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Caddo-Bossier Parishes Port Commission  
Regular Board Meeting  
Regional Commerce Center, Board Room  
6000 Doug Attaway Blvd., Shreveport, LA 71115  
July 20, 2017, 4:30 p.m.

President Commissioner Gregorio called the meeting to order at approximately 4:30 p.m. in the Board Room of the Regional Commerce Center, 6000 Doug Attaway Blvd., Shreveport, LA.

Commissioner Griggs led the Pledge of Allegiance.

Commissioner Gregorio called on Mr. England for roll call: Commissioners: Sam N. Gregorio, Rick C. Prescott, Roy Griggs, Lynn Austin, Erica R. Bryant, James D. Hall, Capt. Thomas F. Murphy and Steve Watkins. We have a quorum. Absent: James L. Pannell.

Commissioner Gregorio called for introduction of guests. Guests: John Settle; George Carroll, Joe and Zachary Johnson; Ed Walsh and Sarah McKinney, Gremillion & Pou; Ty Scoggins, Scroggins Consulting, Inc.; Tyler Comeaux, BKI and Mike McSwain, Mike McSwain Architect. Staff: Eric England, Brenda Levinson, Dannye Malone, Rick Nance, Gloria Washington, Kathy French and Hettie Agee.

Commissioner Gregorio asked if there are any public comments regarding an agenda items? Hearing none, he said we'll go to Unfinished Business.

#### **UNFINISHED BUSINESS:**

**Approval of Regular Board Meeting Minutes of June 15, 2017:** Commissioner Griggs said the Regular Board Meeting minutes of June 15th is in your packages. If there's been no changes, I move for approval. The motion was seconded by Commissioner Bryant. Commissioner Gregorio said we have a motion and second and called for any discussion. Hearing none, he said all in favor please say "Aye". Opposed? That passes.

YEAS: Commissioners: Sam N. Gregorio, Rick .C Prescott, Roy Griggs, Lynn Austin, Erica R. Bryant, James D. Hall, Capt. Thomas F. Murphy and Steve Watkins

NAYS: None

ABSENT: James L. Pannell

ABSTAINING: None

**Approval of May 2017 Financial Reports:** Commissioner Griggs said the May 2017 Financials are also in your package. If there's been no changes, I move for approval. Commissioner Austin

"This institution is an equal opportunity provider and employer."

MEMBERS: *Sam N. Gregorio, President; Rick C. Prescott, Vice President; Roy Griggs, Secretary-Treasurer  
Lynn Austin; Erica R. Bryant; James D. Hall; Capt. Thomas F. Murphy; James L. Pannell; Steve Watkins*

seconded the motion. Commissioner Gregorio said we have a motion and second and called for any discussion. Hearing none, he said all in favor please say “Aye”. Opposed? That passes.

YEAS: Commissioners: Sam N. Gregorio, Rick C. Prescott, Roy Griggs, Lynn Austin, Erica R. Bryant, James D. Hall, Capt. Thomas F. Murphy and Steve Watkins

NAYS: None

ABSENT: James L. Pannell

ABSTAINING: None

**Marketing Committee Report of July 10, 2017.** Commissioner Rick C. Prescott, Chairman, called the Marketing Committee meeting of July 10, 2017 to order at approximately 12:00 p.m. in the Board Room at the Regional Commerce Center.

Commissioner Griggs led the Pledge of Allegiance.

Commissioners present: Rick C. Prescott, Roy Griggs, Lynn Austin, Erica R. Bryant, James D. Hall and James L. Pannell. A quorum was present.

Commissioner Prescott called for introduction of guests: Ed Walsh, Gremillion & Pou; Charley Kingery, Wieland; Tyler Comeaux, BKI and Mark Jusselin, TRC Engineers. Staff members: Eric England, Danny Malone, Brenda Levinson, Hugh McConnell, Rick Nance, Kathy French and Hettie Agee.

Commissioner Prescott called for Public Comments on Agenda Items. Hearing none, he called on Brenda for Potential Customers/Projects. An update was given on Project McCarty. She reported that we’ve got our tenth barge from Vulcraft out at the dock today and are working with them to get on line so that they have immediate access to post the arrival, the departure and the date that we can see what they placed orders for when they’re being loaded and when they’re headed our way. Benteler was on budget for the first six months of ’17 and has increased production and shipments on the calendar.

She continued with the customer update, ADS, Hexion, Calumet, WLA, Pratt, Ronpak and Ternium and called for questions.

Commissioner Prescott called on Kathy to give the Public Affairs report. Eric provided an update on the proposal to Calumet Packaging and the Port’s interactions with the City of Shreveport regarding a scrap steel prospect for the Port Complex. He concluded with a summary of the calendar.

Hearing no further business to come before the Marketing Committee, Commissioner Prescott adjourned the meeting at approximately 12:25 p.m.

Commissioner Prescott said the Marketing Committee report of July 10, 2017 is in your packages. If there’s no corrections, deletions or additions, I move for approval. Commissioner Gregorio called for any discussion. Hearing none, all in favor please say “Aye”. Opposed? That passes.

YEAS: Commissioners: Sam N. Gregorio, Rick C. Prescott, Roy Griggs, Lynn Austin, Erica R. Bryant, James D. Hall, Capt. Thomas F. Murphy and Steve Watkins

NAYS: None

ABSENT: James L. Pannell

ABSTAINING: None

**Operations Committee Report of July 10, 2017:** The meeting was called to order by Commissioner Griggs, Chairman, at approximately 12: 26 p.m., July 10, 2017 at the Regional Commerce Center Board Room.

Commissioners present: Rick C. Prescott, Roy Griggs, Lynn Austin, Erica R. Bryant, James D. Hall and James L. Pannell. A quorum was present.

Guests in attendance: Ed Walsh, Gremillion & Pou; Charley Kingery, Wieland; Tyler Comeaux, BKI and Mark Jusselin, TRC Engineering. Staff members: Eric England, Dannye Malone, Brenda Levinson, Ted Knight, Rick Nance, Kathy French and Hettie Agee.

Hearing no public comments on the agenda items, Commissioner Griggs called on Hugh for the Operations report. He said we have our new operator on board with us now, John Morrow, who came on board on July 3<sup>rd</sup>. He and Shonnon are working a barge now. Rail activity has been pretty steady with the frac sand, steel coils and aggregate moving. WLA had their seventh unit train in July and have received over 70,000 tons of material. Ternium has received a little over 100,000 tons year to date. Hexion's frac sand has been pretty steady, about 8,000 tons a month. There's been several inquiries on frac material and how to receive it into the area, whether by rail or by barge. In total, there were 508 new cars, 1300 switches and 52,783 tons of material received. Moving on to barge activity, the River has jumped about 10 ft. in the last three days primarily due to a lot of rain along the I-30 corridor last week. The River has crested; it's on a fall and no big issues at this time. Once the water falls on out and gets back to pool, I'm sure there's going to be some issues with buoy's and dredging. The Port stevedores discharged 5 barges of steel coils for Vulcraft. We worked 2 barges of coils this weekend for Ternium. As Brenda mentioned, we're seeing more inquiries about frac sand, more inquiries about steel, steel plate and steel coils as well. Oakley reported 19 barges of frac media. Red River Terminals reported 8 barges of petroleum. For the month, there were a total of 32 barges, 54,564 tons. A pretty good month—over 100,000 tons moved.

Rick reported: 1) On the redundant water line, we bored Tones Bayou successfully early last week; the bore on Doug Attaway, the contractor is coming back in late this week; the 16" line, we're waiting for the chlorine to come in; 2) We're reviewing the final plans for the railyard expansion on two phases. The first phase is the rail bed to get the most opportunity for the minority contractors. 3) The final plans for the ADS expansion are to be reviewed today. They've been blessed by DOT with some minor clerical stuff to finish up and we want to go through it one more time. 4) The approach slab to the south door of the warehouse was finished last month. I have the repair project for the rollup door and that panel that was torn up by the truck is to be delivered today. Commissioner Griggs called for questions and comments.

Eric said the reports are in your packages; I would be glad to answer any questions.

Hearing no further comments, the meeting was adjourned at approximately 12:31 p.m.

Commissioner Griggs said the Operations Committee report of July 10, 2017 is also in your packets. If there's been no changes, I move for approval. Hearing no discussion, Commissioner Gregorio said all in favor, please say "Aye". Opposed? That passes.

YEAS: Commissioners: Sam N. Gregorio, Rick C. Prescott, Roy Griggs, Lynn Austin, Erica R. Bryant, James D. Hall, Capt. Thomas F. Murphy and Steve Watkins

NAYS: None

ABSENT: James L. Pannell

ABSTAINING: None

**Personnel Committee Report of June 15, 2017:** The Personnel Committee meeting was called to order by Committee Chairwoman Erica R. Bryant at approximately 3:30 p.m. in the Board Room at the Regional Commerce Center and everyone welcomed. She called for Public Comment on Agenda Items.

Committee members: Erica R. Bryant, Lynn Austin, James D. Hall, Capt. Thomas F. Murphy and Steve Watkins. Other commissioner in attendance: James L. Pannell. We have a quorum. Staff: Eric England, Danny Malone, Gloria Washington and Hettie Agee.

Hearing no public comment on agenda items, Commissioner Bryant called on Eric for the first item on the agenda, Salary Ranges. During last year's budget meetings when the discussion of salaries arose, there was discussion regarding salary ranges and also the establishment of COLA and Merit raises. In the end with regard to these two items, salary ranges and COLA/Merit it was concluded that we would delay the conversations regarding these two items until 2017 so that when we entered the 2018 budget process we would have had that discussion prior to those budget meetings.

Also discussed last year during the budget process was a budget meeting that would be held prior to the traditional Executive Committee in November. We have established a date in October for us to have a budget meeting. It will be the first of its kind. It's also going to serve as a dual purpose for our periodic finance meetings like we had just a month or two ago.

So our having this on the agenda for discussion today is in follow up to the desires of the Commission during last year's budget process. We'd like to receive as much input and discussion regarding salary ranges and cost of living adjustments/merit with regard to pay raises in this time period, possibly today and in this time period between now in October when we have that budget meeting, so that we can take the information from that budget meeting to adequately prepare the budgets for adoption in December. That's the introduction to that.

Commissioner Bryant said just for—that's more about whether or not we want to start using salary ranges because currently we don't. Eric said that's correct, thank you. We are without salary ranges at this time. The salary ranges by default establish salary caps. In our previous meeting there was discussion about salary cap but it's established by the salary range on that upper end. Commissioner Watkins asked would it be possible to get information from other ports, and ports our size? It's really not fair to compare our salary ranges to the Port of New York or even New Orleans. Could you put together some kind of sheet for us for ports of our size in terms of about the same number of employees, the same tonnage, the same revenues? Those are all three different things. I'm not trying to narrow it down that much. And if you could give us their salary ranges—and I know that information's out there. It would just have to be gleaned from the thing AAPA does every year. But I think that would give us a good starting point to see how we stack up against other ports our size. Eric said we can do that. We'll aim to find that sister port that has similar size tonnage revenue and try to—Commissioner Watkins said have enough samples, it would be more than just one, have four, five or six. The only other comment I would have I think we definitely need salary ranges, but I'm also cognizant here that once we put them in are already gonna be over the salary range from the git go and I would like to see the Commission have some type of mechanism where they're not just stuck where they're at forever. I don't know how we'd do that, but I would think there's going to be some salary ranges that you already have an employee that's already over that range, but I don't want them to be here ten more years and never get any type of increase. Commissioner Bryant said if you have an employee that's already over a range that you may establish, then I would think you establish a range for that. If that position then becomes available or vacant, you can then lower the range...Commissioner Watkins said or grandfather...Commissioner Bryant said but someone still should be on a range. Everyone should be on a range because once you put them into place, it's hard to have a person that's not on the range than someone that is because it's all in your payroll system. That's my thought. Until then if it becomes vacant you can go back and fix that and get it on a different range. Commissioner Watkins said if somebody retired that's been here 30 years and you go hire somebody out of college to do their job, you certainly couldn't pay them and keep them in that salary

range. Commissioner Bryant said you can adjust that downwards. Also I agree. Someone, if someone is, technically if we had a range right now and someone came in and they came in at a level and they max out and they still have about ten or fifteen years left in their career, no, I don't think that they should make the same salary for the next ten to fifteen years. That's just my opinion although if you institute COLA the way I'm accustomed to it, your ranges should adjust for COLA—not merit. The purpose of COLA is to match your salaries with what the going rate is at the time. And so someone's rate twenty years ago, twenty years later your starting rate for that position should have adjusted based on your COLA. So if we decide we want to do ranges that's fine, but with the understanding that your maximum minimums. So if you're at step 40 and you put a COLA in, you'll stay at step 40 but you'll get a cost of living adjustment. Commissioner Bryant said I'd like to see first when you compare to other ports and other ports your size, are they actually using ranges because you tend to...your smaller agencies tend not to use them because of the complexity because of the size if you don't have enough employees and you try to manage all these steps and ranges and you really don't have that many employees. So I would be curious to know whether or not when you do your research and do a comparison whether or not, not just based on revenue but based on the number of employees, whether or not they're using ranges. Capt. Murphy said one thing in considering ports of this size and numbers of employees, when you're doing that research I would suggest to you that you find out if that particular port tonnage equals ours but their employees do not equal ours, then the question would be what is the major reason? It's probably because that particular port handles one product which is probably a bulk load product as opposed to a variance of products---if you follow my drift—Eric said I do. There'll be a lot of variables. It will be apples, oranges, bananas, grapefruits, pineapples when we compare this, but we'll do our best to weight it and bring it to where it can be explainable in apples and apples fashion for the Commission. Commissioner Austin said he would like to see the employee classifications and the starting pay and then have a step program for like the first five or six years, have a step program where they can advance and then after that go on a COLA. And then have some provision where if they come from another port or something and give them one year for every two years of experience somewhere else or something like that. If they come in here and they're experienced instead of coming right out of college, you've got to consider that they've done this job before or done something similar to this where you can justify say putting them in step 3 if they have six years' experience. That's the way the schoolboard does. I don't know how the City does, but I know they have a step program for like the first six years. They have an increase the first six years, then they go on a cost of living. Commissioner Bryant said we have step program throughout your career. You can max out at some point, but you still get cost of living. Commissioner Hall said I like the ranges we talked about and I like the COLA that adjusts because what I've found at the City we've had enough times when we haven't done the COLA and we haven't done pay raises. So what happens is you get people in the mindset that somebody that's getting paid what was good in 2001 is good in 2017. So I think what you're talking about Erica is the adjustment with COLA so that you get an adjusted pay rate. Because here's the reality because at 2017 we have one thing, and if you go hire somebody out of college as a professional or otherwise, there's a cost of doing that. And it's going to be different than it was in 2005. So I mean I think you've got to have adjustments to the salary range, but I'm also cognizant of the flexibility of not having it. I think it's a good starting point to have a discussion about it and I think it's something we ought to look at, but I'm not tied to it, but I think it gives you a good gage of where you're at. And I like the idea of what Erica talked about---it goes up so ten years later you're not trying to hire somebody at some bogus number that's not real because that's what we've dealt with in the City. It's not consistent. Commissioner Bryant said it sounds like once we get more information and then we'll decide if we want to implement it and if so, how.

Commissioner Pannell said one of the things that concerns me a little bit is and it has nothing to do with salary or anything else and this may or may not be the right time but my concern is that at some point, someone has to look at your operation and say are we using people in---because productivity is a huge, huge thing. I've had classes on it. I know when electricians come to me they're just not used to and they get frustrated because I'm saying that makes no sense to do that. At some point, if you're just operating the way you know to operate, how do you know that that is the best practice on operating? Are you getting the best practices on operating? Are you getting the

best because my concern is someone said we need more people. Well we may not need more people. We may not be doing it the right way and how do we know from just down there that we're doing the best thing? I think you have to have somebody from the outside who knows how this stuff is done to come in. They may just view us for a week or something and just change stuff. We went to the Port of Limon and Ted was with us and Ted went in there and he looked at these people's operation and he changed the operation up while we was sitting there because it was just crazy the way they was doing it. So I'm saying that one of the biggest things that people miss is productivity. And I'm saying—I had a guy the other day and he was helping me. We had a lot of stuff in the house and he started picking the stuff up carrying it to the truck and going down. I said man, don't do that. Take everything to the porch and sit it there and then go down the steps one time and turn around and reach and get that. So I'm saying people's minds don't think like that so efficiency, a lot of people think it means you are working faster. But it's not working faster. And I'm saying when we are on the job working we bring in a lot of tools we have to use. The tools we know we're through with, they're gonna sit over there by that door, so when that man goes to the truck to get something else, he's going to take some of those back with him because, and I tell people all the time, most of the work looks the same. Everybody that works for me knows that before I even say it. You're moving and I've got a young man that just like an energizer. He just runs like this and I just try to catch him...Kevin, Kevin, Kevin what are you doing? He's working but he's not thinking and I'm saying productivity is how do you do things in the most efficient way and that's what I'd like to see us to look at.

Commissioner Bryant said Eric, maybe we can look at something like that. In the past, we have an internal audit to come in and look at our financial controls and our internal controls. You could have something similar where you have someone come in and look at your operational aspects, operational review or something like that, just see if that's something that's feasible. Commissioner Pannell said because we already know we've got good people. That's not the issue. Sometimes productivity lacks because you don't have good people and sometimes it's because you don't have good processes and at some point, I'd just like for somebody to look at all that process because I have no idea what goes on down there and then whoever is in charge, where did they get their training to know that they're doing it the best way? How did they know that? Where did their training come from? Commissioner Bryant said so look at that. Eric said okay. Commissioner Austin said well I know when I was Police Chief it was like the way people went about staffing in most police departments was so many police officers per hundred thousand people or and that's the wrong way to look at it because all cities are different. What you have to do is look at your workload and how much do you have coming in, how many people do you need to do the job and there are formulas for figuring that out. The same thing can apply to here as amount of tonnage, amounts of trucks unloaded to determine your staffing level and I think it's important that probably the most productive that my police department ever was when I was Police Chief was when we cut from 150 officers to 128 officers because those 128 could write four reports a day instead of two reports a day and they didn't want to get laid off but they hustled more and they worked smarter. And I'm not talking about writing tickets either because that's one of the things they think well, I'll write a lot of tickets and that looks like I'm busy. That's not the kind of work that we emphasize. But I had a formula of looking at it on how much work and weighted work on different calls. I weighted different calls for different times, according to how much time it took them. And that's how I staffed. And then I took the three shifts and where we had the most work on whatever shift, that's where I put the majority of the people. A lot of cities take---if they've got 60 policemen, they put 20 on mornings, 20 on nights and 20 on evenings. And that's not the way to do it. You look at the work load so it equals out. The same way when you're drawing up districts. You look at the work load. I think that's what we have to look at here, the work load. What is the work load and how much is coming in out here? And comparable to other ports who have close to the same amount of work load, close to the same amount of material and kind of get us off of the bubble to find out because I have no idea, but I guarantee you the supervisors out there they know who's working and who's not working. And like James said, it's not work for the sake of work or fast work, it's smart work. Commissioner Pannell said I tell people when I walk out on the job and somebody may be sitting down and they jump up. I say don't do that. If you're sitting down when I got here, keep sitting down. I'm assuming---I'm going by your work. I can't tell how much work you've done just because you're standing up when I get here. So don't get up when you

see me coming. But just like you're saying, New Orleans went as far to---they have a chart. They have a category of where most of the crime is in that particular month and they're going to move people based on---they're not going to keep you in that area. They're going to move you based on what those crimes statistics show and where they are. So you need information to know what you're doing because at some point if somebody says we need new people, I need to make sure that we're using the ones that we have as efficiently as we can. Commissioner Austin said it's always politically easier to get more officers than it is to get the officers you have raises. But I can guarantee you when they look forward to knowing when that they're going to be keeping up with inflation and other departments, they're gonna work harder to get that merit pay. And they would rather work harder and get more money than they would to work less and have more people. Everybody is working for money. Let's face it. That's what they're working for, the money. That's the strongest motivator I know of.

Commissioner Murphy said Commissioner Pannell hit a very good point as you backed up. With regards to handling cargo at this particular port, in my personal view we seem to have a productive system whereby we can serve multiple customers with multiple needs all at the same time. Our Operations team deserves special mention for their excellent performance this past week. On Friday, June 9<sup>th</sup>, they worked a 12 hour day. Normally they work only 4 hours on Friday since the other 4 days of the week they put in 9 hours each day. During this 12 hour period Friday they worked 2 barges of coils, discharged 138 coils. Simultaneously they loaded 12 trucks plus worked rail switches. This was all done by 8 people, the Ops Administrator, 4 Ops crew and 3 temporaries. The Ops crew was already short one, and during this time period, the Ops manager was out of town on vacation. This past Monday the 12<sup>th</sup> of June, 2 men loaded 8 trucks in an hour and a quarter. On Tuesday, 2 men loaded 10 trucks in 2 hours. Also on Tuesday this Port set a record in dispatching 19 trucks in their regular work day. And most of that was done by 2 men.

Commissioner Pannell said I think that's great. I just want to make one last comment and Steve can understand this better than I can. I remember when McDonalds and Burger King and all those people started out. That woman at that window would take your order and she would hand your order to us. Somebody came up and said what is she doing when she's not taking your order? What they did was they brought the drink machine over there and they said okay while you're sitting here, we're gonna put the drinks. Somebody else came up with the idea you don't have to sit. I'm gonna make a mic to go on you. You can walk wherever you need to do and you can say "Welcome to McDonald's. Can I help you?" I'm only saying that when that happened that was productivity. Them people was still working; I'm not saying anything about whether they worked or not, I'm just saying there are new ways for productivity now and when you have nobody to measure your work against, how do you know that they're not new things out there that you can do is because all you know is what you do yourself. You go to legal training every year; you have to because new things happen. You can't sit in your law office and don't know what's going on and you don't know no more about what you do as a lawyer and we don't know what other people are doing. I'm saying you go to training for a reason. You mean to tell me you could operate a port down there for 100 years and never go anywhere to find out if anybody is doing anything else? That's all I'm saying. How do you do that and I'm saying that we look at what we have here and we say, how can we improve what belongs to us? It doesn't matter whether it's a street, whether it's the pumping station. That is productivity. So I'm saying look at what we're doing here and see if we can do it better at some point. Commissioner Bryant thanked them for the conversation and called on Eric for the next item on the agenda. She said the only thing question I have on the COLA/Merit. Right now for 2017 we just did a COLA. I would like to see us go towards more COLA/Merit where you get in adjusting your ranges, but you're also get in adjusting levels of merit and everyone is not getting the same pay increases based on their performance for the year and you're making that judgment call based on some of this productivity information as to whether or not what someone may get for a raise that year. EAP?

Eric said in the spirit of what we're talking about today there are ways to make improvements. In conversation over the past month it was asked of the staff does the Port have an Employee Assistance Program? And as it turns

out, the Commission does not have one. This was an item that I visited with Commissioner Bryant about. This has not discussed in the past. This is one that I asked her to place on the agenda because I would like to get some information again from the committee, and if it is something the Commission/committee would like to pursue, there's some work on our end that we would need to do to bring back some options to you all and what the parameters might be, what the cost might be of having a program administrated etc. That's my introduction to it. The evolution of it was we had an employee that had an issue and the question was is this something that they could go to our EAP about. Dannye said with regard to that employee and in reviewing the Federal Railroad Administration rules and CFR's, it's assumed that port authorities do in fact have the EAP Program. If you look at those regulations, if an individual has problems, then based upon those rules the guidance that you refer that person to in the EAP Program in reviewing those regulations (inaudible), we don't have them at all. We're not really in line with the FRA. Commissioner Bryant said I'm in favor of having an EAP program. Based on my experience, it's not that costly. A lot of it is because of your utilization rate. Sometimes you don't have—you don't have all of your employees using it during the year, but it is helpful for there is a place you can go when you have it. EAP, if you have a problem in marriage, if you have substance abuse problem, if you have a problem with your children. So if you have teenagers that are going through issues and you want to consult EAP, it helps with that, things that may not necessarily be covered under your health program but yet you still—your employees need assistance. For us we also use it when we have—sometimes we've had issues with our employees where we forced them to go to EAP. We have employees that we discipline and say you have anger issues and we're demanding that you go to these anger management courses and you have to show us that you went, and we coordinate it through the EAP program. You have confidentiality when they do it so. I'm not opposed to it. So I guess we look at what it costs us and get some quotes.

Commissioner Hall said I think because we're small the cost may be greater than larger groups, but I think it's well worth it. We had an occasion where somebody was referred. In light of what happened at the UPS place in San Francisco the day before, a lot of times an employee starts showing signs of issues—they go to the EAP. In our case we had an individual that had some serious mental health issues that ended up moving on, but it protects the people here because the unwinding starts a lot of times with little things like you say in the children, family etc. and a good supervisor spots it, refers them to the EAP. But there's dialogue back with EAP so that you have a way of monitoring it. I'm not saying in every case it's gonna stop some workplace violence situation, but it is an avenue for relief because a lot of times the supervisor's not qualified to deal with the personal problems that somebody runs into. So it gives you an avenue to save the good employee that may be very productive but is going through a rough time, but it also helps identify people that may be a danger to other people and I think that's today even more important than it was years ago.

Commissioner Austin said it's also a good defense. They have sexual harassment training.

Commissioner Watkins said there's a lot of different programs out there too and it can be based on just per usage and very little fees up front. I bet if you got the word out and take RFP's on it you'll have a lot of different good companies that can come back with good programs.

Eric said with the committee's blessing, our human resources team will do some exhaustive work on this so that we can come back with some solid recommendations and then see where the Commission is from that point. Commissioner Bryant called for the next item.

Eric said with regard to organizational structure, earlier this year we had reported back to the Commission with regard to recommendations regarding organizational structure. This was based on conversations held at the latter part of last year. Some events have occurred that are good things in our operations, mainly and at the top of the list was the landing of Nucor Steel as one of our main customers and just the incredible amount of operational activity that has been brought to our general cargo operations and not only in terms of activity at the dock, but



also the labor component required of that. All the while we have been in search of our sixth operator. We are a six-person operations team and we are down to five right now. We have narrowed our list of candidates to four at this time. It was five; one of them we have dropped off. So we're in the final stages of getting that sixth person and cannot wait to get that person on board. Given our level of activity and also giving the suggestions that were made at the meeting earlier this year with regard to additional hires in the engineering, the business development and, subsequent to that, other departments and given that we're headed towards a budget meeting in October, we'll start that work at the end of next month to begin preparing for that to be delivered to the Board in October. It's my recommendation at this time that we keep the organizational structure intact and allow me to bring to you a more comprehensive plan driven largely by what the budget will support with this increase in activity mainly from Nucor. I think one of the main concerns we have had is the ability for the Port to be self-sufficient and not rely on property tax or operations or general fund expenditures. I believe that with the increase in business, I believe the increase in activity from overall customers, I believe we'll be able to make the changes that we're talking about and support them financially as well. I just believe at this time, given that we're in the preliminary stages of the Nucor business, any major changes could be disruptive and put that activity in jeopardy and that's not what we want to do right now. With that said, there'll be some minor adjustments within the Operations department but nothing of a major sort that would affect us going forward in this interim period. Be glad to answer any questions or comments at this time.

Commissioner Hall said I have one question and it's something not related to that, but it's something that Capt. Murphy brought up a while ago, when we draw from to get people to come in and help as employees to fill in, do we get a certain level of competency? Eric said we do absolutely. We have performance measures that we spec and we demand that. Additionally we have specifications that we place on the agency itself mainly in the way of the bumbershoot insurance, our liability portion of longshoremen activity, not to mention the USL and H component as well. Commissioner Hall said I was just thinking an average guy you know would be more of a hindrance than a help if you don't have a certain standard of individuals showing up. So that's something that came into my mind. Eric said in the past we have used the temporary agencies as a conduit for potential hires and as it turns out this year, we had better luck—we initially searched for our sixth operational team member through the agency and it was a bust. We did it on our own and got exponentially better candidates than we did through the agency. But they serve a purpose because the days that we are working stevedoring, the railroad component is constant. It's daily for us and so if we can find that competent individual that can work inside a barge, it can free our engineer operators to go do that service. I want to emphasize the key to our operational success has also been the flexibility of management in the operations department. We have a six-member team, but we do have two key individuals there that when time calls, though it's not part of their daily function, which is an insurance and liability issue too, especially with Worker's Comp, they can be boots on the ground. When I say boots on the ground, I mean hard toe shoes boots on the ground working. And I'll just say that's the spirit that this whole Port staff has in doing whatever it takes, including myself and everybody in between. Commissioner Hall said thank you.

Commissioner Bryant said I will say in regards to our organizational structure if at this time you feel like your structure is where it needs to be to support the current operations and current needs, then that's fine. However, I would like to see some written communication to your--because you've identified some things that may have been issues and they need to know about those. Eric said okay, we can do that. Commissioner Watkins said this was going to be one of my comments is that we were pushed to look at the organizational structure for reasons and we were going to change the structure because we thought it was that important, and now we feel it's very important not to change them at all. But we had issues in 2012; we had them in 2015 and we had them in 2016. We keep the same organizational structure and if that's the way it needs to be, that's fine. But I would hope these same issues don't come back again later this year or early next year because you know we've taken some swings at it, and if we're not going to change anything, we better make sure it's right. Commissioner Bryant said that's why the communication is important because they need to know that you need to know what those issues are so that you

can know what you're dealing with and whether or not they are being addressed with the current organization structure. Eric said thank you. I have nothing further.

Hearing no further business to bring before the committee, Commissioner Bryant adjourned the meeting at approximately 4:16 p.m.

Commissioner Griggs said the Personnel Committee report of June 15, 2017 is also in your package. If there've been no changes, I move for approval. The motion was seconded by Commissioner Bryant. Commissioner Gregorio called for any discussion. All in favor say "Aye". Opposed? The motion passes.

YEAS: Commissioners: Sam N. Gregorio, Rick C. Prescott, Roy Griggs, Lynn Austin, Erica R. Bryant, James D. Hall, Capt. Thomas F. Murphy and Steve Watkins

NAYS: None

ABSENT: James L. Pannell

ABSTAINING: None

**PORT DIRECTOR'S REPORT:** Mr. England provided an overview of upcoming meetings and the MRC events.

Commissioner Gregorio asked if the budget meeting is October the 9th? Mr. England said yes. It's a Special Board meeting at 10:00 a.m. October 9<sup>th</sup>. Hearing no further business to bring before the committee, Commissioner Gregorio adjourned the meeting at approximately 4:38 p.m.

Respectfully submitted,

Commissioner Roy Griggs  
Secretary-Treasurer

**August 2017 Meeting Notices!!**

***Next Regularly Scheduled Meeting: Thursday, August 17, 2017, 4:30 p.m.***

Marketing and Operations Committee Meetings, Monday, August 7, 2017, 12 Noon  
Regional Commerce Center, 6000 Doug Attaway Blvd, Board Room, Shreveport, LA