groups or individuals)***

Commissioners reported on their respective committee meetings.

### ***H. Non-Scheduled Items***

Commissioner Moak stated since it is Commissioner Barnes last meeting and he has been with the Commission for a better part of a decade, Commissioner Moak would like to recognize that a lot of progress has happened in that time. If you look back where things were when Commissioner Barnes joined this Commission; we still had an airport that we were putting a lot of money into for virtually little progress, Clover Island was not the Island that it is today and the Kennewick Waterfront was not desirable, and nothing much was happening in the City of West Richland. Since then, we have seen a lot of progress over those last 8 ½ years and Commissioner Moak would like to recognize Commissioner Barnes leadership over that time, his vision, especially in terms of Vista Field, which has always important to him. Commissioner Moak thinks had Commissioner Barnes not joined the Commission, who knows, the Port might still be running an airport. Commissioner Barnes was very critical to getting that airport closed, which was 8 years ago on December 31<sup>st</sup>. Commissioner Moak would like to recognize Commissioner Barnes' role as Chairman of this organization for 4 years and the way that he conducted meetings, the way he treated our visitors, the way he treated folks who agreed with him and the folks who didn't agree with him and he treated everyone with respect from the Chair's seat. The Port has gone through some difficult times, but Commissioner Barnes never ceased to be professional in his role as Chairman. As Commissioner Barnes leaves us, Commissioner Moak hopes he remembers the good times, the times we worked together as a staff and Commission, won a number of awards, and hired a brilliant internationally known architectural firm to help the guide us at Vista Field. We did a lot of great things together over these years and Commissioner Moak hopes Commissioner Barnes remembers the good times, such as when we started Vista Field. When none of us thought that we would be here when Vista Field is completed. That's that same, Commissioner Moak thinks with all of us who are on the call today, we never expected to be there, because we knew that this was a long-term project that would take a long time. Commissioner Moak stated if it weren't for Commissioner Barnes vision and his working with all of us, to make that happen, we'd never be

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here in the first place. Commissioner Moak hopes Commissioner Barnes takes great pride in the great things that the Port has done and will take great pride in the things left to be done. And when the buildings do start coming out of Vista Field and those property sales happen at Vista Field, and we see more activity in our Wine and Artisan Village, that Commissioner Barnes will continue to take pride in the work that he has helped foster over these many years. Commissioner Moak will miss Commissioner Barnes as a Commissioner and stated life will change after the first of the year. Commissioner Moak wishes Commissioner Barnes much success and stated to keep remembering the good things at the Port.

Commissioner Barnes thanked Commissioner Moak for his kind comments and appreciates them very much.

Commissioner Novakovich stated as this year comes to a close, he would like to set the record straight on the citizen complaint. It has been referred to as an anonymous citizen complaint, and, according to Port policy, Commissioner Novakovich believes, it was detailed in a letter from Port legal counsel to Commissioner Barnes and his attorney on August 4, 2019. And then shortly thereafter, Commissioner Novakovich went to the *Tri-City Herald* and stated that he was the person behind it, therefore, it was not anonymous. And then after the complaint was filed, proper procedures to handle the complaint were followed, two Commissioners were found to have violated several Port policies. The cost to show that the process of holding elected officials higher, which was Commissioner Novakovich's intent, to honesty, integrity, and public transparency, and accountability according to published Port policies and procedures was approximately \$60,000. But one Commissioner chose to appeal that decision and cost the Port's taxpayers an additional \$400,000, of which \$160,000 was for a public records request that was never used by his legal counsel. Commissioner Novakovich's intent in doing this was not to specifically find two Commissioners guilty of anything, but to show how a lack of respect for Port policy and procedures could cause a hostile work environment for a highly competent and loyal staff. Commissioner Novakovich stated the point is, if the two Commissioners could not adhere to simple rules, how could the public expect them to adhere to more serious rules. Does Commissioner Novakovich feel he did the right thing, absolutely. Something needed to be done to keep the excellent staff intact, to assure all regional projects currently underway are continued successfully, and to ensure the integrity and excellent reputation the Port of Kennewick has worked hard to establish is preserved far into the future. Secondly, Commissioner Novakovich would like to comment on the process of evaluating our CEO. Commissioner Novakovich feels that two Commissioners just really used retaliatory means because in Commissioner Barnes, he is talking about or accusing our CEO of things he might have violated prior to 2021. And Commissioner Novakovich does not see where that has anything to do with the 2021 evaluation. Commissioner Moak on the other hand, is holding our CEO basically in ransom for not completing Vista Field, when he was never given a directive to complete Vista Field by a certain date and yet was given all kinds of other projects on his plate. Commissioner Novakovich finds both of those evaluations to be greatly flawed and he believes they are not justifiable to Mr. Arntzen's 2021 CEO Evaluation and he should not even be judged by the comments of those two evaluations as it pertains to Vista Field and the citizen's complaint. Commissioner Novakovich appreciates the opportunity to make those comments.

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Commissioner Barnes stated since this is his last meeting on the Commission at the Port of Kennewick, he would like to begin by saying that, overall, he has really enjoyed his 9 ½ years of service to the Port of Kennewick and its citizens. Putting the turbulence of these last few years aside, he is grateful for the opportunity to be of service to his community as a Commissioner. It's a responsibility that he has always taken seriously, and he leaves this position knowing that he has acted with honesty and integrity, raising questions and voicing his opinions with the best interests of the community and taxpayers in mind. Unfortunately, he had to fight long and hard to defend his integrity against unfounded accusations, but he knows he was on the right side of the issue as the ultimate ruling confirmed. And yet, some of these baseless accusations persist even today. But he not going to accept the invitation to revisit these issues and to litigate the case again. He Won! It's over. He Won!

Regarding the projects at Vista Field, Columbia Gardens, and Clover Island, he is very proud of the contributions that he has made over the years. These projects have tremendous potential to make a positive and lasting impact on our community, and he is eager to see them reach that potential. In order for that to happen; however, he believes that there are malfunctioning systems at the Port that need to be carefully evaluated and addressed. We cannot allow Port policies and procedures to be weaponized by Port leadership to silence questions and dissent. That is why he is a strong proponent of a governance audit. We need help to repair what is broken. He believes that this process is vital to ensure that the Port is working efficiently and effectively -- and in a way that allows the Commission to do its job, ask questions, and receive the information they need, to make the best decisions in the interest of the community we serve.

When this Port functions like it can and should, great things can be accomplished for the citizens of our community. Commissioner Barnes wishes his successor and fellow Commissioners the very best in 2022 and beyond. Commissioner Barnes is a staunch supporter of the Port of Kennewick, and he believes in it. But he believes that we can do much better going forward. Thank you very much.

## PUBLIC COMMENTS

No comments were made.

Commissioner Barnes anticipates the Executive Session will last approximately 30 minutes, Potential Litigation, per RCW 43.30.110(1)(i) with no action expected. Commissioner Barnes asked the public to notify Port staff if they will return after the executive session so staff can advise if the session concludes early.

## RECESS FOR EXECUTIVE SESSION

*Commissioner Barnes recessed the Regular Commission Meeting at 4:47 p.m. and convened the Executive Session at 4:52 p.m. for 30 minutes.*

## EXECUTIVE SESSION

*A. Potential Litigation per RCW 43.30.110(1)(i)*

*Commissioner Barnes adjourned the Executive Session at 5:15 p.m.*

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*Commissioner Barnes reconvened the Regular Commission Meeting at 5:18 p.m.*

## COMMISSION COMMENTS

Commissioner Barnes expressed his gratitude and appreciation for the opportunity to serve on the Port of Kennewick Commission. Commissioner Barnes stated this being the last minute of his last meeting he wanted to thank everyone and extended his wishes on behalf of his family for a warm and joyous holiday season going forward, and a happy and prosperous new year, especially for the Port of Kennewick in 2022 and beyond.

## ADJOURNMENT

With no further business to bring before the Board; the meeting was adjourned 5:19 p.m.

**APPROVED:**

### PORT of KENNEWICK BOARD of COMMISSIONERS

DocuSigned by:

*Skip Novakovich*

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*President*

DocuSigned by:

*Kenneth Hohenberg*

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*Vice President*

DocuSigned by:

**Thomas Moak**

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*Secretary*



# Raceway Property- Alexander Land Swap





City purchased  
92.61 acres  
from  
Port of Kennewick  
for new  
Police Station

SHP 01-40

## EXHIBIT A

# SHORT PLAT 2751

PTN OF NE 1/4 OF SEC 11, T. 9N, R. 27E, W.M.

**LEGEND**

B.O.B. = BASIS OF BEARINGS: EAST LINE OF NORTHEAST QUARTER PER SHORT PLAT 2681, HELD SAME FOR SUBDIVISION.

+1 = RECORD BEARINGS AND DISTANCES.

+1 = SECTION CONTROL, AS NOTED.

○ = FOUND MONUMENT, AS NOTED.

● = SET MONUMENT, 1/2" REBAR AND CAP "REYNOLDS 2927".

■ = POWER POLE.

**NOTES**

- 1) ADDRESS NUMBERS (NOTED IN BRACKETS) ARE SUBJECT TO CHANGE UNTIL THE EXACT LOCATION OF ACCESS ONTO THE SHORT PLAT IS DETERMINED.
- 2) THE UTILITY EASEMENTS SHOWN HEREON ARE HEREBY GRANTED FOR THE USE, ACCESS AND MAINTENANCE OF THE SHORT PLATTED PROPERTY'S CURRENT UTILITY PROVIDER. SAID EASEMENTS ARE FOR THE USE, ACCESS AND MAINTENANCE OF ELECTRIC POWER, TELEPHONE, CABLE AND/OR OTHER DEFINED UTILITY, TO AND/OR THROUGH SAID TRACT.
- 3) NO BUILDING PERMITS FOR STRUCTURES REQUIRING A POTABLE WATER SUPPLY SYSTEM WILL BE ISSUED UNTIL EVIDENCE OF A POTABLE WATER SUPPLY IS PROVIDED.
- 4) ALL STRUCTURES MUST BE AT LEAST 25' BACK FROM ALL ACCESS EASEMENTS.
- 5) LOT ONE OF THIS SHORT PLAT HAS NOT BEEN REVIEWED FOR ON-SITE SEWAGE DISPOSAL SYSTEMS, AND SHALL NOT BE CONSIDERED FOR THEIR USE. SITE TO BE USED FOR BENTON REA SUBSTATION ONLY.
- 6) BENTON COUNTY IS NOT RESPONSIBLE FOR THE CONSTRUCTION AND/OR MAINTENANCE OF ACCESS EASEMENTS.
- 7) IT IS EXPRESSLY DECLARED AND UNDERSTOOD THAT BENTON COUNTY HAS NO DUTY, OBLIGATION OR RESPONSIBILITY FOR THE CONSTRUCTION, UPKEEP, MAINTENANCE OR REPAIR OF STORM DRAINAGE FACILITIES OR DRAINAGE EASEMENTS LOCATED OUTSIDE OF THE COUNTY ROAD RIGHT OF WAY.
- 8) KENNEWICK IRRIGATION DISTRICT EASEMENT AF#893015 PERMITS WASTE WATER COLLECTION AND USE FROM BACKGRIE EAST LATERAL, NOT SHOWN.
- 9) TRUCKS RACEWAYS TRACK AND FACILITIES NOT SHOWN. NO CHANGES TO EXISTING EASEMENTS ARE CONTEMPLATED.
- 10) LOT TWO IS SERVED BY AN APPROVED WATER SUPPLY SYSTEM, STATE DEPARTMENT OF HEALTH NO. 89425X.

**EASEMENT NOTES**

- A) 25 FOOT PRIVATE ACCESS AND UTILITY EASEMENT OVER THE NORTH 25' OF LOT 1, HEREIN GRANTED TO LOT 2.
- B) 30 FOOT PRIVATE ACCESS AND UTILITY EASEMENT OVER THE EAST 30' OF LOT 1, HEREIN GRANTED TO LOT 2.
- C) 30 FOOT PRIVATE ACCESS AND UTILITY EASEMENT OVER THE WEST, SOUTH AND EAST 30' OF LOT 2 LYING SOUTHERLY OF LOT 1, HEREIN GRANTED TO LOT 1.
- D) 30 FOOT PRIVATE ACCESS AND UTILITY EASEMENT OVER THE EAST 30' OF LOT 2 NORTHERLY OF LOT 1, HEREIN GRANTED TO LOT 1.
- E) ACCESS AND UTILITY EASEMENT FROM SR 224 RIGHT OF WAY ALONG THE NORTHERLY 30 FEET OF THE SOUTHERLY 100 FEET OF VACATED RAILROAD RIGHT OF WAY TO THE EAST LINE OF SECTION 11, AND ALONG THAT PORTION OF SAID SOUTHERLY 100 FEET OF VACATED RAILROAD RIGHT OF WAY IN THE EAST 30 FEET OF SAID SECTION 11, TO BE GRANTED UNDER SEPARATE DOCUMENT.
- F) KENNEWICK IRRIGATION EASEMENT FROM SR 224 RIGHT OF WAY ALONG THE NORTHERLY 30 FEET OF THE SOUTHERLY 100 FEET OF VACATED RAILROAD RIGHT OF WAY TO THE EAST LINE OF SECTION 11, TO BE GRANTED UNDER SEPARATE DOCUMENT.

**ACKNOWLEDGEMENT**

STATE OF WASHINGTON )  
COUNTY OF KILLAS )

I CERTIFY THAT I KNOW OR HAVE SATISFACTORY EVIDENCE THAT PAUL G. ALDERMAN AND PAULA J. ALDERMAN SIGNED THIS INSTRUMENT, ON OATH STATED THAT THEY WERE AUTHORIZED TO EXECUTE THE INSTRUMENT AND ACKNOWLEDGED IT AS THE MEMBERS OF RACEWAY PROPERTIES, LLC, TO BE THE FREE AND VOLUNTARY ACT OF SUCH PARTY FOR THE PURPOSES MENTIONED IN THE INSTRUMENT.

9-9-2003 *Paula J. Alderman* 7-11-2004  
DATE SIGNATURE OF NOTARY PUBLIC COMMISSION EXPIRES

**RHODA L. CRISPIN**  
STATE OF WASHINGTON  
NOTARY --- PUBLIC  
MY COMMISSION EXPIRES 7-9-04

**IRRIGATION CERTIFICATE**

I HEREBY CERTIFY THAT THE PROPERTY DESCRIBED HEREIN IS LOCATED WITHIN THE BOUNDARIES OF THE KENNEWICK IRRIGATION DISTRICT BUT THAT THIS PROPERTY IS NOT CLASSIFIED AS IRRIGABLE LAND AND IS NOT ENTITLED TO IRRIGATION WATER UNDER THE EXISTING OPERATING RULES AND REGULATIONS OF THE DISTRICT. I FURTHER CERTIFY THAT THE IRRIGATION EASEMENTS SHOWN ON THIS SHORT PLAT ARE ADEQUATE TO SERVE ALL LOTS SHOWN HEREON PER THE REQUIREMENTS OF RCW 89.17.310.

*Michael A. Disanti* *Gratians My* SEP 22, 2003  
KENNEWICK IRRIGATION DISTRICT DATE

**TREASURER'S CERTIFICATE**

I HEREBY CERTIFY THAT THE TAXES AND ASSESSMENTS ON THE LAND DESCRIBED HEREON HAVE BEEN PAID TO AND INCLUDING THE YEAR 2003. 1-1197 -100-0004-001

*Diana A. Dwyer* *by Paula Cason* 9/23/03  
BENTON COUNTY TREASURER'S OFFICE DATE

**ADMINISTRATOR APPROVAL**

THE ANNEXED SHORT PLAT IS HEREBY APPROVED BY AND FOR THE COUNTY OF BENTON, STATE OF WASHINGTON.

*F. J. [Signature]* 9/23/03  
BENTON COUNTY SHORT PLAT ADMINISTRATOR DATE

**AUDITOR'S CERTIFICATE**

I HEREBY CERTIFY THAT THE REQUEST OF ROBERT G. REYNOLDS AT 10:28 AM, THIS 23rd DAY OF SEPTEMBER, 2003, AD AND RECORDED IN VOLUME 1 OF SHORT PLATS AT PAGE 2751, RECORDS OF BENTON COUNTY, WASHINGTON, BENTON COUNTY AUDITOR

*Robert G. Reynolds* 9/23/03  
BENTON COUNTY AUDITOR

**OWNER'S CERTIFICATE**

THE UNDERSIGNED HEREBY CERTIFY THAT THEY ARE THE OWNERS OF THE LAND DESCRIBED HEREON, THAT THEY HAVE CAUSED SAID LAND TO BE SURVEYED AND SHORT PLATTED INTO LOTS AS SHOWN, AND THAT THE EASEMENTS ON THE SHORT PLAT ARE GRANTED AND RESERVED FOR THE USES SET FORTH THEREON.

*Paula J. Alderman* MEMBER, RACEWAY PROPERTIES, LLC  
*Paula J. Alderman* MEMBER, RACEWAY PROPERTIES, LLC

**VICINITY MAP**  
NO SCALE

**SCALE: 1" = 400'**

**SCALE: 1" = 100'**

**1 of 1**

**42.31 acres**

Zoned Commercial / Light Industrial

portion of Raceway property  
formally leased to  
Alexander's for AG uses

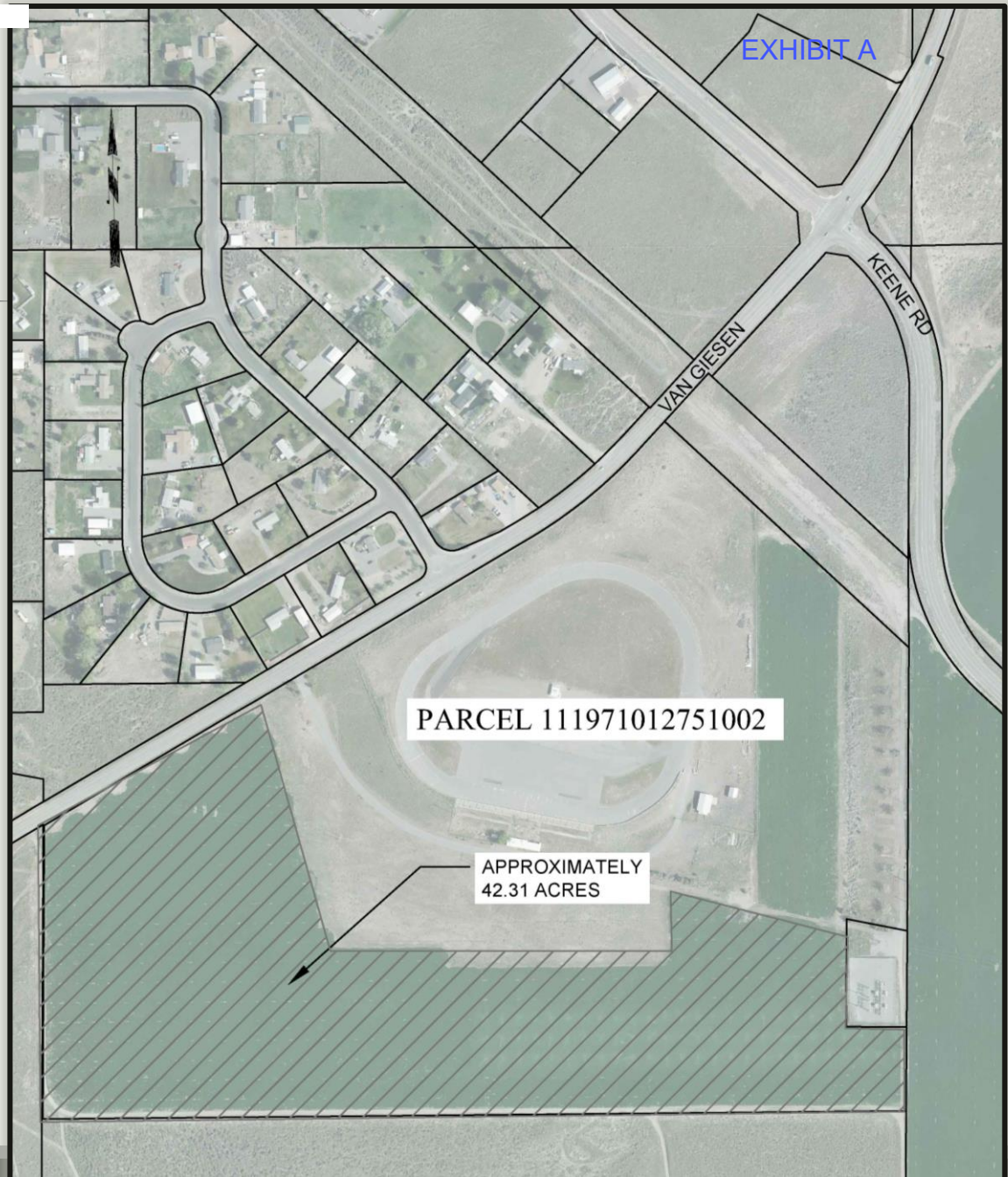




EXHIBIT A

19,320 sf

Zoned Commercial / Light Industrial

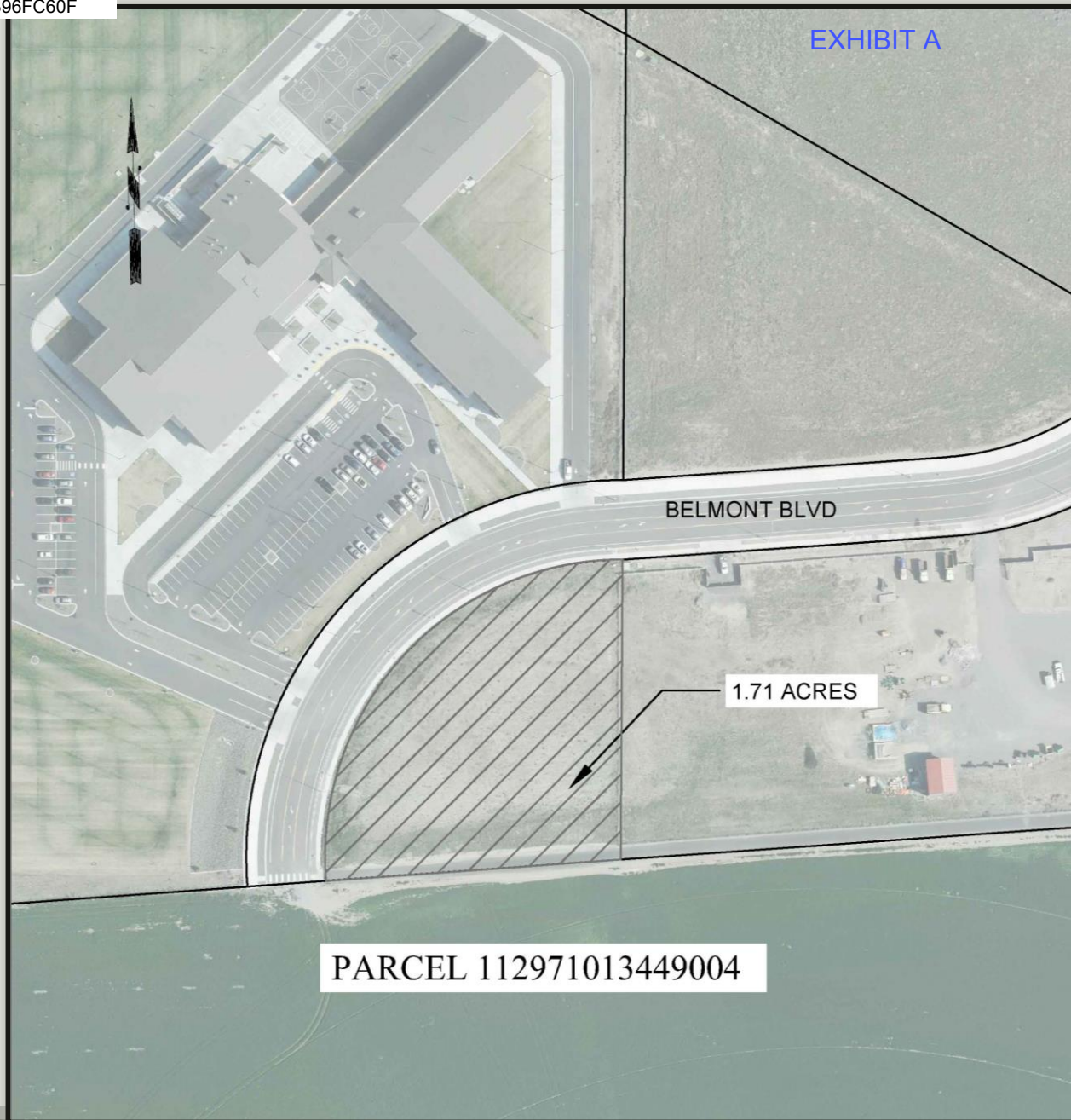
used for portion of new  
Police Station





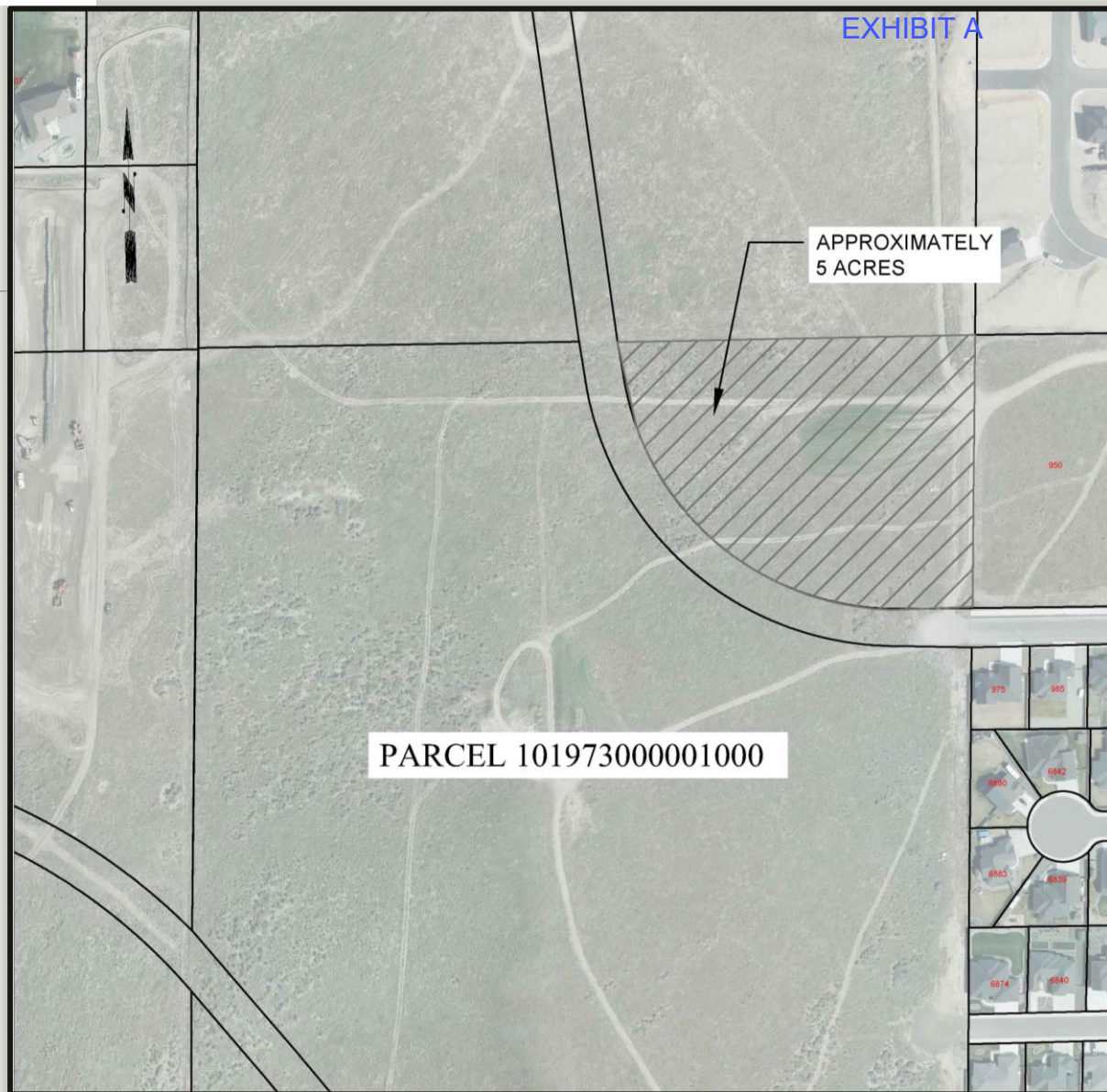
**1.71 acres**  
Zoned Commercial

adjacent to existing City  
Municipal Services Facility



5 acres  
Zoned Residential

for future  
neighborhood park





**5.65 acres**

Zoned Commercial / Light Industrial

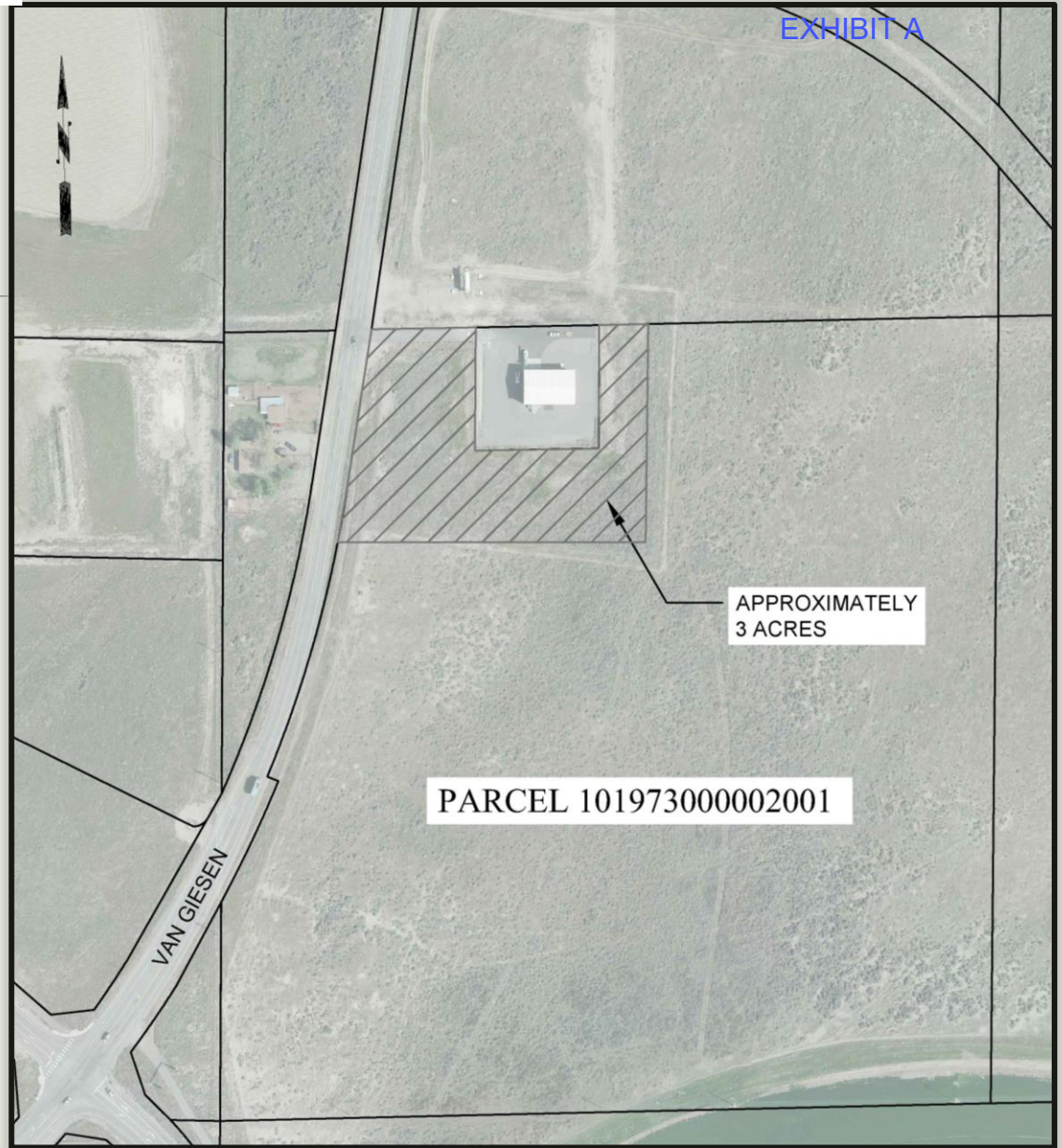
adjacent to end boundary of  
Raceway property with Keene  
Road frontage



**3 acres**

Zoned Commercial / Light Industrial

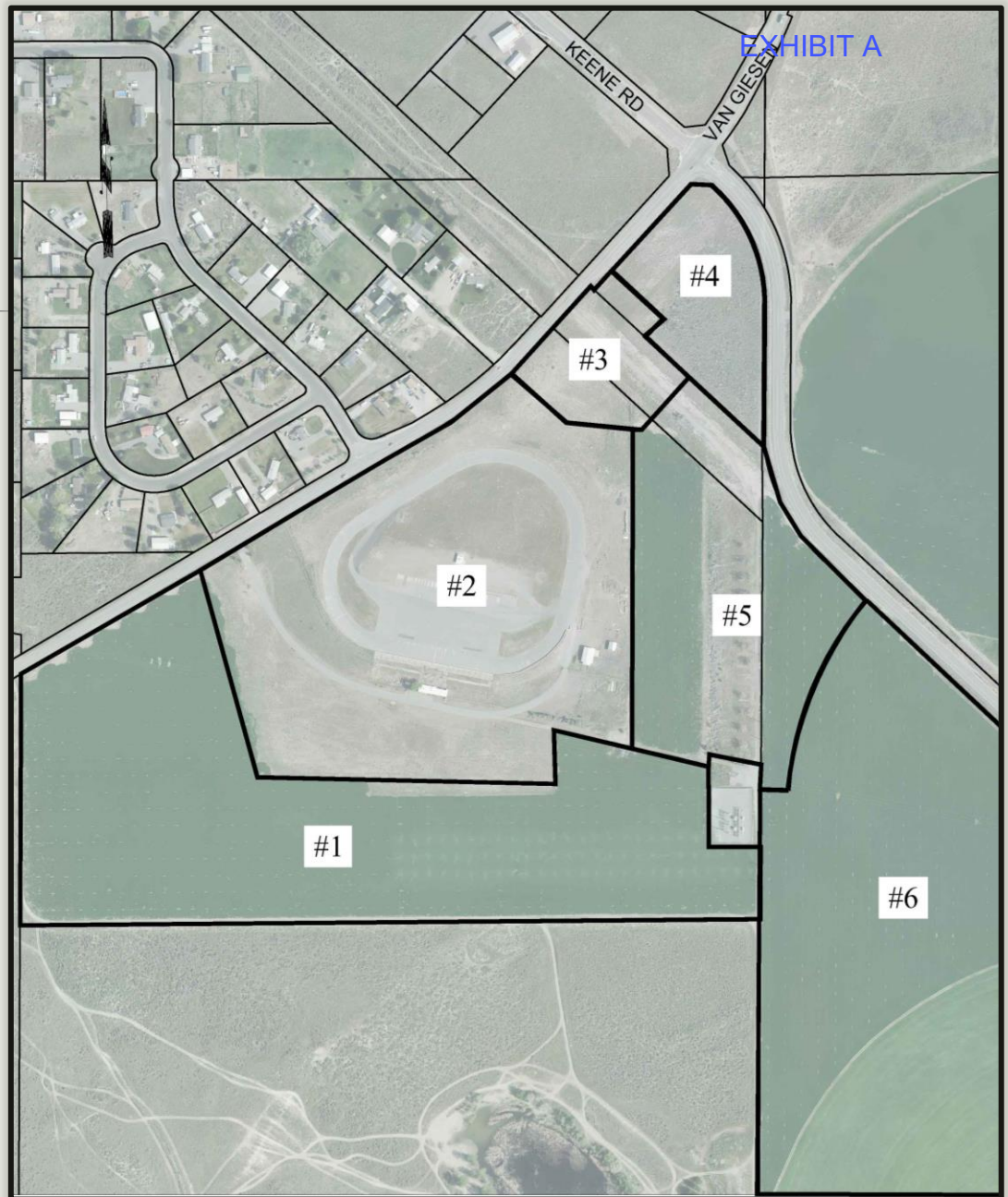
adjacent to City's Industrial  
Plant with SR 224 frontage





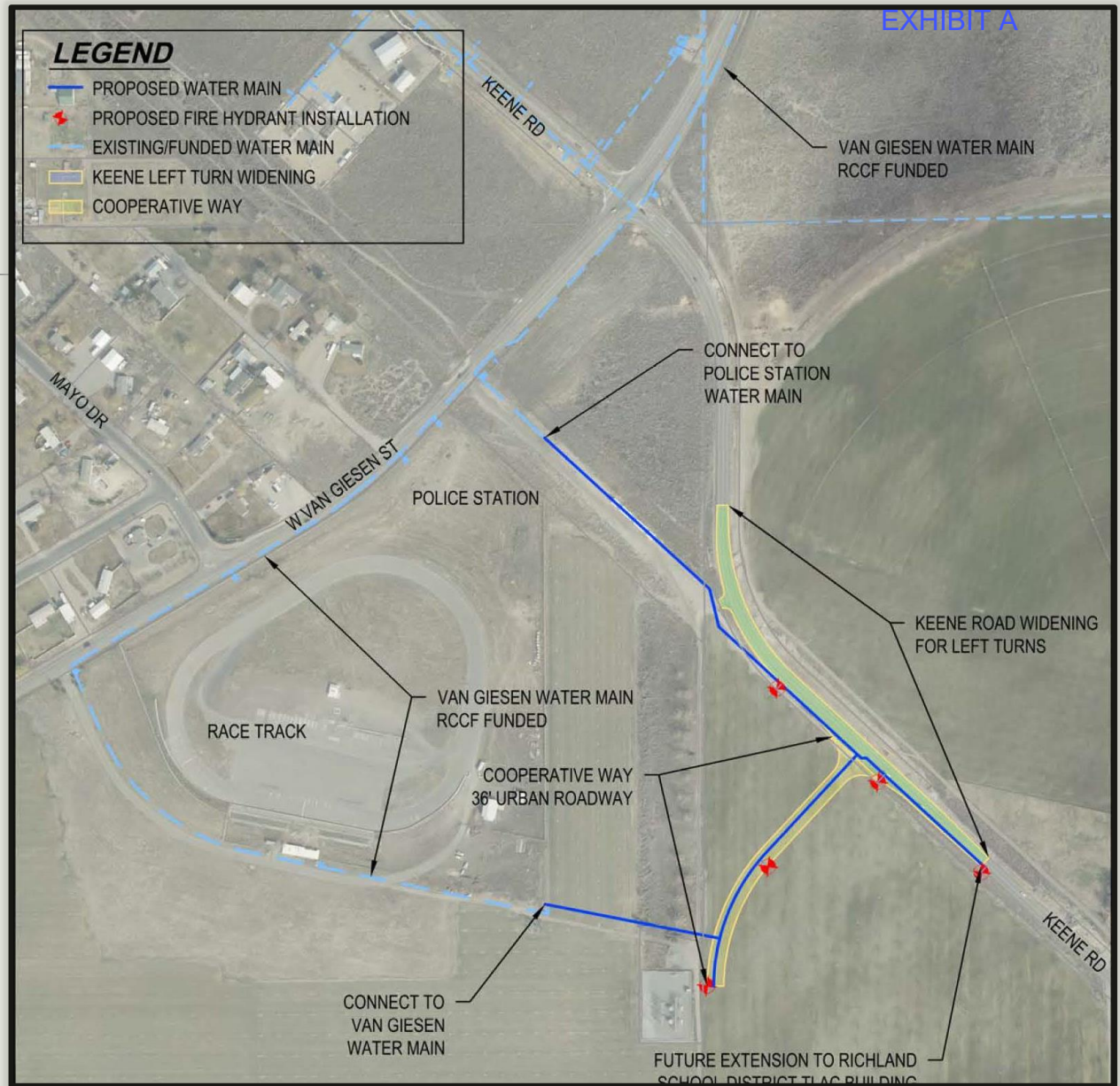
# Raceway Property

after BLA completed with  
Alexander – ROS #5496



# Vicinity Map

## CERB Cooperative Way Improvements





Questions?

Roscoe Slade III  
Public Works Director  
[roscoe@westrichland.org](mailto:roscoe@westrichland.org)



# Columbia Gardens Playground



**Kiwanis**<sup>®</sup>



**PORT of  
KENNEWICK**





# The Plan Recap

- Port of Kennewick (POK) commissioners' presentation
  - Recap the Plan
  - Focus is on answering past questions
  - Input from commissioners
  - Open questions/comment
- Cost estimated in 2020 –\$225,000 (\$152,000 in equipment)
- Target Construction Timeline – Was Spring 2022, realistic outlook is 6 months after funds and agreements are secured.
- Age Group – 5-12 year old
- Playground- obstacle course surrounded by concrete paths and area for picnic benches
  - POK to work with (COK) to see what support they can offer to the project.
  - Prepare and sign tri-party commitment, roles and responsibilities
  - POK land commitment and potential funds (POK to confirm)
  - COK maintenance and potential funds (POK to confirm)
  - Kiwanis funds for the project – currently \$30K, more to fundraise



- Site surrounding area

# Focus of this presentation

- Focus of this presentation
- Questions and clarifications
  - Design
    - Lot/development impact
    - Viability of site selection
    - Design/Construction/Maintenance
  - Administrative
    - COK Partnership
    - POK Commitment





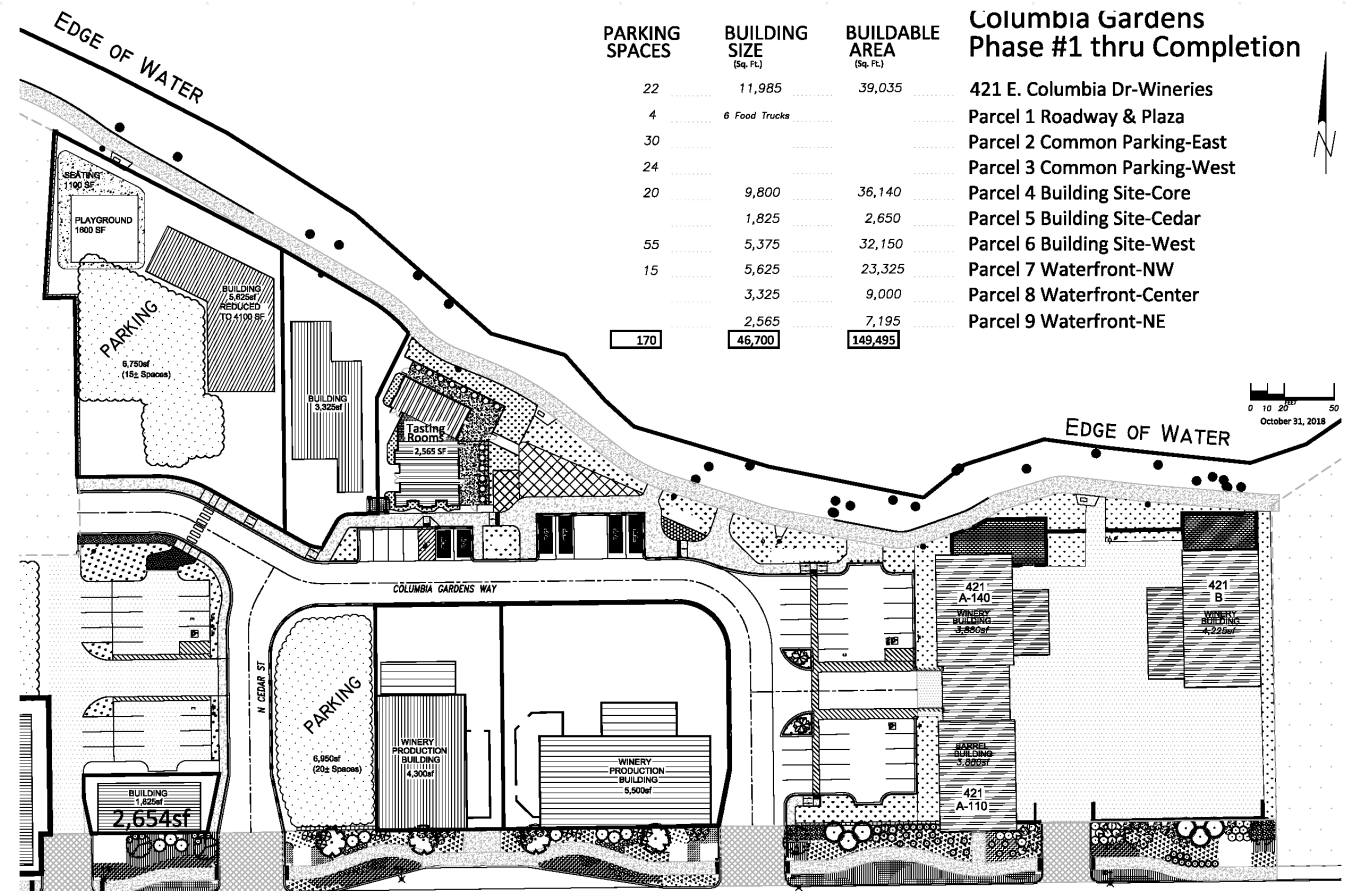
# Questions/Clarifications

## Q: How is development and parking impacted?

Following numbers are for the whole development.

- Parking planned 170 stalls. This was based on 1stall/300bldg. sf ratio (155 stalls required).
- Building area 46,700 SF
- Buildable area 149,496 SF
- Playground requires 2,700 SF

A: It is anticipated that the dedicated parking to the buildings/sites will absorb parking for the playground, no additional playground parking would be provided.



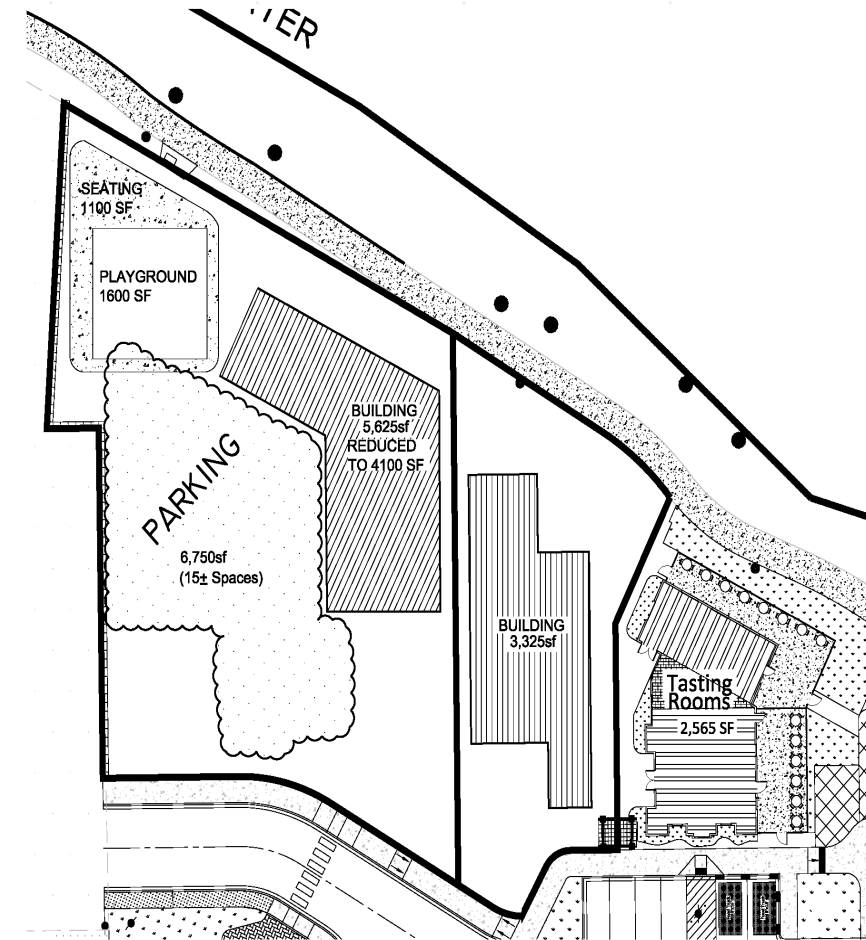
# Questions/Clarifications

**Q: How does the playground affect the lot (s)? Cost Impact to POK vs Building.**

A: Site impact sale: 22,228sf-2,700sf designated to playground=19,528sf. Delta cost at \$12/sf = \$32,400

The 2,700sf would be allocated to the playground as opposed to subdividing the lot into two separate parcels.

POK intends to sell this lot, so this would result in lost revenue to the landlord and lost revenue on the sale of the parcel.



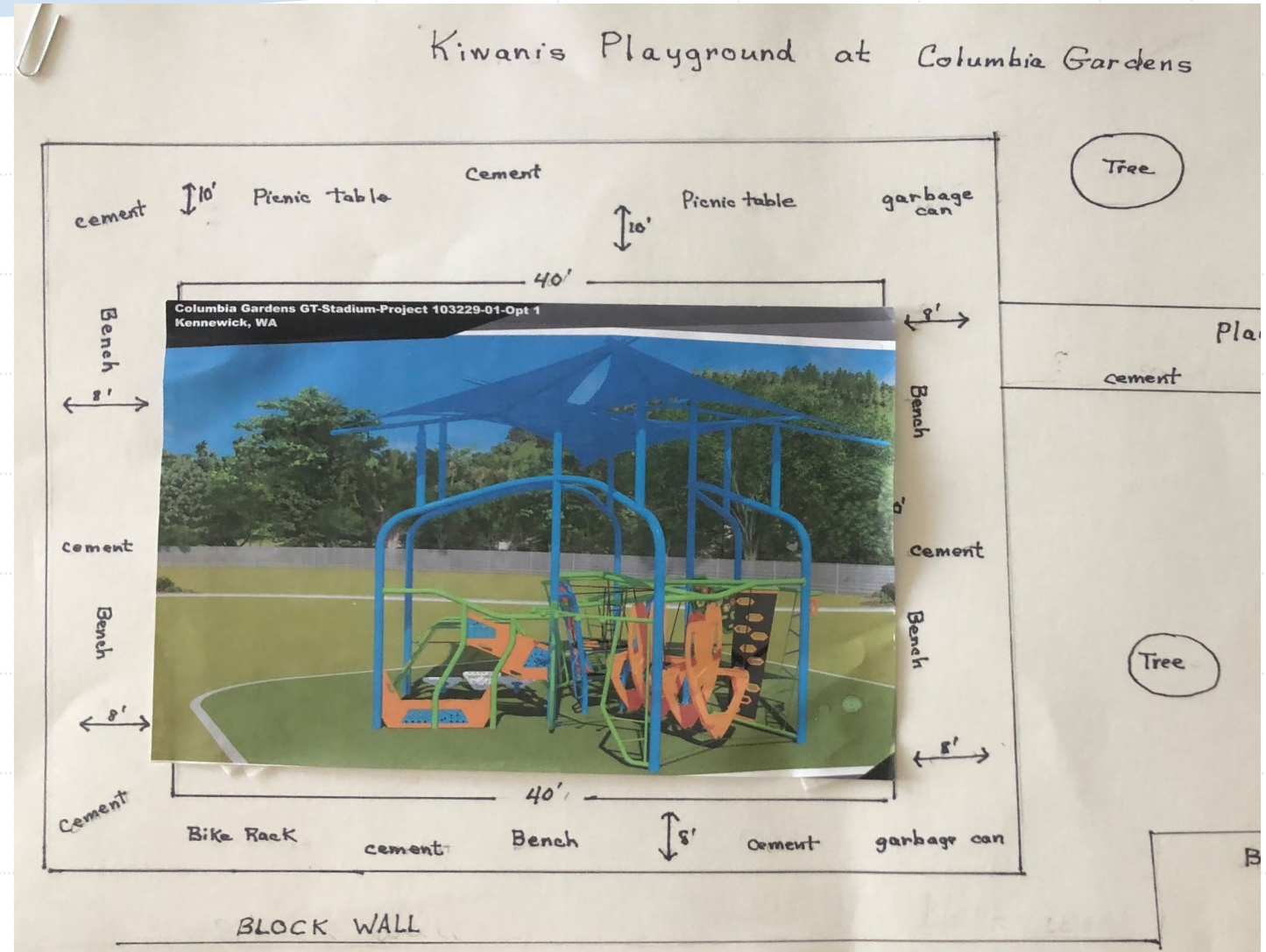
# Questions/Clarifications

## Q: How was this site selected?

A: POK was approached from Kiwanis club. This was desired location for them due to bike path location and destination location of the Columbia Garden's visitor community.

## Q: Is this best location for new park?

A: Closest residential neighborhood besides adjacent mobile home park is Fruitland with its own park. Neighborhood south of CG is over one mile away. This would suggest that the primary users would be the CG visitors and bike path users.





# Questions/Clarifications

**Q: How would the lot divide? Is this the best lot in the development?**

A1: There are two options:

1. Separate playground as its own lot.
2. Keep it part of the Parcel and designate the 2,700sf to the playground.

A2: Commitment to the COK is to have two effluent producing sites. It is most efficient to keep these close together. Therefore, the North-West portion of the development and the shape of the triangle of this lot would be the best area for the playground.

**Q: How will the maintenance be addressed?**

A1: It would be preferred if COK takes on the maintenance cost as they already have craft taking care of their parks. COK equipment/maintenance budget for Park and Rec. \$15,000/yr for 31 sites (includes Duffy's Pond park = \$484 + \$3,120 labor + tools and inspections +> about \$4k-5,000/site. This is an estimate only from COK budget extrapolation. Actual cost may be higher adding liability and insurance.

A2: If POK would have to take on the maintenance, there are couple of issues that stand out:

1. POK maintenance crew is stretched thin, new budget would have to be dedicated. The cost would be much higher than COKs as they don't have designated crew for parks.
2. Additional insurance and liability costs.

# Questions/Clarifications

**Q: What is the estimated cost to the POK, if choice is made for POK to take on the maintenance?**

A: Part-time temporary labor ( $\$25/\text{hr} \times 15 \text{ hrs/wk} \times 52 \text{ weeks}$ ) \$20,000

Playground Equipment Maintenance \$1,000

Small Tools & Minor Equipment \$1,000

Contractual/Consulting \$1,000

(Total guess. COK pays for Certified Playground Safety Inspector Training)

Janitorial Supplies (trash bags, cleaning supplies, etc) \$1,000

Tree Trimming \$2,000

(There are existing trees. Very old.)

**TOTAL \$26,000**

Weekly maintenance activities would include; trash control, graffiti abatement, repairing and cleaning equipment and base material.

# Voids and Actions Remaining

1. Commitment from COK is still in question.
2. Is there a project without COK partnership?

GOAL: GO/NO GO DECISION

**GO: Sign intent and agreement of the commitments**

**NO GO: provide formal notice to Kiwanis Club.**

Without Solid Commitment and defined Roles of the three or two entities, there is no Project.





# Administrative Input

- Tim Arntzen – discussion
- COK commitment
- POK commitment
- Other impacts



# Discussion



**From:** [Tim Arntzen](#)  
**To:** [Lisa Schumacher](#)  
**Subject:** FW: Proposal Review Governance and Management Audit  
**Date:** Wednesday, December 8, 2021 10:05:29 AM

---

Can you please add Jim's e-mail into the commission packet, please?

Thank you.

---

**From:** James Darling <jim@leewardstrategies.com>  
**Sent:** Wednesday, December 8, 2021 6:34 AM  
**To:** Tim Arntzen <ta@portofkennewick.org>  
**Subject:** Proposal Review Governance and Management Audit

I have made a preliminary review of the proposal for the Governance and Management Audit (Audit) submitted by Moss Adams LLP, Seattle, Washington. It is my understanding that this is the sole proposal received by the Port for the Audit itself.

I also understand that the Port is likely to receive at least one proposal in response to the Port's RFP for Project Manager services intended to provide project oversight. That proposal and others received will be forwarded to the Commission in advance of their meeting on December 14th.

#### **Review of Moss Adams Proposal**

The RFP issued by the Port identifies the following evaluation areas that will be considered by the Port in awarding a contract to perform the Audit.

**Qualifications and Experience:** Moss Adams is a well known and respected national firm that undertakes organizational assessments for a host of clients, industries and governments. Their success has depended on objective advice to their clients regarding both policy and procedural evaluations. Moss Adams has worked in the Washington port industry with clients such as the ports of Bellingham, Everett, and Seattle in addition to the Port of Portland, Oregon and Port of Long Beach, California.

The in-house project team has considerable local government experience both as government staff as well as in a consulting role. The in-house team, in addition to their direct experience with public ports, has considerable experience in working with a variety of local governments. A number of the team members are graduates of the public administration program at the University of Washington. The RFP noted the Port's interest in a 'panel of experts'. Moss Adams proposes that their in-house team has the appropriate experience and knowledge in the areas identified in the RFP.

**Project Approach:** Moss Adams is proposing a four-step process to the work that evaluates systems and processes, organizational culture, document review and culminates in recommendations for improvements. The work will include interviews and document review to support their assessment.

The four steps include:

1. **Start up and management.**

2. **Fact finding** through interviews and document review. This step includes Port of Kennewick-wide surveys.
3. **Analysis** that includes benchmarking with other port peers.
4. **Reporting** results and recommendations through written reports and presentations. (Moss Adams utilizes qualitative surveys with results presented in a 'dashboard' format for ease of understanding.)

The proposed four step project approach includes review of the items delineated in the Request for Proposals (RFP), however, while it specifies the review of 'key documents' from the RFP, it does not refer specifically to the Base and Add On 'Systems and Processes' from the RFP. While this should be clarified it appears they propose on getting to the same 'systems process' review following their survey work. The Observations and Recommendation (Section 3.4 of their proposal) anticipates addressing systems and processes.

Their analysis work includes 'benchmarking' with other peer ports for comparative evaluation and real world solutions to addressing improvements in documents and systems.

**Project Management:** The proposal emphasizes the importance of regular communications over their forecasted 6 months to complete the work. That communication would be through the Port's project manager and directly with the Commission meeting as a body of the whole.

**Compensation:** The proposed compensation is \$125,000 which includes the Base Fee and the Add On review. This is within the anticipated budget for the project.

**References:** The proposal includes five municipal references.

**Contract Exceptions:** The proposal notes a need to further clarify the Port's contract language in regard to document ownership, indemnification procedures, and insurance requirements. This should be further assessed by the Port.

### **Assessment**

The preliminary review of the written proposal from Moss Adams is that it meets the fundamental expectations of the Audit RFP. The RFP indicated that the Port would consider proposed alternative approaches. The Moss Adams proposal takes a four step process that appears to address the issues identified in the RFP.

The next steps for the Commission to address on December 14th include:

- a. Consideration of the Moss Adams proposal and forwarding a recommendation to the 2022 Commission. This action can be advanced through a Commission motion.
- b. Consideration of proposals received in response to the Project Manager RFP and forwarding a recommendation to the 2022 Commission. This action can be advanced through a Commission motion.

I will remotely attend the December 14th Commission meeting and will be prepared to

discuss the proposal and next steps with the Commission. (Please forward the meeting invite) It is my understanding that you will forward this email to the Commission in their packet for the December 14th meeting.

Thanks and I look forward to the discussion, Jim

--

James Darling



[leewardstrategies.com](http://leewardstrategies.com)

1 (360) 739-1595

*GOVERNANCE AND MANAGEMENT AUDIT PROPOSAL FOR*

## **PORT OF KENNEWICK**

Moss Adams LLP  
999 Third Avenue, Suite 2800  
Seattle, WA 98104  
(206) 302-6500



Dear Port Commission and Governance and Management Audit Project Manager:

We're pleased to submit our proposal to provide organizational climate assessment services to the Port of Kennewick (Port). We understand the Port is seeking an experienced firm to conduct an objective, credible, and comprehensive assessment of your operations, processes, and practices with particular attention to governance and management roles; with the overall goal of crafting recommendations for constructive initiatives and action plans to address areas in need of improvement.

Our proposed activities will be focused on various facets of your organization over a multi-year period, especially the areas most important to the Port's success: your people, processes, and systems.

By comparing your organization culture, as well as the input to that culture, with peer best practices and performance trends, we'll provide the Port with timely, helpful advice and steps that can be taken to achieve both short-term and long-term improvements. We are confident our team is the best fit for Port because we offer the following:

- **Focus on management and organizational assessments.** We are an industry leader in management and organizational assessments. We regularly conduct organizational assessments, management reviews, operational assessments, performance audits, and process reengineering projects for a wide range of clients throughout the United States.
- **An iterative, collaborative approach to our services.** We do more than just the technical task at hand. We focus on how we can deliver the greatest value to our clients by collaborating with you to help strengthen your ability to serve your community. We also believe in avoiding surprises—we share our insights as we conduct our work, validating facts that support findings and testing the practicality of recommendations along the way. In the end, our final reports are merely summaries of what we've already conveyed to and vetted with our clients. We draw on best practices to develop solutions that are practical, achievable, and affordable, and we deliver results in a manner sensitive to the public service environment in which our clients operate.
- **A strong reputation for providing independent and objective advice.** We're independent and deliver accurate, honest assessments in our consulting work. Quality assurance is built into our policies and culture so our work is accurate and timely, and will provide significant value to the Port

- **An established firm with extensive resources and expertise.** We're one of the 15 largest accounting and consulting firms in the United States, and we serve our clients with a staff of over 3,400 professionals in more than 25 locations around the country.

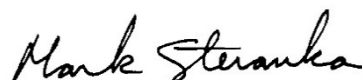
On the following pages, we've provided more information on our firm as well as a proposed workplan to meet your objectives. We think you'll find our firm highly qualified to provide these services, and we firmly believe we offer the kind of special dedication, continuity, and commitment that inspires mutual trust and confidence in projects of this type.

We look forward to the possibility of working with you on this important undertaking. Thanks very much for your consideration.

Sincerely,



**Colleen Rozillis**  
Director  
(206) 302-6795  
[colleen.rozillis@mossadams.com](mailto:colleen.rozillis@mossadams.com)



**Mark Steranka**  
Partner  
(206) 302-6409  
[mark.steranka@mossadams.com](mailto:mark.steranka@mossadams.com)



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# 1. Qualifications and Experience

## ORGANIZATIONAL ASSESSMENT EXPERIENCE



Our consulting team frequently performs organizational assessments for local governments and government entities—experience that specifically aligns with the Port’s requirements for this engagement. You’ll work with a team that understands the unique requirements of public sector agencies and programs, as well as the intricacies involved in the diverse needs of various customers, departments, and constituents.

We’re well-versed in reviewing management practices, policies and procedures, organization structure, staffing levels and skills, employee engagement and development, and community satisfaction, as well as coordination and communication within and across functions.

Our consulting staff has completed hundreds of enterprise- and department-level organizational consulting projects. These include performance audits, organizational assessments, policy assessment and development, management reviews, internal controls audits, cost allocation studies, alternatives analysis, cost/benefit studies, peer benchmarking, workflow re-engineering, and systems implementation.

Combined with our significant experience working with the complex operational and technical structure of local governments, we bring the right combination of skills and experience to provide objective analysis and insight to your engagement. Based on our understanding of your needs, we believe our significant experience in the following areas makes us the best fit for the Port:

### PERFORMANCE AUDITS

Our consulting team performs dozens of performance audits each year, helping governments to identify improvement opportunities by drawing from a breadth and depth of experience working with hundreds of similar clients. We consider and evaluate regulatory requirements and best practices so they can be practically applied by our clients to help define management and organizational models, strategies, and tactics to facilitate optimal performance.

We also develop performance metrics to enhance accountability, transparency, and performance-based budgeting. Performance metrics typically incorporate the identification of efficiency and effectiveness measures, alignment with strategic goals, and development of performance dashboards for use by elected and appointed officials. Results can be utilized to inform strategic plans, policy development, performance audits, and annual internal audit programs.

*Our focus is on helping local governments and entities improve performance through deliberate and thoughtful changes.*

## POLICY AND PROCEDURE DEVELOPMENT

We specialize in evaluating and strengthening policies and procedures, both as stand-alone projects and in our role as the designated internal/performance auditor for government clients. Typically, these services focus on helping strengthen operational economy, the effectiveness performance audits, regulation compliance, management review, and internal control assessment. Our team's vast experience in policy and procedure evaluation and development includes work for numerous local government entities on billing, payment processing, write-offs, and credit card processing. As a result, our team understands unique requirements of each component of a government organization like yours and we've earned recognition and an outstanding reputation for our services based on a solid track record developing successful policies and procedures.

## ORGANIZATIONAL DEVELOPMENT AND OPTIMIZATION

Local governments tend to be dynamic, constantly changing and transitioning to the next phase in their life cycles with organizational culture evolving through the continual change. That's why our team focuses on helping our government clients make the organizational changes required to successfully implement strategies and tactics that fundamentally impact culture.

***We leverage industry best practices to identify ways to enhance each organization's ability to achieve its mission, goals, and strategic initiatives.***

Organizational development is the systematic process of managing significant changes in the current business and moving towards specified future outcomes. By examining the Port's thinking, assumptions, strategies, and goals in relation to critical success factors, an entirely new alignment of organizational components may be created to support a new strategic direction or respond to external influences. We'll take a look at areas such as organizational structure, business processes, policies and procedures, resource capacity, customer needs, leadership style, core competencies of employees, decision-making models, and culture

Our consultants approach organizational development by combining solid industry experience with a unique combination of behavioral and organizational skills to address both the art and science of leadership and organizational change. We help our clients become more effective, efficient, productive, financially successful, and fulfilling places to work. At the same time, the organization and its management and staff can maximize stakeholder value by improving organizational effectiveness, people potential, and performance results.

## STRATEGIC PLANNING

For over 40 years, we've provided strategic planning services to governments, not-for-profit organizations, and businesses. Our planning expertise enables us to help our clients develop a comprehensive, practical, and achievable strategic plan that engages stakeholders throughout the planning process. Our approach identifies not just key goals and priorities, but the practical, actionable steps to attain goals; implementation planning; and performance measures to monitor and report progress.

Effective strategic planning processes involve the engagement of a variety of key stakeholders to inform organizational strengths, weaknesses, opportunities, and threats. Therefore, outreach to leadership, employees, community members, partners, and other stakeholders is an integral component of strategic plan development.

PORT AND GOVERNMENT CLIENTS

You'll receive more effective services from our specialized professionals who have a deep understanding of the pressures you face, like the need for greater efficiency under tight budget constraints, or substantial experience with capital program assessments and construction audits. Our experience working with organizations like the Port means our professionals are more likely to help you spot potential problems, create effective solutions, and understand the industry-specific impacts of today's major disruptors. Listed below are selected clients our firm serves that are similar in complexity to the Port:

- Alameda Corridor Transportation Authority
  - Albuquerque Sunport International Airport
  - City of Portland, Oregon
  - City of Modesto, California
  - City of Salem, Oregon
  - Los Angeles World Airports (LAX)
  - Orange County, California
  - Port of Bellingham
- Port of Everett
  - Port of Long Beach
  - Port of Portland
  - Port of Seattle
  - San Francisco International Airport
  - Seattle-Tacoma International Airport
  - Sound Transit
  - Spokane Airports

PROPOSED PROJECT PERSONNEL

Working with the right team of professionals makes all the difference to your engagement. The team members we've thoughtfully selected to serve your specific needs have years of government and not-for-profit experience. But more than that, you'll find they bring an optimistic perspective focused on helping Port explore and embrace emerging opportunities. Your Moss Adams team will personally engage with your team and bring a new level of energy and enterprise to your engagement.

As mentioned above, your engagement will be led by Coleen Rozillis, director. She'll be joined by Mark Steranka, partner, who will provide quality assurance and facilitation. Colleen and Mark will oversee a team with a robust combination of quality assurance, project management, analytical, and relevant industry experience. Each of the individuals below will be key to the successful completion of your project.

Name	Engagement Team Role
Colleen Rozillis, director	Project manager
Mark Steranka, partner	Quality assurance and facilitation
Laurie Tish, partner	Quality assurance and government industry subject matter expert
Tammy Lohr, manager	Performance audit lead
Annie Rose Favreau, manager	Organizational and culture lead
Emily Hayes, manager	Peer benchmarking and survey lead
Donnie Strohfus, senior	Analyst
Jessie Lenhardt, senior	Analyst
Jenny Fox, staff	Analyst

Throughout the course of the project, our team will be engaged between 20% (activities such as ongoing project management and document review) and 100% of their time (i.e., interviews, report development, data analysis), depending on the tasks at hand and phases of the project. We will collaborate with your team at project kickoff to establish clearly defined timelines and expectations for our work together. Complete resumes and qualifications for our proposed engagement team are included on following pages.



**Colleen Rozillis, PMP, Director**

Since 2005, Colleen has advised local, state, and tribal governments; K-12 and higher education institutions; and not-for-profits to improve operations and efficiency by assessing organizational and program effectiveness and developing and refining performance and level-of-service measures. She works collaboratively with clients to understand their goals and objectives; develop policies, processes, and tools; and define organizational and programmatic changes to better equip and position them to achieve their goals and objectives. Her areas of expertise include:

- Organizational assessment
- Performance assessment and measurement
- Governance consulting and facilitation
- Strategic planning
- Decision-maker strategic communications and reporting
- Performance metric development and reporting
- Business process reengineering
- Best practices benchmarking
- Policy development

Colleen's additional experience includes planning, policy, and financial analysis in Alaska, Arizona, California, Colorado, Hawaii, Michigan, Nevada, Ohio, Oregon, Pennsylvania, Texas, Utah, and Washington. Before joining Moss Adams, she managed the Performance Reporting Branch of the Washington State DOT and authored the 2011-2015 WSDOT Strategic Plan.

Colleen has recently provided organizational development and performance consulting services to clients, including Ben Franklin Transit, City of Berkeley, City of Modesto, City of Redondo Beach, City of Salem, City of Santa Monica, City of Stockton, Claremont McKenna College, Clark College, Concordia University, Culver City, Delta Diablo, Douglas County, Marion County, Pierce County, Seattle Public Schools, Sonoma County, University of Nevada-Las Vegas, UNLV Foundation, and Western University of Health Sciences.

**Professional Affiliations**

Member, International City/County Management Association  
Member, Project Management Institute  
Member, Institute of Internal Auditors  
Chair-Elect and Board Trustee, Humanities Washington

**Education**

MS, public policy and management, Carnegie Mellon University  
BA, English and political science, University of Michigan  
Diversity and inclusion certificate, Cornell University

**Mark Steranka, Partner, National Practice Leader – Strategy and Operations Consulting****Professional Experience**

Mark offers over 35 years of experience working with local and state governments throughout the western United States to deliver planning, policy, and operational services. Engagements typically address finance, governance, management, operations, organization, policies, procedures, and processes. He leads ongoing services for numerous local governments. Representative clients include:

- **Cities:** Anacortes, Burien, Carson City, Edmonds, Lynnwood, Issaquah, Modesto, Mount Vernon, Newport Beach, Normandy Park, Portland, Redondo Beach, Santa Monica, and Stockton
- **Special Purpose Districts:** Community Transit, Lake Stevens Sewer District, Santa Clara Valley Water District, Snohomish County PUD, and Tacoma Department of Public Utilities
- **Counties:** Curry County, Douglas County, King County, Orange County, Pierce County, San Juan County, and Sonoma County
- **States:** Alaska, California, Idaho, Oregon, and Washington
- **Higher Education Institutions:** California State University System, Central Washington University, Claremont University Consortium of Colleges, College of Menominee Nation, Concordia University, New Mexico State University, Pepperdine University, San Francisco State University, and University of Nevada, Las Vegas

Mark is experienced reporting to boards, committees, councils, commissions, audit committees, and executive management and working with citizen committees and stakeholder groups. He is also well-versed in designing and facilitating meetings, focus groups, and customer surveys.

**Professional Affiliations**

Member, International City/County Management Association  
Member, Institute of Internal Auditors  
Member, American Society of Public Administration

**Education**

Executive Management Program, University of Washington  
BS, mechanical engineering, University of Notre Dame

**Laurie Tish, CPA, Partner, National Practice Leader, Government Services****Professional Experience**

Laurie is our firm's national practice leader for Government Services and focuses on serving municipal utilities and governmental entities. Her expertise includes GAAP pertinent to governmental entities, municipal and tax-exempt finance, regulatory and statutory accounting and reporting, and federal compliance audits. She also serves as the lead partner on annual examinations and reviews of corporate sustainability reports. Laurie is a nationally recognized speaker on topics including corporate sustainability reporting, government accounting and auditing standards, federal compliance, and corporate governance in the public sector.

Laurie has provided auditing and consulting services to special enterprise funds, general governments, public employee retirement systems, and not-for-profit entities. Within the sustainability services area, she primarily serves clients in the food processing and beverage industries.

Laurie is past-chair of the Washington State Board of Accountancy and currently serves on the Board of Directors of the National Association of State Boards of Accountancy. She's a past-chair of the Governmental Accounting and Auditing Committee for the WSCPA.

Some of Laurie's current clients include the Port of Seattle (including Seattle-Tacoma International Airport), Portland International Airport, Los Angeles World Airports (including Los Angeles International Airport), Spokane Airports, and the Territory of American Samoa Government (including Pago Pago International Airport).

**Professional Affiliations**

Board member, National Association of State Boards of Accountancy  
Former member and past chair, Washington State Board of Accountancy  
Former Member and past chair, Governmental Accounting and Auditing Committee, Washington Society of Certified Public Accountants  
Former member, Professional Ethics Executive Committee  
Member, American Institute of Certified Public Accountants  
Member, Washington Society of Certified Public Accountants  
Special technical reviewer, Government Finance Officers Association

**Education**

BA, business administration, Foster School of Business, University of Washington

**Tammy Lohr, CFE, ODCP, *Manager*****Professional Experience**

Tammy specializes in assessing organizational performance, developing strategies, assessing system and resource needs, and streamlining processes to improve operations for government and not-for-profit organizations. She focuses on key elements including conducting interviews; reviewing and analyzing documents; developing findings and recommendations; and preparing and presenting reports and deliverables that meet professional audit and reporting standards, as well as her clients' expectations. By using a collaborative approach to working with her clients, Tammy delivers projects and reports that are attuned to each client's unique operating environment and optimize organizational performance. Prior to joining Moss Adams, she worked as a performance auditor for the Washington State Auditor's Office.

Tammy has recently provided organizational development and performance consulting services to clients including Ben Franklin Transit, Carson City, City of Berkeley, City of Modesto, City of Redondo Beach, City of Salem, City of Santa Monica, City of Stockton, Claremont McKenna College, the Claremont Colleges, Clark College, Concordia University, County of Maui, Seattle Public Schools, Sound Transit, the State of Oregon, the State of Utah, UNLV Foundation, and Western University of Health Sciences.

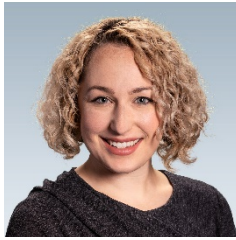
**Professional Affiliations**

Member, International City and County Manager's Association  
Member, Society for Human Resources Management  
Member, Institute of Internal Auditors  
Member, Association of Certified Fraud Examiners

**Education**

MPA, Daniel J. Evans School of Public Policy and Governance, University of Washington  
BA, public health, University of Washington



**Annie Rose Favreau, *Manager*****Professional Experience**

Annie Rose helps public and social sector clients increase their impact through organizational assessments, strategic planning, and performance measurement development. With a focus on strategy and organizational development, she has a strong background in quantitative and qualitative research, strategic communications, and collaborative facilitation. Her areas of expertise include leadership facilitation, stakeholder and community engagement, performance measure development, governance facilitation, policy development, and peer leading and innovative practices benchmarking.

Annie Rose has worked with a variety of clients, including the 32<sup>nd</sup> District Agricultural Association, Ben Franklin Transit, Berkeley Public Library, City of Newport Beach, City of Santa Monica, City of Stockton, City of Salem, Confederated Tribes of the Umatilla Indian Reservation, Delta Diablo, Douglas County, Jefferson Public Utility District, Seattle Public Schools, El Camino Hospital, Sound Transit, the University of California-Irvine, and University of Nevada, Las Vegas.

**Professional Affiliations**

Member, Institute of Internal Auditors

Member, International City and County Manager's Association

**Education**

MPA, Daniel J. Evans School of Public Policy and Governance, University of Washington

BA, French and English literature, Seattle University

**Emily Hayes, CIA, Manager****Professional Experience**

Emily has served a variety of clients since joining Moss Adams in 2011 by delivering a diverse array of business consulting, internal audit, and in-depth research services. Her passion is for helping clients identify, evaluate, and implement opportunities for improvement. Emily's background in research and information management drives her commitment to connecting clients with meaningful, actionable information as part of every engagement.

Her professional areas of focus include assessing streamlining business processes for effectiveness and efficiency; strengthening organizational resilience through contingency planning; and supporting organizations through mitigating inherent and emerging risks.

Emily leads the delivery of targeted research and analysis services including the development and administration of surveys; developing and tracking performance measures; financial, operational, and compensation benchmarking; and economic, industry, and market analysis.

Emily has served clients, including California State University San Marcos, Clark College, Carson City, City of Creswell, City of Eugene, City of Patterson, City of Redondo Beach, City of Roseville, City of San Jose, City of Santa Monica, Community Transit, Cook Inlet Tribal Council, Culver City, King County Housing Authority, New Mexico State University, Port of Portland, Port of Seattle, San Francisco State University, Snoqualmie Indian Tribe, SOAR Oregon, Sonoma County, Sound Transit, Tuolumne Me-Wuk Tribal Council, UNLV Foundation, Washington State Department of Transportation, Wenatchee Valley Medical Center, Western University of Health Sciences, and Youth Development Inc.

**Professional Affiliations**

Board Member, Seafair Board of Directors

Member, Institute of Internal Auditors

Member, International City and County Manager's Association

**Education**

MS, information management, University of Washington

BA, international studies, American University

**Donnie Strohfus, *Senior*****Professional Experience**

Donnie is a consultant with the Business Consulting group at Moss Adams. He has significant experience developing strategic, policy, and budget recommendations to public and private sector organizations based on extensive research, interviews, and analysis. He is also skilled in reporting and presenting on methods, findings, data visualizations, and strategic considerations to manage implementation of recommendations and action plans. Prior to joining Moss Adams, Donnie held positions at the Washington State Department of Ecology and City of Bainbridge Island, and was a Captain in the US Army.

Donnie has worked with clients, including University of California, Irvine, Western University of Health Sciences, Sierra Health Foundation, Seattle Public Schools, City of Glendale, City of Modesto, City of Salem, City of Stockton, County of Orange, and Douglas County.

**Education**

MPA, public policy analysis, University of Washington  
BS, criminology, Florida State University

**Jessie Lenhardt, PMP, *Senior*****Professional Experience**

Jessie helps bring clarity to complex organizational issues through strategic initiatives that result in improved outcomes directly linked to organizational KPIs. Her experience in organizational development initiatives includes product line restructuring, CRM development and implementation, rebranding, change management, and leadership coaching. She works one-on-one with clients to transform internal workflows, improve project management technology, and provide clients with innovative solutions. Prior to joining Moss Adams, Jessie served as an internal consultant for the development and implementation of new asset management technology.

Jessie has worked with a variety of clients including the American Gold Star Manor, City of Cupertino, City of Glendale, City of Salem, County of Maui, Confederated Tribes of the Umatilla Indian Reservation, Douglas County, Quileute Tribe, and Samish Indian Nation.

**Education**

MA, organizational leadership, Gonzaga University  
BA, art history, University of Oregon



**Jenny Fox, CPA, Staff****Professional Experience**

Jenny assists public and social sector clients in improving their operations through organizational assessments, internal audits, and performance auditing. She has a strong background in best practice research and policy and procedure development. Prior to joining Moss Adams after a successful internship, Jenny interned for KPMG and Wind Cove Energy.

Jenny has worked with a variety of clients, including Western University of Health Sciences, Seattle Public Schools, City of Glendale, City of Salem, City of Stockton, Corona-Norco Unified School District, County of Orange, Douglas County, and Sierra Health Foundation.

**Education**

MA, accountancy, University of Houston  
MBA, business administration, Baylor University

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## 2. Project Approach Narrative

### UNDERSTANDING YOUR SCOPE OF WORK

We understand the Port's commission is seeking governance and management audit services in light of the discovery that the Port's policies and procedures have not been recently reviewed. Our team at Moss Adams has the experience and resources to help the Port review policies, practices, and keystone operating documents and to make sure they are properly aligned to help the Port achieve its mission.



In line with your requested scope of work, we plan to perform systems and process evaluation, organizational cultural assessment, area-document review, and to provide recommendations for improvement based on our observations and findings. Our expected deliverables include written reports for each of these three major assessment areas as well as a written report summarizing our recommendations for each area.

Your services will be conducted in accordance with industry standards and firm has internal controls in place to make sure we deliver high quality, defensible products for your engagement.

Our services and deliverables are focused on the application of best practices. Our experience working with various forms of local government will enhance our ability to provide practical solutions that will be of specific benefit to you. We'll work with you to a plan that's tailored to, and impacted by port industry business practices, regulatory compliance, current economic conditions, and COVID-19.

### Focus on Communication

***We take a holistic approach to government services and pride ourselves on not only leveraging best practices but serving as a source of them.***

Similar to our approach with other government clients, we propose to provide comprehensive internal audit services work through three levels of communication:

- **Biweekly** project activities and communication with your team
- **Regular** status updates and completed audit reports to the full leadership team at least quarterly
- **Semiannual or annual** program briefings to the Commissioners

Establishing these three distinct levels of communication provides both our teams with awareness of ongoing activities, facilitates project finding transparency, and helps generate appropriate recommendations. This approach is also an integral component in communicating overall program results and impacts to governance, leadership, management, and staff.

### Port Personnel Expectations

Your personnel will be expected to designate a project director to serve as a primary point of contact with the performance audit team, work collaboratively with our team, participate in audit planning, participate in relevant interviews, provide requested documents, review deliverables, and provide work space for our team members when they work on-site (a conference room or vacant office is sufficient).

## The Benefits of Our Approach

At Moss Adams, we have the rare blend of inspiration, depth of resources, and technical excellence to empower our clients to discover and claim the future. You'll benefit from keen insights stemming from our unique understanding of the needs and nature of your organization. We look ahead, bring new approaches and fresh perspectives, and we regularly collaborate across our practices to identify new opportunities for your organization to succeed.

Distinguished for our depth of industry knowledge, we take the time to understand each client's individual situation, anticipate needs, and identify gaps before they become obstacles. This way, our clients can grow, manage, and protect their assets with confidence. Below we have outlined some of the ways the Port of Kennewick can benefit from working with us.

The Benefit	How It Happens
<b>MORE FLEXIBILITY</b>	We build reasonable flexibility into project timing to fit your schedule, needs, and other commitments and responsibilities.
<b>MORE RELEVANT ANALYSIS</b>	Our team has significant experience with local governments and ports, and we are fully dedicated to improving risk management, controls, and performance for clients like Port of Kennewick.
<b>A HOLISTIC VIEW OF PORT OF KENNEWICK'S PERFORMANCE</b>	Because of our broad experience, our analysis and recommendations do not just consider a few select controls. We consider how your organization functions holistically and evaluate the critical components to achieving and maintaining success in the areas most important to you: your people, processes, and systems.
<b>BENCHMARKING APPROACH</b>	Our approach to benchmarking includes qualitative surveys and peer interviews from other clients of comparable scope and size. We take the time to gather unique, firsthand insights from your peers that will help you meet your goals.
<b>SURVEY AND RESEARCH TOOLS</b>	We utilize the Qualtrics Research Suite platform to design and execute customized surveys that streamline data collection and analysis. We also have certified PowerBI users who create unique data-visualization dashboards that facilitate data-driven insights.
<b>SENSITIVITY TO YOUR ENVIRONMENT</b>	We take a collaborative approach to our engagements and are sensitive to the public sector environment and the unique challenges that airports face. We also understand the limited flexibility of your operating environment. Instead of performing services for you, we team with you to evaluate performance and make recommendations for improvement that will work within a tight budget, improve public trust and citizen engagement, and help you navigate regulatory changes.
<b>CONFIDENTIALITY</b>	Our workpapers and draft reports are completely confidential and belong to us. This minimizes the risk of delivering incomplete or inaccurate information to the citizens you serve and helps you maintain or improve public trust.
<b>SUBSTANTIAL RESOURCES</b>	As one of the nation's 15 largest accounting and consulting firms, with more than 3,400 employees—including over 350 partners—we have the breadth of knowledge, expertise, technological tools to serve you now and in the future. Whatever needs may arise, Moss Adams has the capability and experience to meet them with effective, innovative solutions.

### 3. Project Management

**WORK PLAN**

Our project will be executed through four major phases, each phase is described in greater detail below.

- 1

**Start-Up and Management.** This phase consists of collaborative project planning with the Port’s commission and independent project manager to determine interview lists, documents to be reviewed, on-site observations and walk-throughs to be performed, when and how results will be shared, and how we’ll report on project status.
- 2

**Fact Finding.** In the second phase, we’ll conduct fieldwork, including documentation review, walk-throughs, observations, interviews, and an online survey. We’ll obtain the most current information available and insights from Port personnel and selected external stakeholders.
- 3

**Analysis.** Based on firsthand input gained during our fieldwork in the previous phase, we’ll evaluate the importance, impact, and scope of our observations to develop recommendations for organizational improvement. We’ll leverage best practices to inform our assessment and conduct peer benchmarking to provide comparative data from other government entities on organizational culture, employee engagement, resident and customer satisfaction, and the role of governance in the Port’s culture.
- 4

**Reporting.** In the final phase, we’ll conclude the project by communicating observations and recommendations through reports and presentations. We’ll deliver both draft and final reports, which will include a detailed action plan.

PHASE 1:

START-UP AND ONGOING MANAGEMENT

We’ll begin the project by confirming the Port’s desired outcomes and potential reference points from which to assess performance.

1.1 Initiate Project

We’ll conduct an early kickoff meeting with the independent project manager and others, as determined by the Port, to confirm expectations and discuss overall project scope, logistics, deliverables, timing, and progress reporting requirements. We’ll clarify responsibilities of Moss Adams and Port personnel, timing of project activities, communication expectations for the project team and Port staff, and format of deliverables. We’ll establish an interview list and finalize our approach to each phase of the project.

1.2 Perform Project Management

We’ll conduct rigorous project management activities for the duration of the engagement. These activities will include providing guidance to the consulting team, coordinating with the project director, working through issues and solving problems, monitoring progress against the approved work plan, and submitting progress reports. We will provide the project team with monthly project reports that details the status of work, upcoming activities, and anticipated deliverable dates.

1.3 Provide Quality Assurance

We believe it’s important to recognize the need for quality by providing excellent client service and engagement oversight. All deliverables receive a quality assurance review before submittal to the Port.

PHASE 1

DELIVERABLES



- Final work plan
- Interview list
- Monthly progress reports



**PHASE 2****FACT FINDING**

During fact finding, we gather objective input required to assess the Port's assessment-area systems and processes, organizational culture, and document review.

### 2.1 Review Documentation

We'll gather relevant documentation for review including the following items outlined in your RFP:

<b>Tier 1 (to be included in base fee)</b>	<b>Tier 2 (to be included in add on fee)</b>
<ul style="list-style-type: none"> <li>• Port Commission Rules of Policy &amp; Procedure</li> <li>• CEO Procedures &amp; Staff Handbook</li> <li>• CEO Delegation of Powers including secondary delegation to staff</li> <li>• Public records and information management program</li> <li>• Commission directives for Port assets</li> <li>• Employee evaluation policies</li> <li>• CEO and Staff employment contracts</li> <li>• Attorney contract</li> <li>• CEO, Internal Auditor, and Legal Counsel evaluations</li> <li>• Port's organizational chart</li> <li>• Personnel policies and procedures</li> <li>• Strategic and master plans</li> </ul>	<ul style="list-style-type: none"> <li>• Budget financial and operational policies</li> <li>• Art Policy</li> <li>• Buyback clause language</li> <li>• Declaring local emergency and Delegation of Authority (CEO)</li> <li>• Appointment of Port auditor</li> <li>• Job descriptions of all employees</li> <li>• Comprehensive Scheme of Harbor Improvements</li> <li>• Financial reports</li> <li>• 2019 Audit</li> <li>• 2020 Audit</li> </ul>

Additional documentation needed to conduct the performance audit and organizational assessment may include current organization charts, master plans, capital improvement plans, bargaining agreements, Commission meeting minutes, and relevant performance measures. Through our documentation review, we expect to gain an understanding of the Port's operational and organizational environment as well as further defining issues and surrounding facts. Specific steps include developing a document request list, coordinating document receipt and review, and developing questions for use during interviews.

### 2.2 Perform Interviews and Focus Groups

We'll conduct interviews and focus groups with a broad group of stakeholders. Interviews are at the heart of fact finding, and it's through interviews that we'll gain each person's perspective of the current structure, staffing, policies and procedures, operational and organizational environment, strengths, and opportunities for improvement. Interviews and focus groups will be conducted at multiple levels with representatives from leadership, staff, and other key stakeholders defined with the Port.

### 2.3 Administer Survey

We often utilize a confidential, online survey to supplement interviews. We plan to use such a survey to enable all the Port's employees to provide input into the organizational assessment. The focus of the survey will be identifying the inputs to organizational culture, defining current culture and future culture, and impact of cultural challenges on the organization as a whole. We also may wish to survey the community or stakeholders to gain a sense of the level of service provided to the community, community expectations, and gather any other relevant information related to the Port's goal of becoming a high performing organization.

2.4 Prepare Preliminary Observations


We'll document our preliminary observations, including commendations and opportunities for improvement. Opportunities for improvement will be organized by area of focus and relate to systems and processes, organizational culture, and gaps in policies and procedures.

2.5 Present Preliminary Observations

We'll present preliminary observations to the Port. The fact-finding phase of work gives the entire project team an opportunity to scan a wide breadth of issues.

The purpose of sharing preliminary observations is to avoid surprises by giving the Port a chance to preview findings and verify facts to make sure the basis for each observation is accurate and valid. Observations will form the basis for analysis of opportunities for improvement.

PHASE 2  
DELIVERABLES



- Document request list
- Survey results
- Preliminary observations for Tasks 1-3

PHASE 3

ANALYSIS

Analysis moves the study process from observations to assessment. This task will determine the significance of opportunities for improvement and how best to address them.

3.1 Assess Organizational Climate

Based on observations, we'll evaluate each functional area and position for opportunities for improvement. Our assessment will be forward-looking to help the Port to better align their organizational climate with the needs of staff and community stakeholders and to position the Port to attain its strategic objectives.

3.2 Identify Best Practices Through Benchmarking

Part of our assessment process will draw from comparisons to best practices. In addition, we can leverage peer benchmarking to provide comparative data, if desired. Some firms perform benchmarking by reviewing collections of articles, statistics, and stagnant data. But at Moss Adams, because we have extensive, firmwide industry connections, we can conduct real-time interviews with other porta to obtain firsthand insights from your peers about the challenges they've faced, the measures they've taken to overcome them, and how they've established and maintained continued organizational success. Incorporating this feedback with the rest of our findings enhances our ability to provide innovative, effective, value-added solutions to the Port. We will work with the Port to identify peers for benchmarking purposes.

3.3 Perform Gap and Alternatives Analysis

We'll identify differences between current Port practices and appropriate best practices to define gaps that should be addressed. The gap analysis will focus on opportunities to improve efficiency and effectiveness and reduce business risks. Opportunities for improvement will build on strengths and address weaknesses. For each major opportunity for improvement, we'll conduct alternative analysis in an abbreviated cost-benefit format inherent to our analysis. Each alternative solution will be scrutinized for pros, cons, resources, budget, training, and risks, if relevant. The results will directly feed into our recommendations. We'll work with Port staff to determine which alternatives are the best fit for the Port.

3.4 Prepare Draft Observations and Recommendations

Based on our analysis, we'll update observations and prepare recommendations. Organized by area of focus, observations and recommendations will include, but may not be limited to:

- Work environment,
- Policies and procedures,
- Cultural norms and behaviors,
- Opportunities to maximize organizational health and resilience,
- Recruiting and retention,
- Management roles, responsibilities, and authority
- Decision making processes
- Learning and development, and
- Onboarding.

A draft implementation plan options including sequencing of recommendations based on priority, may be presented where relevant.

3.5 Present Draft Observations and Recommendations

Draft observations and recommendations will be presented to the Port for final fact validation and assessment of the practicality of recommendations.

PHASE 3  
DELIVERABLES



- Benchmarking results
- Draft recommendations to improve and shift organizational culture, structure, and associated outcomes (Task 4)

PHASE 4  
REPORTING

This phase covers the production of deliverables, including draft and final reports.

4.1 Submit Draft Report

Our work will be packaged in a draft report for Port to review. The draft report will include the necessary level of detail to allow the document to stand on its own. The report will integrate the study components and include an executive summary, study objectives, scope and methodology, commendations, observations and recommendations, and a detailed implementation plan.

4.2 Submit Final Report

Based on feedback from the Port, we'll revise the draft report and submit our final report.

4.3 Present Final Report

We'll present the final report to Port's Board of Commissioners, senior management, and employees. We'll prepare a presentation to facilitate these briefings.

PHASE 4  
DELIVERABLES



- Draft and final reports for systems and process evaluation, organizational cultural assessment, and area-document review, including observations and recommendations
- Final report presentation

Organizational assessments of this nature typically take approximately five to six months to complete from project start-up to delivery of the final report. The overall timing will depend on the availability of key Port personnel and the general timing of this work in relation to other relevant work impacting the Port. The duration of the phases is depicted below. Should we be awarded this work, we are available to begin work shortly after contract execution.

Stage	Month 1		Month 2	Month 3	Month 4	Month 5	Month 6
1. START-UP AND MANAGEMENT							
2. FACT FINDING							
3. ANALYSIS							
4. REPORTING							

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## 4. Compensation

For our clients, it’s about more than the dollars you pay at the end of the day; it’s about value. Consider both the tangible and intangible benefits of working with us. You’ll get solid and timely deliverables. But more than that, the experience you’ll have working with forward-thinking, industry-specialized professionals who work side by side with you to explore new possibilities is where you’ll see the value. Invest in your future prosperity and experience a different style of service with us.

Service Description	Amount
<b>Base Fee</b> <i>Covering Tier I items in Task 1 and Task 3</i>	\$85,000
<b>Add-on Fee</b> <i>Covering Tier II items in Task 1 and Task 3</i>	\$40,000
<b>Total</b>	<b>\$125,000</b>

### REIMBURSABLE EXPENSES

Travel expenses will be charged as incurred and will not exceed 5% of total fees.

### HOURLY RATES

Staff Level	Hourly Rate
Partner	\$325
Director	\$300
Manager	\$250
Senior	\$225
Staff	\$200



## 5. References

### CITY OF SALEM, OR

Courtney Knox-Busch  
*Financial and Administrative  
Manager*

(503) 540-2426  
[cbusch@cityofsalem.net](mailto:cbusch@cityofsalem.net)

Moss Adams is providing comprehensive organizational assessment and optimization services to the City of Salem. We conducted a citywide organizational assessment and structure study, focused on opportunities for enterprise-wide improvement in efficiency, effectiveness, and collaboration. We conducted a SWOT analysis survey of all city employees and held more than 40 interviews with City leadership and key staff. The organizational assessment identified opportunities for improvement in four major areas: leadership and culture, organization structure and staffing, planning and communication, and processes and systems.

Following the organizational assessment, we collaborated with the executive leadership team to identify initiatives to implement. We are currently working with the City on multiple projects to improve operations and service delivery, including a fee study, performance framework, strategic plan, warehouse efficiency study, and other projects with the goal of organizational alignment. In addition, we have facilitated multiple City Council meetings and provided governance training to Council members.

### CITY OF MODESTO, CA

Joe Lopez  
*City Manager*

(209) 577-5402  
[joelopez@modestogov.com](mailto:joelopez@modestogov.com)

In 2011, we were retained to provide internal and performance audit services for the City. Since that time, we have completed numerous internal controls audits, risk assessments, and performance audits. We conducted a citywide organizational assessment and restructuring study. As a result of that study, a number of departments and programs were realigned, and subsequent work was done to support effective cultural change and efficient government, including an admin-analyst study and a series of public works efficiency studies. We are currently performing work to improve performance and collaborations of the City's engineering functions.

### SOUND TRANSIT

Julie Honeywell,  
*Chief Human Resources Officer*

(206) 302-6538  
[julie.honeywell@soundtransit.org](mailto:julie.honeywell@soundtransit.org)

In early 2021, due to the high level of growth and change within the organization in recent years, Sound Transit engaged our firm to conduct a performance audit of its workforce performance management program. Our team evaluated the agency's employee performance management practices to verify they were in alignment with best practices to sustain a high-performance workforce and to identify opportunities for continuous improvement with practical recommendations. Soon after the completion of our audit, the agency was able to implement many of our suggestions for improvement into the next performance cycle including a simplified performance ratings system and developing a new manager onboarding program.

**CALIFORNIA INSTITUTE  
FOR REGENERATIVE  
MEDICINE**

Ms. Maria Bonneville  
*Executive Director to the  
Governing Board*

(510) 340-9114  
[mbonneville@cirm.ca.gov](mailto:mbonneville@cirm.ca.gov)

Moss Adams has performed three comprehensive triennial performance audits (2012, 2015, and 2018) for the California Institute for Regenerative Medicine (CIRM), a department of the state of California, to address organizational efficiency and effectiveness, as well as compliance with laws and regulations. CIRM is a \$3 billion stem cell research organization governed by a 23-member board of directors comprised of industry leaders. We conducted both audits in accordance with GAGAS and examined the functions, operations, management systems, and policies and procedures of CIRM in order to assess whether it was achieving economy, efficiency, and effectiveness in the employment of available resources. A core component of the audit focused on compliance with statutes, policies, and procedures for the issuance of contracts, grants, and loans and protecting intellectual property rights associated with research funded or commissioned by CIRM. Due to the organization's unique funding structure and finite duration, the 2018 review focused on areas such as business continuity, knowledge transfer, transition planning, employee engagement, and board engagement.

**ORANGE COUNTY, CA**

Lilly Simmering, Deputy  
*County Executive Officer*

(855) 886-5400  
[lilly.simmering@ocgov.com](mailto:lilly.simmering@ocgov.com)

Moss Adams has conducted two performance audits for Orange County, one of the County's auditor-controller and another of the County's public defender administration. We conducted both audits in accordance with GAGAS and examined the functions, operations, management systems, and policies and procedures of in order to assess whether Departments were achieving economy, efficiency, and effectiveness in the employment of available resources. Findings and recommendations were designed to support the success of departments as they each operate within County-wide systems and policies. These included opportunities to enhance workplace culture, support employee development, plan for resources, maximize the utilization of systems, and address gaps in policies and procedures.

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# Legal Exceptions

## **Port of Kennewick**

### **RFP**

#### **Exceptions**

This Proposal is contingent upon completion of the Moss Adams new client acceptance process and execution of a mutually agreeable contract. With respect to Attachment A – Consultant/Service Agreement, Moss Adams suggests the following: clarifying the Port's ownership of final deliverables and Moss Adams' ownership (and retention) of intellectual property, working papers, works in progress, and general skills and know-how (§§3.3 and 3.4); focusing and clarifying indemnification provisions and procedures (§3.7); and clarifying insurance requirements to comport with existing policies, including notification only goes to primary insured.

We have successfully signed services agreements with thousands of clients, including numerous public entities, and we commit to working in good faith to successfully negotiate a mutually agreeable contract on a timely basis should we be awarded this work.



**TERRY WALSH (509) 521-2322****KNOWLEDGE OF GOVERNMENT GOVERNANCE:**

Over thirty years of experience in the review and revision of public sector governance documents, including but not limited to personnel policies, public facilities, parks use, art programs, interlocal agreements, new programs, and project procurement. Specific examples include, but are not limited to:

- Human resource employment handbook: Governance policies included all aspects of employment from hiring, conduct and discipline to outside employment, performance management and termination. Responsibilities also included creation and negotiation of collective bargaining governance documents as well as Civil Service rules and regulations along with promotional testing policies and procedures.
- Parks and recreation policies and procedures: Governance policies included all aspects of parks, facilities and recreation including facilities policies and procedures, contracting of goods and services, contracting of construction projects, parks rules and regulations and program management policies and procedures.
- Tourism policies and procedures: Governance policies and procedures included contracts for tourism events, insurance requirements, event management procedures and interlocal agreements with other entities including sister-cities, counties, and ports on the development of a collaborative wayfinding program with sister cities and ports.
- Economic Development policies and procedures: Governance documents included art policies, input on development documents, co-lead on creative arts district application, oversaw governance documents for opportunity zone recruitment, led economic development staff in conjunction with Planning Department and Department of Commerce on the establishment of an interactive permitting process for the City website.
- Facilities governance documents: Oversaw governance documents in conjunction with Purchasing department on citywide janitorial procurement, construction of Columbia Park golf course, construction of Southridge sports and events center, and numerous park improvement procurement documents for amenities such as irrigation, park amenities and easement maintenance projects throughout the City of Kennewick.

**THE SUCCESSFUL APPLICANT WILL BE DEMONSTRABLY NEUTRAL IN THE APPROACH TO THE WORK AND HAVE NO REAL OR PERCEIVED CONFLICTS WITH THE PORT:**

Thirty-five years of demonstrated relationship management skills. Demonstrated ethics while working internally and outside of the organizations for which I have been employed. This included partners within the communities.

Demonstrated trust was a critical trait in my professional career which helped to build and retain relationships. Port Commissioners and Port Staff both have experience with me that demonstrates that I can be impartial and work cooperatively to accomplish the goals of this project in partnership with the selected contractor, Port Commissioners and Port Staff.

**References that can clearly attest to my ethical and professional relationship management skillset include:**

Marie Mosley: City Manager, City of Kennewick, (509) 585-4251

Steve DiJulio: Attorney at Law, Foster Garvey PC, (206) 335-6892

David Robison, CEO, Strategic Construction Management, (509) 378-5044

Adam Fyall, Sustainable Development Manager, Benton County (509) 736-3053

**ADVERTISING AND SOLICITATION OF PROPOSALS FROM QUALIFIED FIRMS TO UNDERTAKE THE ACTUAL AUDIT. THIS INCLUDES ISSUANCE OF THE REQUEST FOR PROPOSALS (RFP) PREVIOUSLY APPROVED BY THE PORT. THE PORT'S STAFF WILL PROVIDE SUPPORT AND ASSISTANCE IN ISSUING THE RFP**

Over 20 years of direct experience in the solicitation, review, and recommendation of proposals for projects in local government, particularly in the Tri-Cities area. Specific examples of projects include but are not limited to:

- Columbia Park West End Master Plan – Worked as a team member with City of Richland Staff.
- Columbia Park Master Plan – Worked with Parks and Purchasing staff on the development of an RFP, reviewed, and evaluated bids and recommended successful bidder to City Manager, Parks & Recreation Commission and City Council.

- Employment Policy update – Worked with City Attorney’s office to secure a law firm for the review and update of Employment Policies and Procedures. Acted as liaison with the contracted firm.
- Art procurement – Worked with purchasing, Arts Commission and in particular zones, partners such as the Port of Kennewick, STCU and the Historic Downtown Kennewick Partnership on the procurement and installation of art within the City of Kennewick.
- Tri-Cities Wayfinding development and installation – Worked as a member of the Visit Tri-Cities team on the solicitation and selection of a company to design the wayfinding system and the procurement of a company for the installation of the pieces.
- Lead with the assistance of the Parks and Facilities Manager and Purchasing Manager in the solicitation, procurement, and construction of the Columbia Park Golf Course Clubhouse, with O’Brien Construction and Strategic Construction Management.

**COORDINATING THE EVALUATION PROCESS OF ALL AUDIT APPLICANTS DIRECTLY WITH THE PORT COMMISSION CULMINATING IN THE SELECTION OF THE PREFERRED CONSULTING FIRM. WORK WILL INCLUDE ORGANIZING THE EVALUATION CRITERIA FOR THE COMMISSION AND MAKE A RECOMMENDATION IF REQUESTED. IN ADDITION, IF NECESSARY, DEVELOP INTERVIEW QUESTIONS AND COORDINATE THE INTERVIEW PROCESS.**

Over thirty years of experience in reviewing, interviewing, and recommending bidders to City Council, Civil Service Commission, Arts Commission, Planning and Economic Development Council Committee, Parks and Recreation Commission, and other public sector entities. Examples Included:

- Columbia Park Golf Course bidding review and selection with procurement and parks staff.
- Civil Service assessment center firms and candidate evaluation, interviewing and hiring recommendations.
- Solicitation, Interviewing and Hiring of numerous staff members.
- Columbia Park Master Plan solicitation, evaluation, and interviewing.
- Columbia Park West End Master Plan evaluation, interviewing and selection with Richland Staff.

- Wayfinding evaluation, interviewing and selection with City of Richland staff.
- Healthcare service bid evaluations, interviews, and recommendation for selection with staff and Board of Trustees of Association of Washington Cities.
- CTUIR Memorandum of Understanding including acting as liaison for meeting, development and recommendation to staff, City Council and CTUIR. MOU was signed after my retirement, but I believe my work was the catalyst for the agreement.

### **WORKING IN COLLABORATION WITH THE PORT STAFF AND PORT LEGAL COUNSEL TO EXECUTE THE CONSULTANT SERVICE AGREEMENT WITH THE SELECTED CONSULTANT PURSUANT TO PORT POLICIES**

Extensive experience working with City of Kennewick, Sister Cities, Counties, and Ports for the execution of numerous consultant service agreements as noted above. It would be my goal to depend on the experts such as Port of Kennewick Legal counsel and the Port's CFO for the development of the appropriate documents. I would serve as the intermediary between the consultant and the experts from the Port to ensure appropriate documents are secured that would meet Federal, State and Port requirements.

### **COORDINATING THE WORK OF THE CONTRACTED CONSULTANT IN TERMS OF SCHEDULING MEETINGS AND DISTRIBUTING PERTINENT INFORMATION SUCH AS PROJECT DELIVERABLES**

Extensive experience with Boards, Commissions, Councils and Committees in scheduling meetings, distributing pertinent information such as deliverables, and recording and implementing the final decisions of these entities. Responsibilities included Civil Service Commission, Parks, Facilities and Recreation Commission, Planning and Economic Development Council Committee, Arts Commission, and serving as Senior Staff member to City Council for all departmental projects and activities.

### **SERVING AS A LIAISON BETWEEN THE PORT AND THE SELECTED AUDIT CONSULTANT**

Asked by the City Manager in several instances to serve as liaison to many entities such as the Ports, Developers and Community Partners including CBC, CTUIR, Visit Tri-Cities and many more. Performance reviews consistently show examples of leadership skills which included exemplary communication, ethics, and integrity.



## **PROVIDING PERIODIC UPDATES TO THE PORT COMMISSION ON THE AUDIT CONSULTANT'S PROGRESS**

It would be my intent to coordinate closely with the Port staff and Commissioners to determine expectations on reporting and timing for such presentations by the successful consultant. Milestones would be clearly outlined through the proposal process to determine accountability and tracking of timeline outcomes.

## **REVIEW AND RECOMMEND PAYMENT OF ALL SUBMITTED VOUCHERS CONSISTENT WITH PORT POLICY AND AGREEMENT TERMS**

It would be intent to again coordinate very closely with the CFO and other appropriate staff to follow all Port procurement and financial policies for recommendation of payment to the consultant. Port Commissioners would be updated on payment progress as well as deliverables on a consistent basis.

## **BUDGET**

Hourly rate: \$170.00

Propose to set a limit of up to **\$34,000**, which may be renegotiated through agreement of both parties as noted in the Port of Kennewick contracting agreement. This would include a total of 200 hours of work with the Port staff, Port Commissioners, and successful bidder.

Travel: Airfare – \$400.00 per occurrence  
Car rental – \$100.00 per occurrence  
Hotel – \$150.00 per occurrence

Propose a total cost of **\$6,500** (10 trips) for travel. If more travel is required, the rate would continue to be as stated with appropriate receipts. If less travel is required, the total amount would decrease.

If I am successfully awarded this contract, I will secure the appropriate business license and insurance. I would anticipate up to an additional **\$1,000** for these costs which would be added to the proposal.

Receipts will be provided for all travel costs, business license and insurance. Invoices for agreed upon work will be provided as required in the Port of Kennewick contracting policies.

Total proposed initial cost of consulting services would be up to **\$41,500**. Should the scope of services be limited, or the cost of travel be reduced, those costs shall be applied to the contract.

**Terry Walsh  
1749 NE Pecan Lane  
Camas, Washington 98607  
(509) 521-2322**

## **EDUCATION**

- B.S. EASTERN OREGON UNIVERSITY – CONCENTRATION IN HUMAN RESOURCE MANAGEMENT AND PSYCHOLOGY
- M.A. CITY UNIVERSITY – HUMAN RESOURCE MANAGEMENT
- CERTIFIED LABOR RELATIONS PROFESSIONAL – NATIONAL PUBLIC EMPLOYER LABOR RELATIONS ASSOCIATION (NPFLRA)
- GRADUATE OF HUMAN RESOURCE EXECUTIVE CERTIFICATION PROGRAM – HARVARD SCHOOL OF BUSINESS THROUGH THE SOCIETY OF HUMAN RESOURCE MANAGEMENT (SHRM)

## **PROFESSIONAL EXPERIENCE**

**EXECUTIVE DIRECTOR OF EMPLOYEE AND COMMUNITY RELATIONS, City of Kennewick, Washington. 2008-2019.** Member of the Executive Leadership team reporting directly to the City Manager. Duties included oversight and strategic planning for Economic Development, Human Resources, Labor Management, Risk Management, and Parks, Facilities and Recreation.

Human Resource management oversight including but not limited to Talent Acquisition, Workforce Development, Civil Service, Benefit Administration, Labor Relations and Employee Benefits and Services. Development of a Human Resource Strategic Plan for the City, including succession planning, leadership training and a performance management program. Consultant to all other Executive Directors on employment related issues. Worked with City Manager on matters of labor relations and organizational alignment. Worked on moving toward the creation of a learning organization within the city, with the ability to break down silos and development of a process learning approach to delivery of first-class services to the citizens we served.

Budgetary responsibility for the Department of Employee and Community Relations. This included planning and development of budgetary items such as consulting agreements and RFPs involving Capital Improvement Programs for Parks, Facilities and Recreation. Duties included solicitation, evaluation, and recommendation of bidders to boards and commissions, city staff and city council. Also responsible for working with sister ports and cities on bidding and award of projects such as Regional Wayfinding and Columbia Park West End Master Plan. Liaison between the City of Kennewick and the CTUIR, resulting in the development of a Memorandum of Understanding regarding Columbia Park.

Oversight, budgetary responsibility and strategic planning for Parks, Facilities and Recreation including a six-year comprehensive planning process. Worked on Capital Facilities plan, facilities design and review, construction management team member of city facilities remodel and new construction. Accountable for Recreational, Tourism/Special Events and Senior Service delivery within the City of Kennewick. Park and facilities responsibilities also include contractual review and approval for procurement of goods and services to the department utilizing city, state and federal procurement processes and procedures.

Oversight and strategic planning for Economic Development activities including recruitment, retention, and expansion of private and public sector investment within the city and coordination with regional partners and sister cities in the development of projects and programs. Act as the strategic liaison with the Port of Kennewick on redevelopment projects occurring in Kennewick. Act as a liaison with developers and builders to assist them in understanding the regulations and facilitating solutions to “getting to yes” with complex building projects.

**DIRECTOR OF EMPLOYEE AND COMMUNITY RELATIONS, City of Kennewick, Washington. 2004-2008.** Organizational realignment with new City Manager resulted in a promotion and oversight of additional city functions including Recreation, Senior Services, Tourism and Special events, along with the current responsibilities of Human Resources, Labor Relations and Risk Management. Duties included: Accountability for Interpretation and Implementation of Employment Laws, Risk Management Regulations and other State and Federal Laws pertaining to Employment Issues. Accountability for Compensation. Labor Negotiations, Labor Management Issues, Hiring, Discipline and Discharge and all other employment related issues. Accountability for recreational programming and services, Senior Services, Tourism and Special Events. Consultant with all departments on employee and labor relations issues. Accountable for contract negotiations with five collective bargaining groups.

**HUMAN RESOURCE MANAGER, City of Kennewick, Washington. 1991-2004.** Duties include Interpretation and Implementation of Employment Laws, Risk Management Regulations and other State and Federal Laws pertaining to employment issues. Responsible for Compensation, Labor Negotiations, Labor Management Issues, Hiring, Discipline and Discharge and all other employment related issues for 325-500 employees. Provide all training to employees and supervisors in the areas of Sexual Harassment, Performance Appraisals, Return to Work, Drug and Alcohol Testing, Workplace Diversity, Claims Management, etc. Initiate all investigations of employee conduct. Develop HR Strategic Plans for the department through assessment of priority areas to be addressed and determination of resources to be utilized to reach identified goals.

Serve as Civil Service Secretary/Chief Examiner for the Kennewick Civil Service Commission. Responsible for all activities performed by the Commission including test development and implementation, monthly business meetings, certification of lists, investigation of protests, disciplinary hearings, etc. for approximately 10-15 years.

## **PROFESSIONAL ASSOCIATIONS**

1995-1999 Board Member of the Washington Public Employers Labor Relations Association

1991-2019 Member of the Society of Human Resource Management

1991-2019 Member of International Public Employer Management Association

1998 President of the Washington Public Employers Labor Relations Association

2010-2019 Elected Member of the Association of Washington Cities Employee Benefit Trust Board

2016-2019 Elected Chair of the Association of Washington Cities Employee Benefit Trust Board

2016-2019 Board of Trustees member for the Association of Washington Cities Healthcare Trust

2019 Tri-Cities Regional Chamber of Commerce ATHENA Leadership Award Recipient





# PROJECT MANAGEMENT SERVICES FOR THE PORT OF KENNEWICK GOVERNANCE AND MANAGEMENT AUDIT



*Cable Greens- Credit: Port of Kennewick Website*

SUBMITTED BY:  
**WHITEWOLF ENGINEERING SERVICES**





## Whitewolf Engineering Services

[www.whitewolfengineeringservices.com](http://www.whitewolfengineeringservices.com)

[whitewolfengineeringservices@gmail.com](mailto:whitewolfengineeringservices@gmail.com)

360.592-3445

December 10, 2021

Bridgette Scott  
Port of Kennewick  
350 N Clover Island Drive #200  
Kennewick, WA 99336

\*\*\*\*SENT BY EMAIL\*\*\*\*

### RE: Governance and Management Audit Program Manager

Dear Ms. Scott:

I am pleased to submit my proposal for project management services associated with the Governance and Management Audit for the Port of Kennewick. With more than 30 years of public service working for different sized public agencies, I am no stranger to the operations, processes and practices involved in managing public funds. I am confident that my skills and experience meet the requirements you are seeking in the Request for Proposals.

I am uniquely qualified to manage the selected consultant for the audit based on the tools and best management practices obtained as Project Management Professional (PMP®). I have managed dozens of consultants over the years and am very comfortable with all aspects of consultant selection<sup>1</sup>, negotiating contract terms, and managing scope, schedule, and cost for the life of the contract.

As a licensed civil engineer who worked largely in the public sector, I have developed a unique way of conveying technical concepts so that they can be understood by a variety of audiences. During my career, I have presented reports to both city and county councils, neighborhood groups, commissions, committees and, yes, port district commissioners, on a variety of projects. I have often been the liaison between these groups and the contracted consultant.

I welcome the opportunity to further discuss my qualifications in person.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Ravyn', is written over a horizontal line.

Ravyn Whitewolf, PE, PMP®

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<sup>1</sup> See my article, Qualification-Based Selection: A recipe for a successful partnership, June 2017 APWA Reporter

## OUR PRINCIPAL

### Ravyn Whitewolf, PE, PMP, VMA

Ravyn brings the Port a wealth of local agency and project management experience. Most recently as public works director for the city of Blaine (9 years), she also had tenure with the City of Bellingham as Engineering Manager (11 years) and as a design engineer for Whatcom County Public Works (10 years). As a private consultant, she has been managing projects with a variety of clients including, most recently, the Blaine-Birch Bay Park and Recreation District 2 and Mason PUD1. The diversity of Ravyn's experience has resulted in skills above and beyond her technical background, including, but not limited to, communication, project management, facilitation, and conflict resolution.



## PROJECT UNDERSTANDING

It is admirable that the Port of Kennwick is pursuing this audit after a precipitating event that stemmed from a citizen complaint. The Governance and Management Audit is an excellent way to evaluate the range of policies, practices and operating documents involved in accomplishing the Port's mission to "provide and support sound economic growth opportunities, which foster new business, industry and jobs, improve infrastructure and enhance the quality of life for the Port district citizens." It is not unusual for policies and practices to shift with time and change in personnel, opportunities and technology. We understand and appreciate the Commission's goal to evaluate these practices on a broader level than the initial complaint. Our approach will be entirely neutral; our staff has no real or perceived conflict of interest with this undertaking.

## PUBLIC AGENCY EXPERIENCE

With 30 years of public agency experience, Ravyn has participated in similar processes upon which the Port is about to embark. At the city of Blaine, she was a key member of a strategic planning team that culminated in the award-winning Strategic Economic Initiative, a game plan for economic growth in Blaine. In addition, Ravyn participated in economic development, capital project programming and strategic planning processes throughout her career. She also routinely provided project and financial updates to Blaine and Bellingham city councils. Ravyn worked with the Port of Bellingham staff on a variety of projects throughout her career. She oversaw project teams that were part of the effort to redevelop Bellingham's waterfront and the downtown Arts District. As a part of these efforts, she worked closely with the Bellingham Arts Commission and the Public Facilities District Boards. In Blaine, Ravyn formed, trained, and facilitated a Public Works Advisory Committee consisting of two city council members and four community volunteers whose efforts helped to create a Transportation Benefit District to fund priority road projects over the next ten years for which she was also the spokesperson.

## OMWBE

Ravyn is proud to be certified as a Disadvantaged Business Enterprise, Woman-owned Business through the Washington Minority and Woman's Business Enterprise (state and Federal).

## RATES

The rate for these services is \$140 per hour. This includes professional and liability insurance, and all other overhead expenses. Out-of-pocket expenses (permit fees, copies, mileage etc.) will be invoiced at cost or per diem.

## REFERENCES

### LOCAL AGENCIES

Specific to Whitewolf Engineering Services:

**Blaine-Birch Bay Park & Recreation District**

Ted Morris | tmorris@bbbprd2.com | 360.319.7663

**Mason County PUD**

James Reyes | jamesr@mason-PUD1.org | 360.877.5249

Specific to Employment:

**City of Blaine** (In the capacity of Public Works Director)

Michael Jones | mjones@cityofblaine.com | 360.332.8311

**City of Bellingham** (In capacity of Engineering Manager)

Craig Mueller | camueller@cob.org | 360.778.7900

Freeman Anthony | fanthony@cob.org | 360.778.7922

**Whatcom County** (In capacity of Senior Design Engineer)

Laura Slye | laura.slye@clark.wa.gov | 360.397.6118

Bruce Mills | bruce.mills@ci.kennewick.wa.us | 509-585-4431

### CONSULTANTS

**BKI Engineering Services**

Scott Lindsay | scottl@bki.cc | 360.610.4591

**SAZAN Environmental**

Steven Paget | spaget@sazan.com | 206.267.1700

**WSP-USA**

Jill Marilly | jill.m.marilly@wsp.com | 206.391.6927

## When you select Whitewolf Engineering Services, you receive:

### Port Experience

- Partnered with Port on redevelopment of Bellingham's waterfront. This involved planning efforts and projects.
- Coordinated efforts for managing projects in Blaine's marina and Bellingham's airport.
- Partnered with Port on operational efforts where jurisdictional boundaries abutted each other to save cost.

### Project Management

- Project Management Plans
- Consultant Management
- Consultant Selection: Including Developing Selection Criteria, Interview Questions and Format
- Negotiation and Management of Contracts
- Formation of Public/Private Partnerships

### Governance

- Management of Agency Staff and Private Consultants
- Strategic Planning
- Collaboration with Attorneys, Boards and Management
- Open Public Records Act (RCW 42.56) Requirements
- Open Public Meetings Act (RCW 42.30) Requirements

### Communications

- Communication Planning
- Stakeholder Engagement
- Public Speaking to a Variety of Audiences





## RAVYN WHITEWOLF, P.E., PMP, VMA

Owner/Principal

### Whitewolf Engineering Services

With 30 years' experience in the public sector, most recently as Public Works Director for the city of Blaine, Ravyn brings a wealth of experience to the project team. She has a host of qualifications that translate well into her role as a private consultant. Whether it is forming public-private partnerships, managing project teams, or finding consensus on difficult topics, Ravyn's ability to effectively communicate information and technical concepts make her a natural project manager, leading to solutions that are functional and adaptive to clients' needs. She has an innate ability to identify, classify and organize key goals to accomplish a solution that benefits all parties. Moreover, Ravyn's "out of the box thinking" stimulates creative ideas from the rest of the team, often achieving unexpected results.



### EDUCATION

Masters- Project Management, SFIA

### QUALIFICATIONS

Licensed Professional Engineer - Civil

- State of Washington
- State of Oregon
- State of Idaho

Value Methodology  
Associate  
(SAVE International)

Project Management  
Professional (PMP®)  
Project Management Institute

Certified WBE/DBE



### VOLUNTEER WORK

- APWA Engineering & Technology Committee (Chair, Certification)
- Engineers Without Borders - Axim, Ghana (Project Leader)
- Association of WA Cities Education Committee (PW Director)
- WA State Design Standards Committee
- WSDOT Rail – Station Stop Policy Committee (State Rail Plan)
- Watershed Masters, WSU

### TENURE

31 Years' Experience

### DIVERSE PROJECT EXPERIENCE\*

#### Wastewater

City of Blaine – E. Blaine Utility Extension (Project Manager, Grant)  
City of Bellingham – Oak Street Pump Station (Project Manager)

#### Water

WES – Mason PUD1 – Lake Arrowhead Main Replacement (PM)

#### Transportation

Whatcom County – Airport Drive Improvements (Designer, PM, ROW)  
City of Bellingham - Northwest Drive Roundabouts (Project Manager)  
City of Blaine – Hughes Avenue (QAQC, Federal Aid Compliance)

#### Facilities

City of Bellingham – Depot Market Square (Project Manager)  
City of Blaine – ESCO Citywide (PM, Grant Admin, Interlocal)

#### Value Engineering

WES – Schools, Street and Utility projects (Civil, Facilitator)

\*For more projects and information go to:

<https://www.whitewolfengineeringservices.com/projects.html>

### PUBLICATIONS AND PRESENTATIONS

"Qualification-Based Selection: A recipe for a successful partnership"  
June 2017 APWA Reporter

"Change Order Management" APWA Certification Committee 2016

"Mentoring" AWWA Women in Leadership Series February 2018

### MULTI-DISCIPLINARY SKILLS AND ABILITIES

- PROJECT MANAGEMENT
- PERMITTING: LOCAL, STATE, FEDERAL
- TECHNICAL WRITING, GRANT WRITING
- FACILITATION, COMMUNITY ENGAGEMENT
- DESIGN/CONSTRUCTION MANAGEMENT
- VALUE METHODOLOGY
- COST ESTIMATING
- CONFLICT RESOLUTION

[www.whitewolfengineeringservices.com](http://www.whitewolfengineeringservices.com)

[whitewolfengineeringservices@gmail.com](mailto:whitewolfengineeringservices@gmail.com)

(360)592-3445

**Bridgette Scott**

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**From:** Tim Arntzen  
**Sent:** Saturday, December 11, 2021 2:38 PM  
**To:** Bridgette Scott; jim@leewardstrategies.com; 'Lucinda J. Luke'  
**Subject:** Fwd: Inquiry re: personal services solicitation

Can you add this to the commission packet please?

Thank you.

Tim Arntzen

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**From:** Tim Arntzen <ta@portofkennewick.org>  
**Sent:** Friday, December 10, 2021 11:05 AM  
**To:** 'Lucinda J. Luke'  
**Cc:** Bridgette Scott; Nick Kooiker  
**Subject:** FW: Inquiry re: personal services solicitation

I asked MRSC the following questions. Any comments?

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**From:** Jill Dvorkin <jdvorkin@mrsc.org>  
**Sent:** Friday, December 10, 2021 9:15 AM  
**To:** Tim Arntzen <ta@portofkennewick.org>  
**Subject:** Inquiry re: personal services solicitation

Hello Timothy,

You wrote:

The port issued an RFP for performance audit services. First, the response was not responsive in that it left out some of the requested services. Second the port only received one response. 1. Is the proposal flawed in that it does not address all the services requested? 2. Can the port accept the proposal despite the fact that no other proposals were received? 3. If the port can and does accept the single proposal, should the port do anything to assure the public that the cost is fair? We have a commission meeting next week to discuss this matter.

[Chapter 53.19 RCW](#) establishes competitive requirements for port district personal services contracts. Unlike for public works contracting, the statute is nearly silent regarding specific procedures and how to handle various bid scenarios (such as receiving no responsive bids).

However, as part of the legislation establishing this competitive solicitation requirement, the legislature directed MRSC to develop guidance on personal services contracting for ports. That guidance is here: [Personal Services Contracting Manual for Washington Ports](#). There are detailed checklists starting at p. 7 regarding contracting procedures, and Chapter 7 deals with the bid evaluation process. I've provided some excerpts from the manual in response to your specific questions below.

I talked with our Contracting and Procurement Specialist, Josh Kilka, about your questions. In the situation you describe, we think how you proceed will primarily depend on two things. The first is what the actual bid solicitation included. The second is what your port procedures say, if anything, about the bid evaluation process for personal services.

You asked three specific questions:

### 1. Is the proposal flawed in that it does not address all the services requested?

If the bid solicitation had language that required all services to be included to be considered responsive, your agency would generally not evaluate the RFP, as it was non-responsive because certain services were excluded. Your local procedures may address a situation where there are no responsive bids. In general, options could include:

Conducting another competitive solicitation;

Determine that competitive solicitation per RCW [53.19.010](#)(1) has occurred (or evidence of competition has been met for lower dollar threshold contracts (RCW [53.19.010](#)(5)), and enter into a contract without further competition. You could do this with the firm that sent in the non-responsive RFP, or you could reach out directly to other consultants. You should also check to see what your local procedures say. For cities in the public works contracting context, there is a provision addressing no bid scenarios. RCW [35.23.352](#)(1):

“If no bid is received on the first call the council or commission may readvertise and make a second call, or may enter into a contract without any further call or may purchase the supplies, material or equipment and perform the work or improvement by day labor.”

If the RFP did not have any specific language that required all services to be included to be considered responsive, your agency could accept the proposal and proceed with negotiations which could include a discussion of the omitted services and cost scenarios. If you cannot reach agreement, you could conduct another competitive solicitation.

### 2. Can the port accept the proposal despite the fact that no other proposals were received?

The port presumably satisfied its requirement for competitive solicitation by advertising the bid solicitation (see definition of “competitive solicitation at RCW [53.19.010](#)(2)). This is true even if it only received one bid.

At p. 35 of the Port Manual, this scenario is addressed:

What if only one proposal is received? While you can proceed with evaluation and award, you will want to determine the reasons for receiving just one proposal, if only to ensure that the port is obtaining the best value. Consider:

- Sufficient time allowed for proposals?
- Restrictive or proprietary specifications?
- Seasonal workload of proposers? Discuss the reasons with other potential proposers. If time permits and the port’s requirements can be made less restrictive, the RFP can be canceled and reissued.

If the port’s time constraints and objectives warrant proceeding with the single proposal, the port may perform a price analysis to determine whether the cost is fair and reasonable or it may simply rely on the port’s own estimate to negotiate a fair and reasonable price with the proposer

### 3. If the port can and does accept the single proposal, should the port do anything to assure the public that the cost is fair?

Yes, the port can negotiate the details of the contract to ensure that the cost for the services rendered is fair. If it does not feel that the cost is appropriate for the services offered, it does not need to enter into a contract with that firm.

From the Port Manual at p. 24:

Resources for confirming costs are in line with market rates:

- Comparable project contracts of the port or other entities, adjusted for inflation and regional cost factors;
- Rates paid by other public entities, adjusted for regional cost factors;
- Service contracts for the same specialty;

- State master contracts;
- Separate estimates prepared based on historical costs

I hope this helps. Our guidance at MRSC is general, and I recommend discussing this matter with the port's legal counsel, as well.

Thank you,

Jill

**Jill Dvorkin** (she/her)

Legal Consultant

206.625.1300 x115

**MRSC** Empowering local governments to better serve their communities

**DISCLAIMER:** MRSC is a statewide resource that provides general legal, policy, and financial guidance to support local government agencies. This email is not legal advice and does not create an attorney-client relationship. It is not confidential or privileged and is subject to Washington's Public Records Act.

***PORT OF KENNEWICK***

**RESOLUTION No. 2021-27**

***A RESOLUTION OF THE BOARD OF COMMISSIONERS  
OF THE PORT OF KENNEWICK ACCEPTING THE  
VISTA FIELD PHASE #1A PROJECT***

**WHEREAS**, Total Site Services, LLC provided notification that the improvements at Vista Field under the Vista Field Phase #1A Project to have been completed in accordance with the plans and specifications; and

**WHEREAS**, Sam Nielson P.E., Parametrix and Gary Hall P.E, Hall Engineering & Associates, the Port of Kennewick staff, and the City of Kennewick have inspected the work and certified that it has been completed in accordance with the plans and specifications.

**NOW THEREFORE, BE IT RESOLVED** that the Board of Commissioners of the Port of Kennewick hereby accepts the work of Total Site Services, LLC as being completed in accordance with the contract documents.

**BE IT FURTHER RESOLVED** that all action by port officers and employees in furtherance hereof is ratified and approved; and further that the port Chief Executive Officer is authorized proceed with the necessary requirements to finalize the project account.

**ADOPTED** by the Board of Commissioners of Port of Kennewick on the 14th day of December, 2021.

***PORT of KENNEWICK  
BOARD of COMMISSIONERS***

By:

DocuSigned by:  
  
7468DE9530724DC...

DON BARNES, President

By:

DocuSigned by:  
  
0E53A30E1C8E442...

SKIP NOVAKOVICH, Vice President

By:

DocuSigned by:  
**Thomas Moak**  
A35176A2D2CD413...

THOMAS MOAK, Secretary



# PORT OF KENNEWICK

## Resolution No. 2021-28

***A RESOLUTION OF THE BOARD OF COMMISSIONERS  
OF THE PORT OF KENNEWICK  
APPROVING A REVISION TO THE COMMISSION STRUCTURE  
FOR LICENSED BROKERS***

**WHEREAS**, port policy, Real or Personal Property Purchase and Sales, Part 2.0, section 2.0 Commission Structure for Licensed Brokers adopted through resolution 2015-29 created a tiered commission structure for licensed real estate brokers; and

**WHEREAS**, elimination of a tiered commission structure and adoption of a fixed rate commission structure would simplify the licensed real estate broker fee structure; and

**WHEREAS**, the port commission discussed the subject at its March 23, 2021 commission meeting; and

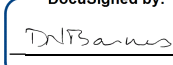
**WHEREAS**, after final approval of the sale by the Port Commission and after receipt of all funds due at closing, the Port of Kennewick will pay to the licensed real estate broker negotiating any such sale a commission of four (4) percent of the sale price on the sale of real property.

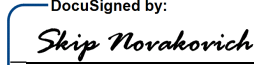
**NOW, THEREFORE, BE IT HEREBY RESOLVED** that the Board of Commissioners of the Port of Kennewick hereby approves and adopts updated language to Real or Personal Property Purchase and Sales, Section 2.1.1. Commission Structure for Licensed Brokers as attached in Exhibit A.


**BE IT FURTHER RESOLVED** that the Port of Kennewick Board of Commissioners hereby ratify and approve all action by port officers and employees in furtherance hereof; and authorize the port Chief Executive Officer to take all action necessary in furtherance hereof.

**ADOPTED** by the Board of Commissioners of the Port of Kennewick on the 14th day of December, 2021.

***PORT of KENNEWICK  
BOARD of COMMISSIONERS***

By:   
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DON BARNES, *President*

By:   
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SKIP NOVAKOVICH, *Vice President*

By:   
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THOMAS MOAK, *Secretary*

Resolution 2021-28  
Exhibit A

**2. COMMISSION STRUCTURE FOR LICENSED BROKERS.**

Commissions will only be paid to licensed real estate brokers. The broker must submit a signed bona fide offer plus a signed appointment from the potential purchaser authorizing the broker to negotiate for the potential purchaser in order to be eligible to claim the commission. The broker authorization must include the name of the proposed purchaser and the date of their first contact with said purchaser. Unless the provision is strictly complied with, the Port will not pay any claimed commission.

- 2.1.1. After final approval of the sale by the Port Commission and after receipt of all funds due at closing, the Port of Kennewick will pay to the licensed real estate broker negotiating any such sale a commission of four (4) percent of the sale price on the sale of real property.

**PORT OF KENNEWICK**

**Resolution No. 2021-29**

**A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE PORT  
OF KENNEWICK ADDRESSING THE APPARENT LEGISLATIVE  
DRAFTING ERROR IN THE 2020 AMENDMENT TO RCW 53.12.260 BY  
MAINTAINING THE STATUS QUO FOR COMMISSIONER  
COMPENSATION FOR CURRENT AND FUTURE COMMISSIONERS.**

WHEREAS, enacted in 1975, RCW 53.12.260 provides for port commissioner compensation. Today this compensation consists of (a) \$128 per diem per day compensation for each day or portion or thereof spent in actual attendance at official meetings of the port district commission, or in performance of other official services or duties on behalf of the district (b) since the 1992 amendment to RCW 53.12.260, monthly compensation of either \$200 or \$500 per month depending on the gross operating income of the port district in the preceding calendar year.

WHEREAS, in 2007 the Legislature amended RCW 53.12.260 increasing the per diem portion of commissioner compensation from \$75 to \$90 and providing for an inflationary adjustment to both per diem and monthly compensation every five years beginning July 1, 2008, as determined by the Washington State Office of Financial Management (the "OFM"). Adjustments on July 1, 2008, July 1, 2013, and July 1, 2018, resulted in current commissioner per diem of \$128 per month and the current monthly compensation of either \$278 or \$711 depending on the gross operating income of the port district in the preceding calendar year. The next adjustment was scheduled for July 1, 2023.

WHEREAS, in 2020 the Legislature sought, in House Bill 2449 (Chapter 83, Laws of 2020) to move the adjustment date for twelve special purpose governments, including port districts, from July 1<sup>st</sup> to January 1<sup>st</sup> to align with these twelve special purpose governments fiscal calendar year. The bill passed both the House and the Senate unanimously. The Legislature's *Final Bill Report* notes what the per diem compensation for these special purpose governments had risen to with adjustments to the current numbers and noted that the purpose of HB 2449 was merely to move the date. In the "summary" section the Final Bill Report notes that:

*The calendar date on which the compensation limit for commissioners, board members, supervisors, and directors of special purpose districts must be adjusted for inflation every five years is changed from July 1 to January 1. The date of the next scheduled adjustment is delayed from July 1, 2023, to January 1, 2024.*

WHEREAS, the HB 2449 change to RCW 53.12.260 was accomplished by making a simple change to the statute as follows (deletion in strikethrough and addition in underline):

*The dollar thresholds for salaries and per diem compensation established in this section must be adjusted for inflation by the office of financial management every five years, beginning ~~July 1, 2008~~ January 1, 2024*

Unfortunately, the adjustment date was changed but the reference to \$90 per diem and the \$200/\$700 monthly payments set in the 2007 version of RCW 53.12.260 were not updated. The “plain reading” of the RCW 53.12.260 is now \$90 per diem and the \$200 or \$500 monthly payments adjusted for inflation on January 1, 2024. It is clear the effect of “rolling back” commissioner compensation to 2007 levels was unintended and a clear legislative drafting error.

WHEREAS, Article XI, Section 8 of the Washington State Constitution prohibits and increase or decrease in commissioner compensation during a term of office. Therefore, the 2020 amendment to RCW 53.12.260 would only apply as commissioners are elected or re-elected with the first application occurring for commissioners taking office on January 1, 2022.

WHEREAS, the Washington Public Ports Association has contacted the OFM and the Washington State Auditor’s Office (the “SAO”) about this issue. While acknowledging the issue, the OFM and SAO indicated that the current compensation should be left in place because the legislative intent was merely to change the date from July 1<sup>st</sup> to January 1<sup>st</sup>. The SAO has indicated that it will not be an audit issue. However, these views, while helpful, are not legally binding.

WHEREAS, subsection 3 of RCW 53.12.260 allows a port commission to set compensation for commissioners in lieu of the amounts specified in the statute (both per diem and monthly).

WHEREAS, the Port of Kennewick has set compensation for its commissioners in lieu of the amounts specified in the statute.

WHEREAS, it is in the best interest of the Port to maintain current levels of commissioner compensation and ensure that commissioners newly elected or re-elected in 2021 are provided the same compensation as the other commissioners when the newly elected or re-elected commissioners take office on January 1, 2022.

WHEREAS, until this unintended drafting error is (a) corrected by the Legislature, (b) a definitive legal interpretation from the Washington Attorney General’s Office is issued, or (c) Washington courts issue a binding decision it is in the best interest of the Port to adopt a resolution pursuant to RCW 53.12.260(3) to maintain the *status quo* for commissioner compensation subject to the January 1, 2024 change per RCW 53.12.260.

NOW THEREFORE, based upon the foregoing it is resolved by the Port of Kennewick, by and through its Commission, to maintain the *status quo* as follows:

1. Pursuant to RCW 53.12.260(3) the 2021 Port of Kennewick commissioner compensation of \$2,569.28 per month, adjusted 4% annually for inflation, shall be maintained for all current commissioners and shall apply to all Port of Kennewick commissioners hereinafter elected or appointed.
2. The RCW 53.12.260(4) inflationary adjustment that will occur on January 1, 2024, and each five years thereafter will be applied to all Port of Kennewick commissioner compensation.
3. The Port of Kennewick legal counsel and the chief executive officer will inform the Commission if and when the drafting issue in RCW 53.12.260 (a) has been the subject of Legislature action, (b) a definitive legal interpretation from the Washington Attorney General’s Office is issued, or (c) Washington courts issue a binding decision so that the Port Commission may consider an appropriate resolution.

BE IT FURTHER RESOLVED that the Port of Kennewick Board of Commissioners hereby ratify and approve all action by port officers and employees in furtherance hereof; and authorize the port Chief Executive Officer to take all action necessary in furtherance hereof.

ADOPTED by the Board of Commissioners of the Port of Kennewick on the 14th day of December, 2021.

***PORT of KENNEWICK BOARD of  
COMMISSIONERS***

DocuSigned by:  
By: DN Barnes  
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DON BARNES, *President*

DocuSigned by:  
By: Skip Novakovich  
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SKIP NOVAKOVICH, *Vice President*

DocuSigned by:  
By: Thomas Moak  
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THOMAS MOAK, *Secretary*