

**PORT OF NEWPORT COMMISSION WORK SESSION**

Thursday April 11, 2024, Noon  
Administration Building  
600 SE Bay Blvd.  
Newport, OR 97365

*This will be a hybrid meeting, which means you can attend in-person, or you can view the livestream of this meeting on our website: <https://www.portofnewport.com/2024-04-11-commission-meetings-2024-april-11-2024-noon>*

*Anyone interested in making virtual public comment must complete the form on our website and submit it by 11:00 a.m. on Wednesday, April 10, 2024: <https://www.portofnewport.com/2024-04-11-commission-meetings-2024-april-11-2024-noon>*

**I. Call to Order**

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**III. Public Comment**

**IV. Adjournment**



## **ANNUAL GOAL SETTING**

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**DATE:** 04/11/2024  
**RE:** 2024-25 Commission Goal Setting  
**TO:** Board of Commissioners  
**ISSUED BY:** Paula J. Miranda, Executive Director

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### **INTRODUCTION**

The intent this year is to start the Strategic Plan update process at the end of the year. Because of that, the main intent of this Goal Setting is to focus on the Capital Improvement Plan update and perhaps have discussions on how to address funding, should grants received not be sufficient to get the project completed based on Port's priorities.

In the past the Port adopted values, mission & vision. I have included a copy for your information. Typically, it is recommended that they be evaluated every 5 years to make sure they still reflect the beliefs of the Port and the community. Again, during the update of the Strategic Plan, this will be an opportunity to evaluate values, mission & vision in accordance with the community input.

If any commissioner wishes to recommend any additions or changes to the items listed, we will be happy to make the changes. We already have the budget committee process completed, in which we discussed some of these items. During our final budget meeting, there will be additional opportunity to make changes based on discussions we may have during this meeting. It can be anything included on the Strategic Plan or something else the commissioner wishes to see achieved. It can also be provided directly to the Executive Director. Any changes provided by the commissioners will be included on the list and brought back for future approval. We will give a chance for the Board to discuss the items presented before prioritizing them.

I look forward for this process in creating measurable goals. I thank you in advance for your commitment to the Port and for helping prioritize so many things we currently strive to complete. I am sure as you evaluate our priorities you will do so with the Port's values, mission and vision in mind in order to help create a better community.

## STRATEGIC BUSINESS PLAN SUMMARY

These industries are summarized below, including market trends, constraints, and opportunities for growth.

### 1. COMMERCIAL FISHING

Consolidation in the commercial fishing industry is expected to continue in the next five years and beyond. Newport must seek to retain the existing fleet and processors, as well as attract additional entrants. This will require updating/improving the facilities that the sector requires, such as moorage space, offloading docks and equipment, gear storage, upland support services, processing facilities, and logistic facilities, among others.

Independent seafood buyers represent a growing industry in Newport, and one that increases the need for transient moorage space with vehicle access. Four companies are currently in operation, and more are interested. These buyers purchase fish off the boats and use the Port's hoists to unload from boats and load onto trucks. There is currently a lack of temporary moorage space and land alongside to accommodate them, and there is also a need for additional lift capacity.

### 2. MARINE RESEARCH AND EDUCATION

- a. Offshore Energy. *"The Port has continued to work with offshore wave energy as they look into the transportation of cables and other items from our terminal related to the OSU project. We had made some movement of cargo last year and we understand this year they may have as much as 120 of use of the terminal. Nothing is official, but we will continue to work with the fishermen to make sure there are no conflicts."*  
*"On the other hand, the Port continues to support the fishermen on any conflict that may arise from Offshore wind. However, we may not want to miss on any opportunity if this continues to move forward."*
- b. Aquaculture. *"We have been approached by a dulce seaweed producer. However, he wanted 10 dedicated acres. We introduced him to Rony's next to the terminal and they are now working together. There is also interest from Hatfield on developing oyster farms. We are still working on a possible location."*

### 3. TOURISM AND RECREATION

- a. Recreation Vehicle Camping  
Combined, these four parks saw the number of overnight guests grow from 364,000 in 2011 to 438,000 in 2017, an increase of more than 20 percent. *"The Annex continue seeing a degradation and we will need to address the problem sooner. We are in the middle of redesigning the Annex Park and should have something available to share soon. The challenge will be to find funds to build it, as those types of funds are not easily available through grants. We started applying our new 3-year plan to address long-term versus short-term in the next few months."*
- b. Recreational Boating  
Between 2014 and 2017, the number of boats grew to nearly 166,000. There was an increased especially in the number of registered boats longer than 20 feet. *We continue with ongoing repairs on the recreation marina and also working on the plan to add an additional lane to the boating ramp. Derelict boats continue to be a problem, but the State is stepping in and adding some funds to be administer by DSL. We are currently under*

*discussion with DSL to get rid of approximately 12 vessels. In general, we have been doing a better job in enforcing our regulations, which always makes it more challenging, as complaints arise during this time. We continue to work on addressing proper registration and conditions of the boats. We recently received some grants from Business Oregon to add a couple cleaning stations. One was just installed and the other will be installed towards the end of Spring or beginning of Summer. Our new parking regulations seems to be working better, although it still keeps our security busy.*

#### 4. MARINE CARGO

a. Breakbulk

Since the 1970s, most breakbulk cargo has been converted to containers. As a result of this shift, the breakbulk trade has become far more specialized, targeting certain high-volume commodities, such as logs, lumber, wood pulp, paper, fruit, lumber, and some steel products. West Coast foreign imports of breakbulk/neobulk cargo dropped by more than half between the peak year of 2004 and 2016. West Coast exports of breakbulks/neobulks are led by fruits and vegetables, pulp and paper, wood products, and rice. There is also a small amount of fish exported in breakbulk form. Exports of breakbulks/neobulks have grown substantially since 2000; however, volumes peaked from 2011 through 2013 and have dropped substantially since then.

**Challenges:** *“Lack of rail, deep water beyond -30’, infrastructure and general transportation continues to be a problem. We continue to work with possible projects related to wave energy. We hear they may have over 100 days of use this year.”*

b. Logs

Currently, Coos Bay and Astoria are the only ports in Oregon that handle log exports. A recent forecast projected that Pacific Northwest log exports are likely to grow slowly through 2035, assuming that Chinese demand continues to grow. The timber harvest in the Newport region is less than half of what it was during the mid-1960s but has seen growth since bottoming out in 1998. Lincoln County’s share of the regional harvest averaged 8.5 percent from 1962 to 2017. Log shippers have demonstrated interest in using the International Terminal to ship logs, and the Port should consider accommodating log shipments.

**Challenges:** *“We were the recipient of a \$3.4 million grant from the Ports Infrastructure Development Program (PIDP) from MARAD to address grading and log handling equipment for the operations at our 9 acres. We are currently working with MARAD on their requirement. It may be a year before we get the equipment.”*

c. Dry Bulk

For the most part, the dry bulk commodities that move in and out through West Coast ports are transported to or from inland point by rail or by barge, with smaller volumes moving directly into or out of plant or moving by truck. Because the Port is not served by rail or by river barge, the Port is unlikely to attract a substantial volume of most dry bulk cargo. Woodchips are a major dry bulk cargo handled by ports in the Pacific Northwest. The Georgia-Pacific (G-P) mill in Toledo may represent a potential market for receiving woodchips through the International Terminal. The G-P mill has been in operation for approximately 60 years, and at one time, it received woodchips by barge, but now receives woodchips only via truck and rail. The International Terminal may be able to attract some

of the G-P woodchips if the economics of the combination barge/truck move are competitive. The Port should consider approaching G-P to determine if this is feasible.

**Challenges:** “Dry bulk is challenging here because of the logistics and lack of rail. However, we will continue to search for opportunities. *We are continuing to work with the Port of San Diego and Port of Bellingham on a possible partnership for the M5 Corridor short sea opportunities*”

d. Liquid Bulk

**Challenges:** Newport does not have a large population base, and does not have industries that use or produce liquid bulks, the “*Our Port is unlikely to attract liquid bulk cargoes.*”

e. Containers

**Challenges:** Smaller ports face a number of issues attracting container trade due to trends toward larger ships in the trans-Pacific trade and the fact that port alliances control almost 90 percent of it. Because Newport lacks water depth, rail access, and a large population base, it is unlikely to play a significant role in West Coast container markets.

*“Unfortunately, as explained by consultants, it is very unlikely this Port will ever be home for large amounts of containers, as we were just not built for it. We don’t have enough real estate to accommodate containers and the lack of rail and deep draft is pretty much a non-starter for this type of cargo.”*

Local production represents the best cargo opportunity for the International Terminal. The two main production industries in Lincoln County are forest products and commercial fishing. The output volume of the commercial fishing industry is probably too small to support shipping via water but may be sufficient to attract service from small breakbulk freighters.

The forest products industry represents an opportunity for the Port. Newport may be able to attract logs to the International Terminal, either for loading onto ship for export, or loading onto oceangoing barges for transport to another port for export, such as Astoria, Coos Bay, or Longview. As noted above, log shippers have demonstrated interest in using the International Terminal to ship logs.

The ability of Newport to attract cargo from farther inland, such as the Willamette Valley, is limited by a number of factors, including:

- Competition from other ports whose hinterlands overlap those of Newport. For example, for points north of Albany, Portland is closer than Newport and offers multiple shipping terminals. Similarly, points south of Eugene are closer to Coos Bay than Newport.
- Insufficient volumes of non-containerized cargo. The overwhelming majority of international cargo shipped from the Willamette Valley is containerized, and the remaining non-containerized volume is likely not sufficient to attract vessel service. In addition, the state of Oregon is also studying the potential to locate an intermodal terminal in the Willamette Valley to handle containerized international export and import cargo.
- Water depth in the Yaquina Bay shipping channel limits the size of ships that can use the International Terminal. Because smaller ships are less efficient than larger ones, this increases the ocean shipping costs.

Because of these limitations, inland cargoes do not represent as strong an opportunity for the Port as do forest products.

*“As mentioned above, we have been working with the forest industry, which is the most likely opportunity we will have here in Newport to attract cargo business. Once we have the proper equipment, we will know how well this will fit into the terminal.”*

## 5. OTHER MARKETS AND INDUSTRY OPPORTUNITIES

### a. Rogue

- i. There are approximately 500 feet of dock in front of the brewery that could be used for transient moorage.
- ii. Potential opportunities that Rogue is considering include producing dulce and/or salt – some is used to produce gose, a fermented beer.

*We are continuing to look for opportunities to rebuild the dock near Rogue, but ran into problems finding funding opportunities.*

*We are starting on the repair of the seawall this week. Meanwhile, Rogue has continued to invest in their operations growing the business here in Newport. They are waiting for our seawall to be completed, so they can address their wastewater processing situation. They are currently partnering with Cabrian on building a wastewater processing plant (tanks).*

### b. Cruise Ships

- i. Newport could attract cruise ships as a port of call during repositioning trips. The Alaska cruise market is based in Vancouver, BC, and in Seattle, Washington. At the beginning and the end of the Alaska cruise season, each vessel must be repositioned (moved) from or to its winter homeport, and these repositioning cruises present an opportunity for coastal ports such as Newport. Air draft under the Highway 101 bridge is a more important limitation. Most of the large cruise ships that operate in the Alaska market cannot pass under the bridge. Several smaller ships operate in that market, however, and they may present an opportunity for Newport. In order to explore this opportunity, the Port and the community should make contact with the industry group, Cruise the West, as well as with cruise directors from lines that operate small vessels.

*“The Port has made some contacts and evaluation of cruise opportunities. As stated on the Strategic Business Plan, the bridge clearance is the biggest challenge. For instance, most cruise ships that call on Astoria are over 184’, the Newport bridge has a clearance of 133’.*

*I made contact with American Cruise Lines during the PNWA conference as they provide services with small vessels. Unfortunately, most of their vessels serve the river. They are not ready to come to the Coast. We will continue to look at small cruise opportunities in the future. Because of COVID, we have not pursue this opportunity since it was last discussed.”*

## MANAGEMENT PLAN

**Goal 1: Develop a management plan that enables Port Commissioners and staff to achieve the Port's mission and prioritize economic development opportunities within the District.**

**Policy 1.1:** Prioritize projects and identify target businesses and potential partnership opportunities with public and private entities that will leverage Port resources.

- a. Strategy 1.1.1: Annually review and update the capital facilities plan and develop a list of priority projects in conjunction with the budget development process. Strategy 1.1.2: Pursue partnership opportunities with private businesses to develop industrial/commercial facilities that meet market demand and provide greater economic development opportunities within the District.
- b. Strategy 1.1.3: Integrate the strategic business plan as a planning tool and review its key projects and policies annually in conjunction with budget meetings.
- c. Strategy 1.1.4: Expand the Port's portfolio by targeting and pursuing new industries identified in the market analysis, such as seaweed and oyster cultivation, log exports, and attracting small cruise ships as a port of call.
- d. Strategy 1.1.5: Incorporate the strategic business plan into the Port Commission's decision making to ensure continued alignment with the Port's mission and commitments to its funding partners, other agencies, its stakeholders, and the Port district.

*Status: "We have continued to evaluate our capital facilities during our budget on an annual basis. We have also updated our capital Improvement Plan on an annual basis to reflect our latest improvements completed and our future improvements needed. We have consistently been engaged with regional partners, associations and in regular discussions with funding partners to make sure our needs are in sync with those needs of the community. Our plan is to start the Strategic Plan Update process towards the end of the year."*

**Policy 1.2:** Maintain and optimize marine assets.

- a. Strategy 1.2.1: Develop a set of metrics to evaluate projects and properties, including underutilized and vacant properties.
- b. Strategy 1.2.2: Lease marine facilities, but do not sell marine assets.
- c. Strategy 1.2.3: Develop a mitigation plan to address impacts of capital projects and streamline future permitting.
- d. Strategy 1.2.4: Develop an International Terminal Plan to study a mix of uses and opportunities, required transportation improvements, and the maximization of terminal space at the International Terminal.
- e. Strategy 1.2.5: Develop a North Commercial area plan to develop and evaluate solutions to address service, infrastructure, capacity, and long-term financial sustainability issues.
- f. Strategy 1.2.6: Develop additional business unit plans for Newport International Terminal, NOAA, and South Beach
- g. Strategy 1.2.7: Adhere to and periodically update the Ports strategic business plan to determine priorities and provide for long-term efficiency and financial sustainability.

*We are continuing to work on our plans to improve, create and replace several of our assets. Most of those efforts can be found on the annual budget or on the Capital Improvement Plan. Our port just like many other ports have a lot of aging assets in need of replacement and that*

*poses a big challenge when we are so dependent on grant funding. It is important to have plans in order to ask for infrastructure funding. Our goal is to complete all necessary plans, so we don't lose opportunities during this major cycle of infrastructure funding.*

*Port Strategic Business Plans are typically updated every 5 years. We are planning on starting an update process this Fall.*

**Policy 1.3:** Port Commission members and staff will participate in inter-governmental forums related to target industry development.

- a. Strategy 1.3.1: Sustain and leverage current partnerships for inter-governmental coordination needed to develop projects, even if the Port is not the lead agency.
- b. Strategy 1.3.2: Maintain focus on the Port's vision, mission, and target industries in the pursuit of partnership opportunities.
- c. Policy 1.4: Maintain Port operations and pursuit of market opportunities through staff and management changes.
- d. Strategy 1.4.1: Develop a staffing strategy and succession plan to account for employee turnover and future employment needs.

*Status: "The Port is currently a member of several boards within the Port District that target industries and opportunities to the area (i.e.: YBEF (Port GM is the current President), City of Newport Vision 2040, Economic Development Alliance of Lincoln County, Chamber, Oregon Coast Aquarium).*

*We have been working and have made improvements to our policies and ongoing issues with employee turnover and will continue addressing issues that arises in order to address such changes. We have been providing good training and increase our pay and benefits and promoting within, as we see it fit. I will need to develop a succession plan for our Director of Finance who will be retiring within the next couple years."*

## **Goal 2. Enhance the existing ability of the Port Commission and professional staff.**

**Policy 2.1:** The Port will provide appropriate training opportunities to enable ongoing professional development of Commissioners and staff.

- a. Strategy 2.1.1: Plan and budget for periodic training opportunities to allow Port Commissioners and staff to gain knowledge relevant to their positions, as well as existing protocols and policies.
- b. Strategy 2.1.2: Encourage Commissioner and staff participation in professional organizations (e.g., Pacific Northwest Waterways Association, Oregon Public Ports Association, Association of Pacific Ports, Special Districts Association of Oregon, and other entities).

*Status: "The Port has budgeted for training for Commissioners and staff on an annual basis. Those trainings include attending conferences, SDAO trainings and various other professional trainings needed for individual positions. We continuously encourage staff and commissioners to take appropriate trainings to better their skills. As mentioned above, we also have been promoting staff within the organization, as we see it fit."*



## ***FINANCIAL PLAN***

***Goal 1: Develop a financial plan that enhances the Port's long-term financial stability.***

***Policy 1.1: Develop a long-term cash flow model that projects the Port's anticipated financial performance in order to support and evaluate its strategic decisions.***

*Status: "A model has been researched and data input will allow us to develop a 5-year financial plan. As accurate forecasts of future "projects" are developed, we will be able to develop an accurate cash flow. As we wrap up long outstanding items there will be sufficient time to complete this task. The Port has recently completed implementation of a new financial system. This new system will help us on the forecasting of revenue/expenditure trends. This has eliminated the need for many separate spreadsheets and data extracts/imports. The model will provide the Port will cash flows based on existing historical data and known upcoming changes. Meanwhile, we started some forecasting on a spreadsheet that has helped us look into the future. We are still working on some glitches, but overall, the system is mostly working as it should."*

***Policy 1.2: Develop a finance manual that assists Port financial management.***

- a. ***Strategy 1.2.1: Establish a set of investment and borrowing guidelines that define the expected rate of return of capital projects with all costs and economic benefits considered. Review the financial implications of capital improvement projects, prior to approval.***
- b. ***Strategy 1.2.2: Continue set-aside of cash reserves to fund the match portion of future grants. It is likely that the proposed capital improvement plan will require grant funding.***
- c. ***Strategy 1.2.3: Continually seek opportunities to refinance portions of the Port's long-term debt.***
- d. ***Strategy 1.2.4: Continue efforts to streamline accounting processes including elimination of duplicative processes in the accounting office (integrate computer hardware and accounting software).***
- e. ***Strategy 1.2.5: Review salaries and benefits for Port personnel.***

*Status: "The Port has a beginning model of the investment plan, and will include this in the Fiscal policy handbook. The structure for capital reserves and proper accounting for financial reserves has been implemented. The Ports balance sheet identifies reserves as required by GASB, anyone can review the balance sheets to identify reserve amounts and accounts. As a maintenance project occur, that funds have been set aside for payment for a portion or all of the project will come the reserve account."*

*"The Port is currently setting aside funds related to parking for future use. With so many projects affecting cash flow, it is difficult to set aside funds."*

***Goal 2: Continue to improve and enhance the financial performance of each line of business.***

***Policy 2.1: Improve the financial performance of the Commercial Marina. The Port is considering \$18.7 million in capital improvements to the Commercial Marina. Efforts should be considered to improve its financial performance.***

- a. ***Strategy 2.1.1: Consider raising rates and/or reducing the rate discount for annual moorage at the Commercial Marina. Consider a moorage rate that increases progressively with boat length.***

- b. *Strategy 2.1.2: Expenses have grown very rapidly at the Commercial Marina. Consider ways to increase reimbursement for expenses by assessing the cost for provision of services.*
- c. *Strategy 2.1.3: Consider changing operations to improve net revenues, such as consolidating gear storage, in order to enable other lease activities.*
- d. *Strategy 2.1.4: Consider establishing a modest parking charge for tenants.*
- e. *Strategy 2.1.5: The accounting system at the Commercial Marina uses a different software system that is not fully integrated into the Port's accounting system. Consider integrating the systems in the near future.*

*Status: "The Port has been reviewing and progressively raising its rates to catch up with the cost of running the marina. We have also been evaluating all costs related to operations and services we provide to customers. We also made collections a priority. Since implementation, roughly 36 percent of Port customers were 90 days or more overdue, now that has dropped considerably. The new financial software will integrate all systems to create better efficiencies. The system has allowed the Port to track collections more closely. Each month letters go out to customers with a past due balance, reminding them of their obligation to pay the port, different letters are sent based on the number of days past due. Our financial department has done an excellent job in keeping track and following through in our collections. "*

*"The financial system has the potential to better determine the cost of different lines of Port business. This will allow the Port to evaluate prices as compared to costs. The new financial system will also allow automation, improving financial performance. The new financial system should allow for the entry of service tickets as the service occurs, for monthly inventory of lot storage to occur electronically and for the inventory of vessels to occur electronically increasing the financial performance of the Port."*

**Policy 2.2:** *Continue to enhance the financial performance of South Beach facilities. The Port is considering \$5.3 million in capital improvements at South Beach. Efforts should be considered to improve the financial performance to assure that net revenues are available to recapitalize the South Beach marina when required.*

- a. *Strategy 2.2.1: Consider ways to improve the rate of return on leases (OSU and Oregon Aquarium) that were very generous (\$1 per year).*
- b. *Strategy 2.2.2: Consider reducing discounts or finding other ways to increase revenues from moorage at South Beach. Consider a moorage rate that increases progressively with boat length and/or reducing discounts for annual moorage.*
- c. *Strategy 2.2.3: Consider increasing revenues by improving facilities at the R.V. Park Annex and Overflow lots; and consider providing higher end R.V. facilities as a part of development plans.*
- d. *Strategy 2.2.2: Expenses have grown very rapidly at the Recreational Marina. Consider ways to increase reimbursement for expenses by assessing the cost for provision of services.*

*Status: "Unfortunately, there is not much we can do on ongoing leases with OSU and the Aquarium. The focus of those leases were to bring opportunities to Newport and the Port did just that. The lease terms are long and until then we have to abide by the term of the leases. Meanwhile, we will just continue to work with those tenants as partners and mutual contributors to the community. We have to analyze how to decrease the annual discount on moorage without alienating customers and to charge a fee for utilities, while also increasing minimally the rates in the marina. The Recreational marina continues to be super busy during Summer months and now through the Fall when most of the park is sold out. Plans to invest on the RV Park will be included*

*in the coming budget, as we do believe those will contribute to revenue increases. We continue to adjust pricing at the RV park, reducing the discount for long-term tenants with a vessel and in a few years will have eliminated the long-term tenants that do not have a vessel. This will increase the overall revenue stream for the Port. Port staff is researching how occupancy can be increased during the winter months in the main RV park.*

*The end of the loan agreement with Rogue Brewery means the Port can once again increase prices annually based on the CPI.*

*We have renegotiated some maintenance requirements under the Marina Store, which will help the Port's financial requirements."*

**Policy 2.3:** *Seek ways to improve the financial performance of Newport International Terminal. The Port has invested \$26 million in capital improvements at the Terminal. The facility is in good condition and requires modest improvements (estimated at \$497,000) during the next five years.*

- a. Strategy 2.3.1: Consider ways to attract and retain cargo operations (logs, wood chips etc.) under a plan that produces sufficient net revenue for the Port.*
- b. Strategy 2.3.2: Consider ways to attract and retain uses for the 9-acre unimproved area toward the road (gear storage, other operations).*
- c. Strategy 2.3.3: Seek ways to supplement and enhance efforts underway at the Rondys property.*
- d. Strategy 2.3.4: Consider raising rates for moorage by commercial fishing boats.*
- e. Strategy 2.3.4: Consider ways to increase reimbursement for expenses by assessing the cost for provision of services.*

*Status: "We continue to entertain prospects from the forest industry, but need the proper equipment, which a grant has been recently received. These grant funds allow the Port to purchase much needed equipment, add fencing, and level the 9-Acre lot.*

*The Wave Energy Project is bringing much needed business to the terminal, with an expected 90-120 visits over the next fiscal year.*

*The Executive Director has spoken with industry executives who have shown interest in using the International Terminal, a tremendous amount of coordination, with fishermen and these executives. Follow up conversations are necessary, but nothing is set in stone."*

**Policy 2.4:** *Seek ways to assure the continued sound financial performance of the NOAA Facility. The lease for the facility is essentially a break-even enterprise.*

- a. Strategy 2.4.1: Review NOAA reserve calculations to ensure that operating revenues will cover long-term capital needs as well as short-term needs (dredging, repair, etc.).*

*Status: With the Refinancing of the Bonds, the NOAA facility is profitable, the additional revenues has been put aside for future use. We will soon start discussions with NOAA on the future of their lease. We are engaged in efforts with the City in bringing passenger flights to Newport. A recently prepared cash flow indicates there is adequate revenue for capital investments should NOAA stay in the facility.*

## ***ENVIRONMENTAL PLAN***

*The Port's goals include being environmentally responsible in the management of operations and facilities.*

*Sustainability is another of the Port's governing values - maintaining and expanding facilities while not compromising local resources and the natural environment. The following goal, policies, and strategies are proposed to assist the Port in maintaining its commitment to sound environmental stewardship.*

***Goal 1: Operate Port facilities consistent with established best management practices.***

***Policy 1.1: Establish green policies and best management practices to ensure compliance with current environmental regulations and balance economic development opportunities with regional sustainability.***

- b. Strategy 1.1.1: Work with local representatives to address environmental concerns and engage community input as needed for special projects.*
- c. Strategy 1.1.2: Share resources, funds, and opportunities with local and regional partners as appropriate to achieve common environmental goals and projects.*
- d. Strategy 1.1.3: Achieve "Clean Marina" and "Clean Shipyard" certifications from the OSMB.*
- e. Strategy 1.1.4: Develop a mitigation plan to address impacts of capital projects and streamline future permitting.*
- f. Strategy 1.1.5: Complete a risk assessment that forecasts the potential cost of negative environmental impacts and recommends risk mitigation and avoidance measures.*
- g. Strategy 1.1.6: Complete a comprehensive wetland mitigation strategy that identifies all wetlands on developable port property, as well as mitigation strategies (i.e., wetland enhancement, replacement, wetland bank) where avoidance is determined infeasible given site development programs.*

*Status: "The Port has always work well with members of the environmental agencies and environmental groups. There have been no major violations that the Port had to address. The Port of Newport South Beach Marina is currently a Certified Clean Marina. Unfortunately, that does not apply to the Commercial Marina, as there is no such certification. We do not have a shipyard; therefore the "Clean Shipyard" comment does not apply to our Port. We have been working in developing mitigation plans as needed to address capital projects. Some of those along with risk assessment will be include in the plan process for each project as we are looking to budget for this incoming year. We have discussed banking some mitigations with some of the agencies. Although that may seem possible with some of the State agencies, that doesn't seem to be the case with the federal agencies. We would like to create a more comprehensive plan for wetland mitigation. Unfortunately, that takes a bit of funding, and it is a bit harder to do without a project attached. Fortunately, the wetland at NIT did not need mitigating. The Port has also partnered with a couple net recyclers, who has been utilizing old nets that otherwise would've gone to the waste field."*

***Policy 1.2:*** Consider the potential impacts of natural disasters and climate change on Port operations and facilities.

- a. *Strategy 1.2.1:* Partner with local agencies, industries, and organizations to create a resiliency plan, studying impacts from potential earthquakes, tsunamis, and rising sea level to local facilities and businesses.

*Status: We are always working with our partners, including the City, County, State, NOAA, OSU and other stakeholders for potential disasters. The Port has partnered on the purchase of the emergency storage boxes housed at the Safe Haven Hill in the event of a tsunami. The Department of Land Conservation and Development just started on a review of the Yaquina Bay Management Plan, which we have been invited to be on the steering committee. We have worked with OSU on Cascadia Subduction Zone earthquake and tsunami preparedness. I am currently working with DLCD on the Lincoln County Resilience Steering Committee.”*

## **MARKETING PLAN**

*The following marketing goals and policies are intended to assist the Port in maintaining positive relationships with the community and its current users and tenants as the Port pursues economic development opportunities.*

**Goal 1: Market the Port District, its services, assets, opportunities, innovations, and communities in three focused areas: (1) promotion, protection, and expansion of existing Port tenants and users; (2) recruitment of international, national, and/or local industries to maximize use of Port facilities; and (3) exploration of tourism, recreation, research, and education opportunities.**

**Policy 1.1:** *Develop marketing materials that focus on the Port District and local community assets, resources, job opportunities, and land availability.*

- b. ***Strategy 1.1.1:** Work with Discover Newport to capture the rise in tourism by marketing local facilities and amenities to trades groups.*
- c. ***Strategy 1.1.2:** Partner with CWEDD and the Economic Development Alliance of Lincoln County to promote the distinct advantages of the region and its assets, opportunities, and synergies in marketing efforts.*
- d. ***Strategy 1.1.3:** Market directly to target industries and businesses that could locate in the Newport area and where demand exists.*
- e. ***Strategy 1.1.4:** Identify opportunities to market the Port nationally and internationally.*

*Status: “The Port has continued to work with Economic Development Alliance, the chamber and other partners to promote the region’s assets and opportunities. Now that COVID is behind us, we will need to revamp our marketing plan efforts.”*

**Goal 2: Build trust, transparency, and excitement within the local community.**

**Policy 2.1:** *Develop public relations strategies that highlight the history of the Port, build community excitement and pride around the future of the Port, and establish a reliable communication mechanism between Port staff and Commissioners and the community.*

- a. ***Strategy 2.1.1:** Host community events, such as barbeques, where the community can come and learn about the history of the Port and the projects that are underway or on the drawing board, and meet Port staff and Commissioners.*
- b. ***Strategy 2.1.2:** Partner with local businesses to give joint tours of research, education, and recreational facilities.*
- c. ***Strategy 2.1.3:** Establish a responsive single-point of contact, such as the marketing manager, for community inquiries, suggestions, or concerns.*

*Status: “We have continued working with Summit Communications on sharing our projects through Facebook, newspaper articles and newsletters.” We also have some listening sessions regarding the RV Park, South Beach Marina and the Public Fishing Pier. I’ve attended some radio programs and have represented the Port on Leadership Lincoln.”*

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CAPITAL IMPROVEMENT PLAN									
	<u>Capital Improvements</u>	<u>Cost Estimate</u>	<u>Original Timeline</u>	<u>Budget Year</u>	<u>Criteria</u>	<u>Rationale for group</u>	<u>Funding Source (Grant, Loan, OP Funds)</u>	<u>Current Status</u>	<u>Priority</u>
NIT	Planning project to identify a mix of uses/opportunities that will maximize use of the terminal and adjacent vacant port-owned properties, and increase net revenues to the Port. Project completion primarily by Port staff	Original: \$15,000 Current: \$30,000	2,019	Not Necessary at this time	1	This may or may not help improve the marketability of the site.	OP FUNDS, Potential Grant	We have been holding off on this, because we have already been working with a couple prospects and learn that we needed some equipment, which we recently obtained grants for it. We have also been working with the Wave Energy.	1
Mitigation Plan	Planning project to address mitigation needs of future capital projects and potential inventory of mitigation sites. Anticipated to be completed by Port staff in partnership with the Port of Toledo, Yaquina Bay users, NOAA, ODFW, and the USACE. Project completion primarily by Port staff	\$25,000	2019-2021	Not Necessary at this time	0	We are unable to bank for mitigations on a federal level. Therefore, mitigation plans should be done on a needed basis based on projects, but the Port should budget some amounts to cover for consultants.	OP FUNDS, Potential Grant	We have completed some small mitigation projects, as part of other projects. We looked at opportunities and discussed it with some of the permitting agencies. Until we have a permitted project it is hard to know what the mitigation needs are. It is very difficult to bank for mitigation. There may be some opportunities with the State, but not on a federal level. We recently learned that they are working on the federal level to possibly make that available. Meanwhile, we will continue to work on mitigation by projects.	As Needed
RV Park Annex Plan	Planning and conceptual design project to redesign and reconfigure the RV Park Annex	\$300,000	2019-21	2023-24	1	Does not affect high earners, but park is showing its age, major revenue could be lost.	Potential Grant Funds	This project is currently underway. We have hired a consultant who has initially evaluated the location. They are now working on initial design and costs estimate. We are currently waiting for a survey to be completed. We are under a \$90K contract, which is about 30% complete	Underway



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RV Annex Final Plans and Construction	Final plans, new RV Annex; New RV Annex construction	2620000	2019-2022	2024-26	1	Does not affect high earners, but park is showing its age, major revenue could be lost.	OP Funds/Grants	Once conceptual plans are completed we will better know how to proceed. The likelihood of receiving grant funds are minimal, so we will have to plan in utilizing general funds or loans to complete this project.	1
Port Dock 5 Interim Improvements	Interim improvements to replace pier and improve dock. Approach pier replacement; replace 6 pilings; replace rods, whalers, rub boards, bumpers and triangles (PD 5C); replace rods, bumpers, rub boards and 6 whalers (PD 5B); replace rods and rub boards (PD 5x); new power pedestals	\$3,500,000. There are about \$750K left of projects	2019-22	2021-24	1	There are still some projects left to complete, and they are crucial to the Port operations and should be finished as soon as practical.	OP FUNDS	Permitting repairs to PD5A, which will include rewiring of all PD5. Pedestals are on hand, awaiting permits to add the PD5A replacement to the project. The approach pier is completed. We are looking at installation of about 2 pilings, not 6. We have already replaced one of the two.	Underway
Port dock 7 Interim Improvements	Interim improvements prior to reconfiguration /replacement: Miscellaneous float and pile improvements	\$348,000. There are \$300K left to be completed.	2019-22	2022-23	1	Some of the repairs are crucial to keep PD7 in operations until replacement.	OP FUNDS	We applied for permits to drive 15 new pilings on Port Dock 7 E & F, install temporary new floats to bridge the gap until replacement of the entire Port Dock 7. The pilings were driven this winter under a \$185K contract; the remainder of the project is installation of temporary floats at PD7 E & F.	Underway



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Reconfiguration and Reconstruction of Marina	Complete reconstruction and reconfiguration of commercial marina, including Port Docks 3 and 7, Upland Improvements, Swede's Dock and Commercial Marina channel	Original Budget: \$14,75,000 New budget: \$30-35 million. Plus Channel \$8,000,000.	2019-24	2024-2025	1	PD7 is at end of life, high wage earners will move elsewhere, major economic impact to Port and community	Grant (s)/Op Fund	We are currently under contract with DOWL Engineers, and underway on planning and design and permitting for the redesign and replacement of Port Dock 7. We are about 9% into a \$1.1M contract for planning that includes sediment sampling. The sediment sampling and geotechnical sampling have been taken, awaiting labs on characterization and biological tests. Replacement of the Hoist Dock is included in this project as an add-alternate. Recent estimates came to \$34.5 Million. That takes into consideration possibility of finding mudstone during the sampling. That may come down substantially should not be the case. We have recently applied to USDOT RAISE Grant and ODOT ConnectOregon grant. We are also planning to apply to this year's PIDP.	Underway

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Fishing Pier Improvement	Identify replacement strategy and design new fishing pier	2900000	2022	2024-2027	4	Although we recognize the fishing pier has great value for the community, it does not improve the overall operations or revenues of the Port, it does not create jobs or impact the overall economy of the community. This project will provide greater value by combining it with the replacement of PD7 where it will support mitigation opportunity and possible use of grants.	Grants	This project is expected to be completed along PD7 reconstruction. We are currently under contract with DOWL Engineers and underway on planning for this project. We are about 9% into a \$1.1M engineering contract that includes sediment sampling and geotechnical characterization. Samples have been taken, and we are awaiting results. Army Corps Section 408 consultation has begun. Have been taking community input since March, 2023 on design criteria, held meeting with the public to get input. Sediment Sampling on this side of the project tentative for the end of January, beginning of February. Since we intent to use some of the fishing pier replacement for the Port Dock 7 mitigation, we are trying to include parts of this plan on the Port Dock 7 Plan.	4
Rogue Seawall Repair	Repair Rogue seawall based on Engineers Report	\$1,400,000. The actual cost will be around \$2.2 million	2019-21	2023-24	1	Major economic loss, Rogue brewery could move, causing large loss to community and revenue to the Port. Many come to community to visit Rogue.	\$1.14 Million Grant received	We received \$1.14 Million dollars from the State. Contractor has been selected and work is supposed to start on the week of March 18th.	Underway
Electric Work, Security Cameras Replacements and Upgrades (Safety and Security)	South Beach Marina electric load centers; ; consolidate and upgrade total security camera network port-wide.	\$683K for load Centers plus \$100K for security camera network	2019-2024	2021-24	3	These projects mostly affect the operations of the Port and the functionality of its assets. Because of that it is hard to obtain grants other than security cameras and lighting.	OP-Funds/Some grants	Load centers are completed. We will continue to make improvements and upgrading our security efforts on an annual basis utilizing SDAO grants.	Completed

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Electric Work, Fuel Tanks and Security Cameras Replacements and Upgrades (Safety and Security)	South Beach Marina electric load centers; South Beach fuel tank replacement; relocate/replace hoist dock electrical lines; consolidate and upgrade total security camera network port-wide.	\$2,560,000	2019-2024	2021-24	3	These projects mostly affect the operations of the Port and the functionality of its assets. Because of that it is hard to obtain grants other than security cameras and lighting.	OP-Funds/Some grants	Load centers are completed. We plan on including the fuel tank replacement and the hoist dock electrical lines to our 2022-23 budget. We have made the effort to install new cameras to our facilities every year through a grant program from SDAO. Anticipate replacing gates on the South Beach Docks, and transitioning to a proximity card locking system to begin in summer, 2023 and complete over the course of three years. Project is spread out to monitor the effectiveness of the new locks, and make changes as we learn more. We will continue to make improvements and upgrading our security efforts.	3
NIT Improvements	Grading of Port's 9-acre lot plus fencing of 3 acres	Original: \$153,000; Current: \$385,000	2019-2023	2024-2025	0	Additional Storage areas are needed at NIT for both cargo and fishing businesses. The grading work has been included on the grant we received from MARAD (PIDP).	OP Funds	This project was included on MARAD's PIDP grant. We are in the process of moving forward, currently working with MARAD on the NEPA process.	Underway
NIT Improvements	Asphalt lot west of shop, behind shop, and near the east entrance; asphalt nw corner of laydown area; mutually beneficial project, as required by development agreement with McLean Point developer. Removal of dredge material from Rondys property	Asphalt: \$234,000; mutually beneficial project: \$50,000. Plus removal of dredge Material \$200,000	2019-2023	2024-2025	0	We have completed some of the pavement behind and on the West side of the building, but we still have one area to be completed. We are still working with Rondys on the dredge material removal. We may be able to swap some sand for transportation of the material.	OP Funds	We completed the asphalt paving to the lot west of the shop. We still have additional paving to do. That may include working with Rondy's to upgrade the drain lines to their property. Fortunately, we will not need to mitigate the wetlands. We are still working with Rondy's on the mutually beneficial project. At this point the port has budgeted to remove the dredge sand from their property.	Underway

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Port Admin Building	Build a new building for administrative staff and commission meetings	\$2,400,000	N/A	2021-23	0	Although this was not originally included on the Strategic Business Plan, the project has been discussed and even planned in a couple occasions, because the need to replace a temporary building that is now almost 10 years old.	Loan/Op Funds	Unfortunately there were delays due to supply issues, but fortunately materials have been received and building was just completed. Staff has moved into the building on 05/05/23.	Completed
South Beach Marina Improvements	Repair to South Beach Marina Buildings		N/A	2021-22	0	These major maintenance items were never added to Strategic Business Plan	Op Funds	We have replaced siding and painted all restrooms and showers, Marina Store, Maintenance Shop, and are already under contract to paint the distillery and RV Park Office during summer, 2023. After painting is complete in summer, 2023, all buildings in the marina have been completed; the old building at the Rogue Brewery will be the next big siding/paint/roofing project.	Completed
South Beach Marina Storm Water	Emergency Storm Water Work	\$345,000	N/A	2020-2021	0	This was an emergency project that was completely unexpected.	Op Funds	We completed an emergency project to address the storm water issue at South Beach Marina. Unfortunately, new sinkholes have been forming due to other storm water issues, which may create additional costs.	Completed
343 SW Bay Blvd Removal	Emergency Building and Dock Removal	\$200,000	N/A	2021-23	0	The building was removed due to safety issues. We are hoping to remove the dock as a mitigation project.	Op Funds	Completed emergency removal of building atop the pier, and sold the property	Completed
North Commercial Oil Tank Removal	Emergency Commercial Oil Tank Removal and Upgrade	Tank: \$200000 Building \$86,000. We will most likely spend about \$45k with the tank only.	N/A	2021-23	0	Old Tank was removed due to leaking issue. We are researching on a replacement	Op Funds	We had an emergency removal of the Oil Tank/Bilge Collection at North Commercial. We foresee replacement of the tank; project may be combined with Port Dock 7 replacement depending on funding.	1

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South Beach Marina GFI Breaker Installation	The GFI Breakers have all been purchased, moving towards installation	\$115,000	N/A	2021-22	0	The supply chain has caused some issues, but project is currently underway.	OP Funds	As part of replacing the load centers on South Beach Marina, the Port decided to also replace the breakers in the power pedestals with GFI breakers. Project is	Completed
NIT Conditional Assessment	Conditional Assessment	\$230,000	N/A	2022-24	2	The Pilings at NIT RoRo dock needs assessment and most likely repair and/or treatment to extend their life.	Op Funds	Assessment has been completed. Now the Port is searching for a source of funds to do the proper repairs.	Completed
NIT Repair of RORO dock Pilings	Repair of RORO dock Pilings	\$687,000	N/A	2023-24	1	Assessment has been completed and some Pilings at NIT RoRo dock needs repairs and/or treatment to extend their life. Permit has been received.	45% Op Funds and 55% grant funds	We were notified that we did receive 55% of the funds through the Congressially Directed Spending FY 24. Engineers are working up bid documents to be released this spring. We intend to start construction in November and be complete by the end of January, 2025.	1
South Beach Marina Outfall Sleaving	Repair/Maintenance of two outfalls at South Beach Marina	1 x \$230,000; 1 x \$500,000	N/A	2024-25	3	The outfalls at the marina needs to be addressed to avoid future issues (sinking), as it recently happen with another one.	Op Funds	Some work has been completed last year. Unfortunately, more sinkholes have showed up. We are assessing the issues and working on the outfalls before it becomes bigger a problem.	1
South Beach Buildings (previous fruit processing facility)	Demolishing, rebuilding, new roofs, new siding	\$300,000	N/A	2022-23	2	South Beach buildings were in pretty bad shape. We renovated parts of it and leased two of the buildings. We still need to demolish the unhabitable building and instead build a smaller building to house all the power to the property.	Op Funds	Two buildings are leased. We still need to demolish the unhabitable building and instead build a smaller building to house all the power to the property.	2

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CM and NIT Forklift Replacement	2 Forklifts has passed it's replacement cycle based on hours used.	\$128,000	N/A	2022-23	1	We deferred purchase of a new lift for 2 years; our forklifts in the Marina are heavily used and they must be reliable to keep the hoist dock working. We are well over the 6,000 limit for replacement on two forklifts	Op Funds/Grants	Purchased in FY 2022-23, received new forklift on 09MAY 2023. The Port received a grant from Business Oregon that allowed us to order an additional \$128K fork lift that will mainly reside at the Terminal.	Completed
CM Shop Expansion	Expand shop at Commercial Office	\$30,000	N/A	2022-23	3	Need office space for Harbormaster, no confidential conversations can be held with current configuration.	Op Funds	Commercial Marina shop is not configured to be a service location, and also lacks adequate space for personnel. Project has been deferred in favor of dock work in years past.	3
Dredge Swedes Dock	Dredge Swedes Dock	\$150,000	N/A	2023-25	3	It hasn't been dredged in over 33 years and it is starting to show.	Op Funds	May potentially combine this project with PD7 replacement, we may also benefit from Corps Section 107 project, which is yet to be determined.	4
CM HOIST Dock Fenders	Replace Hoist Dock Fenders	\$35,000. Latest estimate \$40k	N/A	2024-25	3		Op Funds	Fender pilings are increasingly in poor condition. May combine with PD7 replacement project.	3
CM PD 3 Access Power and Water	Remove PD 3 Power and Water Access from Neighboring Property	\$250,000	N/A	2025-27	3	Current Power and Water is attached to the neighboring building. We don't know the condition of the pilings.	Op Funds	To be completed when Port Dock 5 is rewired.	4
SB HVAC system	Replace HVAC System at SB Shop	\$15,000	N/A	2024-25	3	HVAC systems are old and soon in need of repair	Op Funds		4
SB End ties A-E docks	Replace Rods and Whalers at end ties A-E in SB Docks	\$100,000	N/A	2022-25	3	The end ties are the largest single berths in South Beach. They "re used for the bigger vessels that use the marina, and are in need of rods and whalers to stay in operation	Op Funds	Completed B Dock. A, C, D, and E will be completed over the next two years.	Underway

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CM Swedes Dock 12-14 Pilings	Replace pilings at Swedes Dock	\$215,000	N/A	2024-24	1	The Dock is at the end of its service life and in need of replacement	Op Funds	Emergency piling replacement was completed during winter 2021-22. Other piling replacement, removal of boathouse, and dock replacement will take place alongside progression of PD7 replacement.	Underway
SB Asphalt Overlay	Asphalt Overlay at SB	Original Estimate: \$100,000. Current: \$200K	N/A	2023-24	3	The asphalt in the area where Seafood & Wine is held along with other festivals has been patched again and again due to the impact of tent stakes and concrete curbing. It needs to be repaved.	Op Funds		3
Rogue Gutter and Siding Replacement	Replace Gutters and siding at one wall at Rogue Building	Gutters: \$100k, Siding:	N/A	2022-24	1	There are currently holes in the eaves on the building. These need to be repaired to prevent impacts to the walls.	Op Funds	Received limited funding from insurance for flashing repair; siding will also need replaced on west end of building.	1
SB Expo Center	Plan	\$30,000	N/A	2022-23	2	Facility to enhance the recreational theme of South Beach and add attractions for tourists. Would bolster hotel business and tourism in the region.	Op Fund/Grants	This project has been put on hold due to other projects priority. We will continue to evaluate opportunities to revisit this project.	2
SB Forklift replacement	Purchase New Forklift for SB	\$40,000	N/A	2024-25	3	Current forklift is reaching the top end of operating hours		To be purchased 2024-25	2
Fillet Tables		\$130,000	N/A	2022-23	3	Tables are over crowded and we need to add capacity	Op Funds/Grants	We recently received a grant from Business Oregon for about \$47K out of \$175K to be used for the fillet tables. One table is completed and the other should be completed by end of Spring/early Summer.	1
NIT Crane replacement	Crane is at max capacity, in order to handle cargo or other heavy loads will have to be replace	Original Estimate: \$700,000 Final Purchase Price: \$581,345	N/A	2022-23	1	This is new potential revenue to Port, but could also affect high income earners should Crane fail	Loan/Op Funds	We just purchased a new crane with funds from a Business Oregon Loan. The old crane is going to be sold. We are currently waiting for reimbursement funds from Business Oregon	Underway



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North Commercial Cranes Replacement		\$160,000. Latest estimate \$180K	N/A	2024-26	3	We need to consider replacing North Commercial cranes within the next 2-3 years	Op Funds	Crane service could be achieved with a carry-deck crane, but would require an indoor storage and upgrade of Hoist Dock. Could be completed with rebuild of Hoist Dock.	4
Port vehicles	Replace aging vehicles with high mileage all throughout the Port	\$100,000	N/A	2022-24	3	Vehicle breakdowns could cause Operational issues	Op Funds	Two vehicles has been replaced. We have also put a request with Business Oregon who is working on a joint ODOT Carbon Reduction Program/New Equipment and have added a couple more vehicles.	3
NIT Equipment plus Building	Purchase Terminal Equipment and Storage Building	\$4,305,125	N/A	2022-23	1	In order to establish future cargo operations, the Port should consider obtaining some equipment and a building to house such equipment. We should consider applying for future MARAD grants.	Op Funds/MARAD	We received 80% grant from MARAD's PIDP, which includes two loaders, grading of the 9 acres with 3 acres fencing. We are currently in the middle of their NEPA process. We did not include the Storage Building. Eventually we would like to still build one.	2
NOAA Dredging	Dredge NOAA's Berth	\$1,099,000	N/A	2022-23	1	We have an obligation to dredge NOAA. We have skipped this year, but will be required to dredge in the following year.	Op Funds	Dredging was completed outside in-water work at about \$1.1 million.	Completed
NIT dredging	Dredge NIT's Berth	\$1,200,000	2022-23	2024-25	1	NIT will need to be dredged within the next 1-2 years.	Op Funds	We have postpone dredging of NIT due to lack of permit and funding. We currently all necessary permits. We are hoping to get it dredge within the next couple of years.	1
South Beach Marina Dredging	Dredge South Beach Marina	\$1,500,000 - \$2,000,000	2022-24	2024-25	1	South Beach Marina will need to be dredged within the next 1-2 years, depending on funding. Permits have been received.	Op Funds/OSMB	We spoke to Rep. Val Hoyle and the request will be included on FY 25 Congressionally Directed Spending.	1



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South Beach Operations	Expand shop at SB	\$30,000	N/A	2023-24	3	Need office space for Harbormaster, no confidential conversations can be held with current configuration.	OP Funds	We are still evaluating the need versus priority	4
South Beach Marina Service Dock near the Rogue Seawall needs repairs	The current dock is not useable	\$500,000	N/A	2022-23	1	The South Beach Marina service dock needs some major repairs. We spoke to the Oregon State Marine Board, but they are unlikely to fund this project, unless the majority of the dock is to service transient boats, which it is not the case here. We were hoping to complete this work in parallel with the Rogue Seawall Repairs, but funds have not been available.	Op Funds	We have been looking for funding sources, but at one point we may need to use port funds if necessary. This project will generate income, which could pay for the construction. A 60' portion of this floating dock is considered public access mitigation for the NOAA Facility construction, but the rest of the 500' dock is the Port's do manage as necessary.	1
CM Hoist Reconfiguration	Reconfigure Hoist Dock and Move CM Building with Loading Dock plus small mobile crane	\$4,000,000	N/A	2024-27	1	A reconfiguration of the hoist dock would eventually make more sense for overall operations	Op Funds/Grants	Best overall option for longevity and improved usage; pending funding.	4
Replace Equipments	Replace worn equipments throughout the Port	Tugboat Haul Out \$25,000; Trash Compactors CM: \$37,000, SB: \$37,000	NA	2023-24	3	These are aging or worn out equipment that need replacement	Op Funds	SB side-by-side was purchased during FY 2022-23. Dumpsters were replaced in FY 2022-23. Tugboat Haulout will be more expensive, and compactors are critical to be replaced no later than 2023-24.	4
SB New Building	Build or rebuild new building for Tenant if opportunity arises	\$ 1,000,000.00	N/A	2023-26		We don't have any buildings available in SB or at the Port for that matter. Should an opportunity to lease a building to customer, we should consider building a new one.	Loan/Op Funds	We don't currently have a prospect tenant, but we had some in the past. A new building will only be considered if we have an interested party.	4
NEW PROJECTS ADDED SINCE FY 2023-24									

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NIT	IT Hardware	100,000	NA	2024-25		Upgrade WIFI to meet modern day standards. This includes underground work and fiber installation.	Op Funds	Budgeted	
SB	Traffic Lane Launch	\$225,000		2024-25		Marina users have complained about how busy one lane traffic heading into launch is. Adding another lane would help the congestion on busy days.	Op Funds	This project may be done in conjunction with the RV Annex rebuild.	
CM	Hoist Dock Electrical Rewire	\$30,000		2023-24		Wiring for Hoist dock that falls below water during some high tides needs to be elevated.	Op Funds	Budgeted	
CM	Fence for CM and Storage Lot	\$160,000		2024-24		Commercial Marina had a lot of problems with security. A fence would screen access to certain storage areas.	Homeland Security Grant?	Budgeted	
CM	Replace Water Line	\$250,000		2024-25		the waterline broke this past year, this can be done at the same time we add the fiber optic cable, so the cost should be reduced.	Op Funds	Budgeted	
CM	Truck Replacement	\$65,000		2024-25		Current truck has low mileage, but many issues	Op Funds	Budgeted	
SB	Design work for Dock Replacement	\$100,000		2024-25		There is a lot of wear and tear and SB docks badly needs upgrading.	Op Funds/grants?	Budgeted	
SB	Restrooms and Showers Design	\$100,000		2024-25		SB restrooms are in really bad need of major overall.	Op Funds/grants?		
SB	Restrooms and Showers Remodel	\$1,000,000		2025-26		SB restrooms are in really bad need of major overall.	Op Funds/grants?		
ADMIN	Move to a new web domain (.GOV)	\$50,000		2023-2025		This will help with our computer security	Grants	A grant has been applied for. If we get it, we can start the work according to the grant schedule.	

## PORT VALUES, VISION, AND MISSION

The Port's values, vision, and mission were updated as part of the process of developing the strategic business plan.

The following articulate the Port's current values, vision, and mission statements.

### Values Statement

Values are the Port's most deeply held beliefs and help us determine our highest priorities. They are the foundation on which we as Port Commissioners and as staff conduct ourselves and work. They serve as our guiding principles – the motivation for our goals, strategies, and actions to accomplish our mission. They clarify who we are as the Port of Newport, articulate what we stand for, and express what we deem to be acceptable standards for how the Port of Newport treats users, customers, partners, and our own team members.

The Port identifies the following governing values:

***Leadership.*** The Port of Newport proudly accepts responsibility as the leader, on behalf of the citizens of the Port District, to actively pursue economic progress and make decisions that are in the best interests of current and future users of the Port. This means building and maintaining an economically diverse and thriving Port that is resourceful in how we weather changing conditions and circumstances.

***Service.*** Our business is to serve the public – the commercial and recreational fishing fleets, the marine and tourist industries, our current lessees, potential new business partners, and the citizens of the Port District. We are professionals who provide the highest quality service.

***Collaboration.*** We pursue and invest our time in building partnerships within our community, including the private sector while maintaining strong ties to local, state and federal government agencies. We believe successes in our community result when public agencies and citizens work together with determination toward a common goal in a spirit of mutual respect and cooperation. At the core of these successes will be a deep commitment to maintaining high levels of communications with all stakeholders.

***Accountability.*** The Port must be a careful steward of public resources. Managing our assets responsibly, investing wisely in new infrastructure, administering budgets efficiently, and capitalizing on external sources of financial support are all integral to accomplishing our mission. The Port is committed to conducting our work with the highest degree of integrity, professionalism and transparency.

***Sustainability.*** The Port is committed to managing our business operations as well as our human and physical assets in a manner that meets our current needs while ensuring we do not compromise the needs of future generations. We protect and enhance the natural environment wherever possible and seek to invest the funds entrusted to us wisely, prudently and ethically. We are responsible neighbors and community members who treat our employees fairly and with

respect. Our work is conducted with the goal of helping nurture a healthy estuary that is at the foundation of our working waterfront.

***Optimism.*** We are deeply committed to the execution of our mission and in our ability to be resilient and seize opportunities. We pursue our vision through steadfastness of purpose, awareness of our core values, and a persistent focus on positive relationships.

## **Vision Statement**

The idea behind a vision statement is to express, more or less in future tense, what we want the Port (and Newport) to be at some future point. Because a mission statement and the strategic business plan itself are typically 5-year efforts, the vision statement looks a little farther (10 or 20 years) into the future. Our vision expresses what we want to see, and what we believe we can accomplish if we stretch our capabilities and aim for the vision.

The Port's current vision statement emphasizes its leading roles in commerce, recreation, and research.

*The Port of Newport will serve as the foremost Oregon coast port for the commercial fishing, recreational fishing and tourism, and marine research support. We will fully utilize the international terminal with fishing, waterborne commerce, and other uses. We will continue to protect and enhance the beauty and integrity of the natural environment, which is at the foundation of our working waterfront community.*

## **Mission Statement**

A mission statement defines the Port's purpose - what we do and why we do it. The intention of a mission statement is to give the Port's public, its customers (and ourselves) a succinct awareness of that purpose.

This is the Port's current mission statement:

*Provide and professionally manage waterfront facilities and services in collaboration with our community with the express purpose of retaining and creating business opportunities and increasing economic development for the Port and the community.*