

**Poulsbo Port District – Port Commission**  
**18809 Front St NE, Poulsbo, WA 98370**  
**Multi-Purpose Building E-Dock**

Subject	*HYBRID* Workshop Meeting Agenda	Date	July 20, 2023
Recorder	Cassidy Conners	Start Time	7:00 PM
Commission Chair	Thomas Rose	End Time	9:00 PM
Commission Members	Jamie Green, Mark Singer		
Staff Present	Eugene Madayag, Port Manager; John Piccone, P.E.		

AGENDA		
No.	Topic	Action/Recommendation/Discussion
1.	CALL TO ORDER	
2.	COMMISSIONER COMMENTS	
3.	OLD BUSINESS ITEMS	
4.	WORK SESSION	
	A. Accounting Report – Carol Tripp	
	B. Manager’s Report – Eugene Madayag	
	C. Current Maintenance/Remedies – Eugene Madayag	
	D. Marketing: Costs/Spending and Outreach – Eugene Madayag	
	E. Comprehensive Plan/Capital Improvements – John Piccone & Eugene Madayag	
5.	COMMISSIONER COMMENTS	
6.	ADJOURN	

Invite Link

<https://us02web.zoom.us/j/85909376007>

Meeting ID: 859 0937 6007

One tap mobile

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Work Sessions are informal Public Meetings that provide an opportunity for Port Staff to communicate with the Commission on topics related to operations and future agenda items for scheduled meetings in an informal round-table environment. Work sessions are held on the Third Thursday evening of each month from 7pm until 9pm unless otherwise noted. Work Sessions cover topics that are for discussion only, and no action will be taken. Public comment is not taken at this time but is encouraged by direct contact or email. A basic agenda will be issued for Work Sessions, and any changes or cancellations will be posted on the Port’s website no later than 24-Hours prior to the calendared Work Session. If you wish to attend the Commission meeting and require physical accommodations in order to do so, please call (360) 779-9905 by 9 a.m. the day of the meeting.

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Meeting ID: 859 0937 6007

Find your local number: <https://us02web.zoom.us/j/keFbPAvQoz>

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PORT OF POULSBO  
WORKSHOP MEETING MINUTES  
JULY 20, 2023  
7:00 PM

**Present:** Commissioner Rose, Commissioner Green, Port Manager Madayag, Port Accountant Carol Tripp, Port Engineer John Piccone

**Call to Order 7:00pm**

**Commissioner Comments**

Commissioner Singer said it's good to be back and while tonight is a working meeting, he's heard a lot of disagreements regarding paying moorage. There are comments from individuals who are not Port employees and are lessees. These comments are about Port individuals supposedly verbally attacking lessees so they'll leave the Port. Commissioner Singer said he has a big problem with this. The Port is seeking lessees who are late on payments. These lessees have signed a lease agreement with provisions that discuss payments, late fees, and what would occur. He said lessees are adults; it's time to grow up; bills are due the first of the month. If there's a problem, go to the Port office and explain if a bill cannot be paid by the 15<sup>th</sup> of the month. He said not to write bullshit and point fingers at the Port when Commissioners are trying to manage a marina where lessees can keep their boat.

Commissioner Green has her meeting tomorrow with Parks and Rec. She's excited to see what comes of that tomorrow. Unfortunately, because of the extremely short notice with the official date of the Port Paddle event on Saturday, she is unable to attend due to a schedule conflict.

Commissioner Rose had a nice sit down with Selene Walker with DNR. She sent an email and Eugene will talk about it in his report to pass along information to the lessees. He said a large vessel came into Liberty Bay Marina throwing a three-foot wake and it's important to encourage and remind people and visitors of the No Wake Zone. Regarding what has occurred with the opinions and feelings of fees and the collection of fees, Port Accountant Tripp will provide in her report some background and recommendations. The topic of fees is not a spur of the moment decision. The person in question got vocal, physical, and he and his vessel were dismissed on the spot. Yes, the board will show their emotions, but the board will also look at both sides of a situation.

**Old Business Items**

Commissioner Singer said safety is above maintenance at the Port. Maintenance is required to ensure safety. He said the Port will continue to compare and contrast with other marinas to continue building. He wants lessees to understand and be aware of what the board's concerns are. He asked that people come and talk directly to the Commission and Port staff instead of sending a nastygram.

Commissioner Rose mentioned an item from the last meeting about meeting minutes being posted to the website. From what he can see, things are up to speed on the website.



PORT OF POULSBO  
WORKSHOP MEETING MINUTES  
JULY 20, 2023  
7:00 PM

**Work Session**  
**Accounting Report**  
See attached.

Commissioner Singer said rules and regulations apply to everybody. Everybody with a slip has signed a lease agreement. The Port is in the business of renting moorage spaces to people who own boats. Sign the lease, pay the moorage. The Port is not in the business of pushing people out of the marina. The Port is in the business of bringing people in the marina.

Commissioner Green said people allegedly were lenient in the past. Hypothetically, what would be the outcome of an audit if there were any leniency? Port Accountant Tripp said there hasn't been leniency, and there would be findings in an audit because of gifting public funds. There has not been any leniency when it comes to a second chaining; the lease agreement is terminated after a second chaining. Port Accountant Tripp said it's been frustrating that inaccurate information is circulating and being passed around. The financial situation is tight, and the Port can't be footing the bill for someone who can't pay their moorage from the first to the fifth of the month.

Commissioner Green said owning a boat is a privilege. There is responsibility that aligns with much of anything someone signs up for and involves a payment. Mortgages, renting an apartment, getting a car loan, etc. Payments have due dates. None of these day-to-day entities give a courtesy phone call. The Port doesn't have the manpower to make 99 phone calls with the revolving reoccurrence of individuals who are late on their payments.

**Manager's Report**  
See attached.

Commissioner Green followed up with the topic of collaboration and consistency with communication. That way the Port isn't relying on other entities to promote an event the Port is participating in. Information needs to be made available with enough time in advance so people know what's going on and can plan to attend.

Commissioner Singer discussed the waitlist and explained it is based on the sizes of boats. The waitlist is for current lessees who want to move from AA to B Dock. These people on the waitlist have priority over the regular waitlist. He explained it's important to understand the regulations that go with the waitlist, as well as checking the waitlist. The process can be complicated. The waitlist is updated monthly on the website. If someone is wondering about their position on the waitlist, go to the website and look at the waitlist.

PORT OF POULSBO  
WORKSHOP MEETING MINUTES  
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**Comprehensive Plan/Capital Improvements – John Piccone & Eugene Madayag**

Mr. Piccone wanted to look back at the comprehensive scheme that was put together and adopted in 2021. He said a lot has been accomplished (fuel dispensers, boathouse replaced, boat ramp, breakwater nearing completion, implementation of handling payments). Mr. Piccone said the comprehensive plan is nearly half accomplished. There's more detail about the things left. A lot of that is detail of engineering, costs, and priorities. Port Accountant Tripp can relatively fill in where things will go according to the bigger financial picture. He's trying to bring everything together and begin what is intended to be the start of a conversation. There's still a lot to do, and the Port will need to find ways to do it with as little as possible while creatively sticking to the spirit of the comprehensive plan. It may be necessary to rearrange it in a way that everyone sees fit, is synced with goals, budgets, needs, and priorities. If the board wants to change priorities, that will change how things happen, and which alters the costs.

Mr. Piccone wants to examine the major maintenance category and see how the Port can save up for it or allocate each year for it. It could be rotating annual costs. Commissioner Rose said this is a good opportunity to consider the impact of tariffs and motivation for annexation. Mr. Piccone said now through 2033 there are seven primary projects. He wants to try to put together options on how the Port might break things down so the Port can save for larger pieces. He provided a handout with suggested breakdowns of the projects remaining (dredging, boathouses, electrical upgrades, moving docks around, floats, etc.).

Commissioner Rose wondered about the type of reserves to shoot for. He wants to discuss each project and derive where the priority is. We need to know where we stand with E & F Dock, items on order, the floating restroom, kiosks, reserves, and funds to pay for those.

Port Accountant Tripp needs to find out which projects the board wants to take on and in what order. Money needs to stay in reserves and if it's less than \$500,000, that's cutting it way too close. She's trying to temper reserves with the docks that have no floatation. There is grant money, but there are also other avenues and opportunities to explore.

Mr. Piccone believes the biggest risk in general, and according to his perspective, is the Port not making progress toward maintaining the whole infrastructure. What will happen is it'll fall apart at the same time. All these things will converge much worse than they are now.

There was discussion about floats being done by staff training and not by an engineering perspective because of the budget ramifications. The perspective could then be shifted to reviewing what budget is available for 100 foot sections of docks. Dock sections could rotate between refurbishment, minor repair, and replacement. The Port could chunk the project apart to meet budget needs. This allows the Port to move forward and not be stuck. He said he would continue spending time with Eugene to go through the nuts and bolts of things.

PORT OF POULSBO  
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Commissioner Rose wanted to review dates for the comprehensive plan. Port Accountant Tripp said she needs the next meeting to include the consensus of projects in whatever order makes the most sense to the Commissioners. Based on that information she can then figure out what projects can be planned for which year. The budget will be passed during the first meeting in October. The comprehensive plan will be included in the budget during the meeting in September. One other thing to keep in mind is the last bond rate was 2.5%. Bonds are now at 6%.

**Commissioner Comments**

Commissioner Singer said not to use finger pointing as a form of communication.

Commissioner Rose thanked everyone for all the work going on behind the scenes. He probably will not be in attendance for the first meeting in August due to family plans.

**Motion:** Move to adjourn

**Moved by:** Commissioner Singer **Seconded by:** Commissioner Green

Motion passed.

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Thomas Rose, Commissioner & Chairman

Jamie Green

Jamie Green (Aug 4, 2023 11:55 PDT)

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Jamie Green, Commissioner

MKS

Mark Singer (Aug 5, 2023 22:08 PDT)

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Mark Singer, Commissioner

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Cassidy Conners, Recording Secretary (Not in Attendance)



Accounting Report – July 20, 2023

### Accounting Report –

The Summary of the Port's Financial Statement for the month ending June 30, 2023, was emailed to each Commissioner last week along with copies of the Budget vs Actual Expenditures for the 2<sup>nd</sup> quarter of 2023. Copies of these reports are available this evening or when the minutes are posted on our website.

For the month of June 2023 there was a net gain of \$8,704.39 and a year-to-date net loss of <\$1,515,364.80>. Again, this large loss is due to the payouts for the breakwater construction and was expected.

As of June 30, 2023, the capital improvements paid out to date total, \$2,486,491.09 (YTD gates = \$55,900.39 – BW = \$2,428,107.23 & Fuel Dock \$2,483.47).

The following accounts are being monitored:

1. Guest moorage – As of June 30, 2023, guest moorage boat nights are beginning to improve. We are still under budget by \$43,847.75. The breakwater is still not open, so we haven't received any income yet, but I expect it to be available for winter moorage.
2. Fuel Sales – Fuel sales are improving but we have had a very slow start this year (currently under budget by \$5,801.94).
3. Legal Expenses – over budget by \$31,755.36
4. Office Expenses – over budget by \$6,710.58 (\$3,358.70 Port side - \$3,351.88 Park side)
5. Maintenance Expenses – over budget by \$18,952.51 (\$9,942.20 Port side, \$749.14 Park side & \$7,361.17 Breakwater).

Current guest moorage boat nights have increased during the months of May and June, which will bring the year-to-date increase in boat nights to 7% over the previous year at this time.

Fuel Sales have a definite upward trend since the beginning of May 2023. We were falling behind for the first 4 months of the year, compared to fuel sales of previous years. At this time, our diesel sales are up by 28% for the months of May and June of the current year. Gas sales have increased over May and June by 8%.

In preparation for the upcoming budget cycle, the workshop of September 21<sup>st</sup> will need to be advertised as a 'regular' meeting in order to present the 2024 Budget. See RCW 53.35.010 through 53.35.045 for budget postings and various other requirements. The following is the proposed timetable for the budget process:

1. Presentation of the 'Draft' 2024 Budget - Commission meeting of September 7, 2023
2. Presentation of the 2024 Budget with Commission input. Any changes to be made to the budget are recommended at this meeting. – Commission meeting of September 21, 2023
3. Presentation of Final 2024 Budget and passage of (Commission meeting of October 5, 2023):
  - a. Tariff resolution

- b. Tax Levy resolution
- c. 2024 Budget
- d. Any amendments to the Comp Plan are adopted via resolution at this meeting too.

RCW 53.35.020 states that the final budget must be passed, "not earlier than September 15<sup>th</sup> and not later than the first Tuesday following the first Monday in October...." In addition, please remember that there may be a need for a special meeting during the week of September 24<sup>th</sup> if multiple changes need to be made to the budget.

At the last meeting, there was a comment by the PBA regarding posting of minutes. The minutes are not posted until electronically signed by the Port Commissioners. Frequently the minutes take a few days and even weeks to get signed. Then the minutes are put on the website. We are not able to sign minutes at the workshop, so the minutes are even delayed further. Therefore, the possibility exists that minutes might not be posted for upwards of a month before they are posted to the website due to timing issues of meetings and availability of the individual Commissioners to electronically sign the minutes.

I would note that the audio version of each meeting/workshop is uploaded to the website within 48 hours of the meeting date.

The 'Delinquency Policy Addendum' is due to be reviewed. I would request that there be several amendments to this policy to make it more efficient.

1. Keep the current due date of the 1<sup>st</sup> of the month but change the 'late charge date' to the 5<sup>th</sup> of each month vs the 10<sup>th</sup>.
2. Late fees can remain the same BUT after the 20<sup>th</sup> of the month, add an additional fee to encourage prompt payment in the future.
3. Require a 30-day notice to terminate vs the 10-day notice
4. Put a requirement that, "if licensee pays late 3 times in 6 months, their licensee agreement could be terminated." (example)

See printouts and graphs for additional information.

Respectfully Submitted,

Carol Tripp  
Port Accountant/Auditor/Treasurer



**Port of Poulsbo  
Summary of Financial Statements  
For the Six Months Ending June 30, 2023**

**ASSETS, LIABILITIES, EQUITY**

Cost of Capital Assets		\$ 11,008,079.68
Current Assets		<u>2,594,953.99</u>
<b>TOTAL ASSETS</b>		<u>\$ 13,603,033.67</u>
Current Liabilities		\$ 1,710.00
Long-Term Liabilities		<u>5,130,821.48</u>
<b>TOTAL LIABILITIES</b>		<u>\$ 5,132,531.48</u>
<b>TOTAL EQUITY</b>		<u>\$ 8,470,502.19</u>

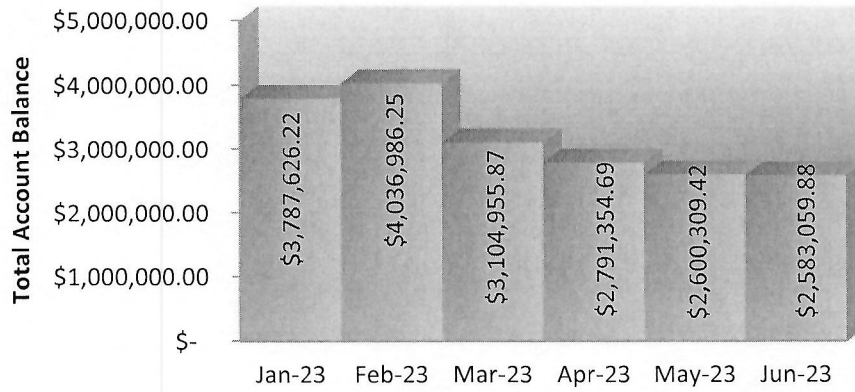
	<b>June</b>	<b>Year To Date</b>
<b>INCOME &amp; EXPENSES</b>		
Gross Profit	154,416.88	1,910,229.58
Operating Expenses	<u>121,890.99</u>	<u>939,103.29</u>
<b>NET GAIN/LOSS</b>	<u>\$ 32,525.89</u>	<u>971,126.29</u>

<b>CAPITAL IMPROVEMENTS</b>	\$ 23,821.50	2,486,491.09
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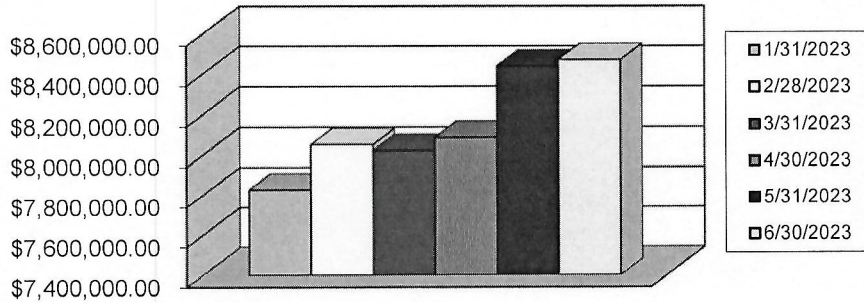
Balances of Assets Accts		
<i>June 30, 2023</i>		
General Fund	\$ 79,887.62	
General Investment Fund	1,497,192.89	
Liberty Park Fund	9,742.04	
Park Investment Fund	102,183.29	
Remaining Fund Balances and other current assets	905,948.15	
	<u>\$ 2,594,953.99</u>	

**CAPITAL ASSETS ARE BASED ON HISTORICAL COSTS AND DO NOT REPRESENT THE CURRENT FAIR MARKET VALUE OR REPLACEMENT COST.**

### Change in Cash Accounts



### Equity Comparison - Monthly



**CAPITAL ASSETS ARE BASED ON HISTORICAL COSTS AND DO NOT REPRESENT THE CURRENT FAIR MARKET VALUE OR REPLACEMENT COST.**

Port of Poulsbo  
Income Statement  
Compared with Budget  
For the Six Months Ending June 30, 2023

	Year to Date Actual	Year to Date Budget	Year to Date Variance
<b>Revenues</b>			
Grants Received - DNR	\$ 16,846.75	\$ 0.00	16,846.75
Refundable Deposits	12,169.12	15,000.00	(2,830.88)
Moorage-Permanent	351,477.69	344,818.50	6,659.19
Moorage-Winter	8,982.65	13,999.98	(5,017.33)
Moorage-Transient	910.26	2,500.02	(1,589.76)
Moorage-Guest	128,692.75	172,540.50	(43,847.75)
Moorage-Guest BW	0.00	57,907.50	(57,907.50)
Electricity-Perm & Transient	9,416.31	15,750.00	(6,333.69)
Electricity - Winter	5,838.78	9,750.00	(3,911.22)
Utility Charge	14,128.12	13,093.80	1,034.32
Finance Charge Income	4,720.78	3,250.02	1,470.76
Statement Fee	90.00	199.98	(109.98)
Environmental Surcharge	6.47	0.00	6.47
Environmental Surcharge	18.59	0.00	18.59
Sales - Net Fuel	61,698.06	67,500.00	(5,801.94)
Miscellaneous (other)	8,122.31	4,999.98	3,122.33
Reservation Fees-Park	5,245.00	4,999.98	245.02
Live Aboard Fee	13,858.87	18,750.00	(4,891.13)
Boat Ramp Fees	106.80	250.02	(143.22)
Bond Surcharge	60,246.39	59,709.12	537.27
Bond Surcharge	2,002.93	0.00	2,002.93
Misc Rental - Park	2,387.25	4,249.98	(1,862.73)
Parking Lot Fees	5,468.32	4,000.02	1,468.30
Grants Received - RCO	962,786.72	0.00	962,786.72
Interest	9,041.39	4,999.98	4,041.41
Interest	677.68	375.00	302.68
Interest - Bonds	336.36	0.00	336.36
Real Estate Taxes	176,483.58	162,499.98	13,983.60
Leasehold Tax Collected	48,469.65	47,500.02	969.63
<b>Total Revenues</b>	<b>1,910,229.58</b>	<b>1,028,644.38</b>	<b>881,585.20</b>
<b>Expenses</b>			
Interest Exp (Bonds)	72,344.94	0.00	72,344.94
Commissioner/Secty Comp	5,940.00	14,832.00	(8,892.00)
Salaries & Wages	176,731.86	193,000.02	(16,268.16)
Salaries & Wages	61,343.16	64,249.98	(2,906.82)
Taxes-Payroll	29,776.59	32,850.00	(3,073.41)
Employee Benefit Programs	3,871.71	6,499.98	(2,628.27)
Insurance-Health	69,024.96	97,998.48	(28,973.52)
Uniforms-Park	266.71	499.98	(233.27)



Port of Poulsbo  
Income Statement  
Compared with Budget  
For the Six Months Ending June 30, 2023

	Year to Date Actual	Year to Date Budget	Year to Date Variance
Accounting	0.00	499.98	(499.98)
Legal	46,755.36	15,000.00	31,755.36
Office Expense	20,858.68	17,499.98	3,358.70
Office Expense - Park	5,851.90	2,500.02	3,351.88
Janitorial Supplies	0.00	250.02	(250.02)
Janitorial Supplies-Park	1,570.17	2,749.98	(1,179.81)
Storage Rent	6,438.00	4,999.98	1,438.02
General & Admin (Direct)	7,082.31	7,999.98	(917.67)
General & Admin (Direct)	2,777.41	4,000.02	(1,222.61)
Insurance-General	0.00	37,500.00	(37,500.00)
Advertising	185.19	2,500.02	(2,314.83)
Advertising-Park	3,471.61	7,500.00	(4,028.39)
Dues	3,206.00	1,600.02	1,605.98
Electricity & Propane	15,419.04	16,999.98	(1,580.94)
Electricity & Propane	16,114.50	15,000.00	1,114.50
Electricity & Propane	409.55	499.98	(90.43)
Garbage, Sewer, Water	12,229.97	11,250.00	979.97
Garbage, Sewer, Water-Park	12,529.97	10,249.98	2,279.99
Garbage, Sewer, Water-Armory	0.00	499.98	(499.98)
Telephone/Communication	4,981.73	4,500.00	481.73
Short & Over Cash	380.41	100.02	280.39
Refunds (Deposits)	12,005.63	15,000.00	(2,994.37)
Bad Debt Expense	0.00	1,249.98	(1,249.98)
Maintenance-Port	44,942.18	34,999.98	9,942.20
Maintenance-Park	5,749.12	4,999.98	749.14
Maintenance-Armory	0.00	1,000.02	(1,000.02)
Maintenance-BW	8,361.19	0.00	8,361.19
Outside Services	16,293.25	19,999.98	(3,706.73)
Outside Services-Park	0.00	2,500.02	(2,500.02)
Training	924.91	4,125.00	(3,200.09)
Training-BW	0.00	2,250.00	(2,250.00)
Consultants/Audit Fees	201,223.19	142,500.00	58,723.19
Consultants/Audit Fees-Park	0.00	2,500.02	(2,500.02)
Lease DNR	1.00	9,499.98	(9,498.98)
Lease DNR	0.00	9,000.00	(9,000.00)
Misc-Other	1,583.42	1,249.98	333.44
Taxes-Leasehold	45,500.27	47,500.02	(1,999.75)
Taxes-Excise	21,960.73	19,500.00	2,460.73
Taxes-Excise PARK	1,869.02	3,000.00	(1,130.98)
Election Expense	0.00	2,800.02	(2,800.02)
Suspense	(872.35)	0.00	(872.35)

Port of Poulsbo  
Income Statement  
Compared with Budget  
For the Six Months Ending June 30, 2023

	Year to Date Actual	Year to Date Budget	Year to Date Variance
Total Expenses	939,103.29	897,305.36	41,797.93
Net Income	\$ 971,126.29	\$ 131,339.02	839,787.27

Capital Expenditures - 2023	Actual	Budgeted	YTD Variance
Electrical Feeder Repair 'F' Dock		103,500.00	(103,500.00)
E & F Dock, Fuel Barge move out 40'		862,500.00	(862,500.00)
Floating Restroom @ BW		180,000.00	(180,000.00)
Emergency Dredging 'C' Dock		103,500.00	(103,500.00)
Emergency Dredging 'B' Dock		103,500.00	(103,500.00)
Security Camera's, Gates & Pay Kiosk	55,900.39	240,000.00	(184,099.61)
Contingency	2,483.47	20,000.00	(17,516.53)
BW Construction Payments	2,428,107.23		2,428,107.23
<b>Net Income/Loss After Capital Projects</b>	<b>(1,515,364.80)</b>		

Additional Budgeted Amts not included in Financial Statements above

Bond Payment - Prin

File Note:

Moved \$5k to Office Expense to cover the new server purchase - Contingency was \$25k

Port of Poulsbo  
Receipt List

Wednesday, July 19, 2023

# of People who paid between 5th and 10th more than once:	99	54%
# of People who paid between 5th and 10th 3 times or more:	69	38%
# of People who paid between 5th and 10th 6 times or more:	13	7%
# of People who paid between 5th and 10th every month:	3	2%
<b>Total Paying individuals:</b>	<b>183</b>	
# of People who paid after the 10th more than once:	29	16%
# of People who paid after the 10th 3 times or more:	11	6%
# of chainings in 2023	10	
# of second chainings in 2023	3	



7/20/23

## Capital Improvements

- John Picone

## Major Maintenance or Upgrades

- Additional breakwater equipment and/or amenities
  - Additional activity float/barge? \$30k
  - Additional benches etc. \$10k
- Additional salary for seasonal guest dock or permanent maintenance staff to cover the extension of the breakwater
- Budget for annexation costs \$10-20k
- Possible enhancements to security \$10k
- Main bathroom/laundry renovation
  - Incremental improvements to décor \$5-10k
  - Budget for replacement of roof, appliances or systems? \$20-30k
- Replace the port truck. \$40k

## General Maintenance or Regular Annual Budget

- Incremental repair of the floating office
- Recertification of tidal grid (capacity – safety)?
- Recertification of the loading dock (capacity – safety)? - WOOD WHARF
- Recertification of fuel barge.
- Budget for enhanced marketing
- IT upgrades? Communications? Internet improvements?

7/20/23

## Port Commissioner Meeting

### Maintenance: Eugene

- New gates are in place and functioning by key codes until bathroom and laundry locks installed.
- Will be attempting to drill doors on both bathroom and laundry for new lock system.
- C dock main gate has shipped to Mantle Industries for re-fit of new lock system.

### Guest Moorage: Jannese

- Guest moorage has been busy with transient guests and Yacht clubs, as well as increased fuel sales.
- We have noticed an uptick in fuel sales.
- I have been working directly with Eugene on upcoming events.
- Yordan will now have some duties with social media, in keeping Facebook and Instagram updated.

### Permanent Moorage: Kaitlyn

- Occupancy is 95% Due to customers selling their boats. Kayak spots are slowly filling up. The gates on AA, A, B and C dock are operational temporary gate code was emailed out.
- Once the new locks are installed on the bathroom and laundry room, we will send out a notice and start the exchange of keys from the metal ones to our new key fobs. You will only be able to exchange keys during business hours Monday – Friday when Kaitlyn is in the office unless you have set up an alternative way with Kaitlyn. Kaitlyn will be in the office for a few hours on a Saturday to help the key exchange to ensure those who cannot make it during the week have an opportunity – This date has yet to be determined. Once a majority of the keys have been exchanged the code will be removed and you will only be able to access the dock with your gate key.

### Port overview looking forward: Eugene

- Discuss Marketing