



2017 PORT OF NEWPORT COMMISSION GOAL SETTING

Including Mission, Vision and Organization Values



ADOPTED FEBRUARY 28, 2017
PORT OF NEWPORT
600 SE Bay Blvd., Newport, OR 97365

Mission, Vision and Governing Values

A. Mission Statement

Build and maintain waterfront facilities, and promote projects and programs in cooperation with other community organizations and businesses that will retain and create new jobs and increase community economic development.

B. Vision Statement

The Port of Newport will serve as the premier Oregon coast port for the commercial fishing fleets, for recreational fishing and tourism, and for ocean observation and marine research support. We will be one of the top two Oregon coast ports for waterborne commerce while protecting and enhancing the beauty and integrity of the natural environment which is the foundation of our working waterfront community.

C. Governing Values

- 1) **Leadership.** The Port of Newport accepts **responsibility** for taking the lead role on behalf of the citizens of the Port District in actively pursuing **economic progress**, which we believe means building and maintaining an economically diverse and thriving community that is resilient in its ability to respond positively to changing conditions and circumstances.
- 2) **Service.** Our business is public service – to the commercial and recreational fishing fleets, to the tourist and marine industries, to our lessees and visitors, and to the citizens of the Port District. Our intent is to strive constantly for **quality** in all the services we provide.
- 3) **Collaboration.** We pursue and maintain mutually supportive partnerships with our neighbors, including the private sector and local, state and federal government agencies. In the Port's experience, the greater Newport community owes a significant part of its success to the foundational belief of governments and citizens alike to work with determination toward common goals in a spirit of mutual respect and cooperation.
- 4) **Accountability.** The Port serves as a steward of public resources. We manage our properties in a responsible manner, and support our personnel – our human resources – through regular feedback and evaluations designed to improve competence and performance.
- 5) **Sustainability.** The Port recognizes that we must manage the resources of the built environment and the natural environment in a manner that does not compromise the ability of future generations to meet their needs. To that end, we will maintain our capital facilities in working order, we will manage the funds entrusted to us wisely, prudently and ethically, and we will maintain policies that guide us in helping nurture a healthy estuary that is the foundation of our working waterfront.
- 6) **Optimism.** We have confidence in the importance of our mission, and in our ability to overcome obstacles, seize opportunities, and pursue our vision through steadfastness of purpose, awareness of our core values, and persistent focus on achievement.

2017 Port of Newport Goal Setting Summary

1. Fund the International Terminal Shipping Facility

This includes completing the financing for the ITSF project as well as developing markets for the facility when complete.

2. Marketing and Public Relations

This includes updating the website, along with improving marketing through Facebook and Yelp!

3. Review Port Agreements

This includes reviewing Moorage License agreements for all facilities for completeness, strengthen enforceability of moorage and storage agreements and reviewing agreements for environmental policy.

4. Financial Strength

This includes better defining of profit centers, reviewing contracted services for best value, determining how much Port is making/losing in a given area, and identifying strengths and liabilities.

5. Review Capital Plan & Priorities

In particular, moving the repair of the Rogue sea wall up on the priority list.

6. Port of Newport Administrative Office

This includes exploring options for building a new structure and looking at South Beach Annex as a potential location.

7. Store Out of Date Gear to Make Room for Gear in Use

This includes looking at both the International Terminal and the North Commercial lot for out of date gear or unusable materials.

8. Security Cameras

This includes installing additional cameras in the South Beach parking lot and Multi-Use areas.

9. Convene Commercial Fishing Users Group Committee

Start meetings for the newly established advisory committee.

10. Annex Revamp

This includes looking at the cost and feasibility of updating the Annex or using it for another purpose, perhaps as a location for the Port office.

11. Rate Survey for Services and Equipment

This includes looking at fees at the International Terminal and Commercial Marina, considering public facility vs. private rental fees, making sure we are charging appropriately and for all areas where charges would be applicable.

12. Emergency Response Plans

This includes reviewing and/or establishing emergency response plans for major events and determining responsibilities for the Port and Port Lessees.

13. Increase Communication with TCB

This includes providing the Commission with reports on safety related issues via daily reports, a monthly summary of TCB activities, and perhaps a Commission liaison with TCB.

14. Property Donations to the Port of Newport

This includes exploring the feasibility of soliciting and accepting property donations.

15. Review Facilities to Make Self-sustaining

This includes determining what it would take for each facility to break even on income/expenses.

16. Partner with Other Agencies

This includes looking at options for partnering with the City of Newport and/or others for training, maintenance and work sharing.

17. Continue Exploring a Landing Fee

This includes evaluating who and in what amount a landing fee may be assessed at the Commercial Hoist Dock.

18. Annual Training for Commission

Training to consider may include ethics, public records, SDAO.

19. Develop Criteria for Future Use of Remaining Port Property

This includes all remaining undeveloped parcels or re-vamp options.

20. Guidelines for Hoist Usage

This may include an on/off control allowing for PIN #s or key cards, posting “best practices” guidelines, and hoist safety training.

21. Contract Out Services

Services to consider may include cleaning and/or NCom forklift.

22. Succession Planning

This includes looking at future personnel needs at all facilities.

23. Monthly Reporting to Commission of RV Park Customer Feedback

24. Consider & Cost Out Equipment Operation to lease out to Private Operator

25. Schedule Quarterly Meetings with Individual Commissioners and Operations to go over Port Overall Perspective from their POV

26. Set aside \$50K-\$100K at end of fiscal year for SB Projects

27. Consider GO bond to fund all Ncom repairs & dredging (2 - 5 year) and run by Users Group

28. Deepen Triangle/Prism for NOAA Dredging

29. **Ordinance Review Group with TCB & Commission**
30. **NCom inventory completed by Port Personnel to free up TCB to Focus on Safety Issues**
31. **Cross Training of All Jobs at the Port**
32. **Move NOAA MOC-P Port Supervisor into an Office Inside the NOAA Building**
33. **Maximize Insurance Discounts**
34. **SB Dock Replacement/Refurbishment Every 1 - 2 years**
35. **Evaluate Port Potential Liability re: Charter Boats, etc/Addl insured Port of Newport**
36. **Better Boat/RV Inventory, Inventory Management Program**
37. **Equipment and Facility Damage Recoupment Policy**
38. **SB Vision Part of 2017 Goal Setting as a Separate Category**
39. **Marine Science Community Growth Outreach**
This would include non-professional community involvement
40. **Rewrite Mission and Vision Statement**
41. **Update Strategic Business Plan**
42. **2 - 5 years - Bring new Revenue Producing Interest - Out of the Box**
43. **Utilize the YFP Property by Renting Space to Fishermen**
44. **Identify all Dredging Needs for the Port**
45. **NIT - Have Rates Equal for All Users**

Port of Newport Commission Goals for 2017
 Goal Matrix by Oregon Administrative Rule for Port Strategic Business Plans
 Adopted Feb. 28, 2017

Overall Rank	GOAL	FINANCIAL	CAPITAL & MAINTENANCE	MANAGEMENT	ENVIRONMENTAL	MARKETING
1	Fund ITSF	1				
2	Marketing & Public Relations					1
3	Review MLAs and Agreements			1		
4	Financial Strength	2				
5	Review Capital Priorities/Rogue Sea Wall		1			
6	Port of Newport Office			2		
7	Store out of date gear/make room for gear in use			3		
8	Security Cameras			4		
9	Convene Commercial Users Group			5		
10	Rate Survey for Services & Equipment	3		6		
11	Annex Revamp		2			
12	Emergency Response Plans			7	1	
13	Increase Communication with TCB			8		
14	Property Donations to the Port	4				
15	Review Facilities to make Self-sustaining		3			
16	Partner with other Agencies			9		2
17	Continue Exploring a Landing Fee	5				
18	Annual Training for Commission			10		
19	Criteria for Future Use of Port Property		4			3
20	Guidelines for Hoist Usage			11		
21	Contract out Services	6				
22	Succession Planning			12		
23	RV Park Feedback report to Commission monthly			13		4
24	Consider and cost out Equipment lease to private operator	7				
25	Schedule Quarterly Meetings with Individual Commissioners and Operations to go over Port Overall Perspective from their POV			14		
26	Set aside \$50K-\$100K at end of fiscal year for SB Projects	8				
27	Consider GO bond to fund all Nicoma repairs & dredging (2 - 5 year) and run by Users Group	9				
28	Deepen Triangle/Prism for NOAA Dredging		5		2	
29	Ordinance Review Group with TCB & Commission			15		
30	NCom inventory completed by Port Personnel to free up TCB to Focus on Safety Issues	10		16		
31	Cross Training of All Jobs at the Port			17		
32	Move NOAA MOC-P Port Supervisor into an Office Inside the NOAA Building			18		
33	Maximize Insurance Discounts	11				
34	SB Dock Replacement/Refurbishment Every 1 - 2 years		6			
35	Evaluate Port Potential Liability re: Charter Boats, etc./Addl insured Port of Newport	12		19		
36	Better Boat/RV Inventory, Inventory Management Program	13				
37	Equipment and Facility Damage Recoupment Policy		7			
38	SB Vision Part of 2017 Goal Setting as a Separate Category			20		
39	Marine Science Community Growth Outreach					5
40	Rewrite Mission and Vision Statement			21		

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41	Update Strategic Business Plan			22		
42	2 - 5 years - Bring new Revenue Producing Interest - Out of the Box					6
43	Utilize the YFP Property by Renting Space to Fishermen	14		23		
44	Identify all Dredging Needs for the Port		8		3	
45	NIT - Have Rates Equal for All Users	15		24		