

PORT OF NEWPORT COMMISSION WORK SESSION AGENDA

Tuesday, September 24, 6:00 pm
South Beach Activities Room
2120 SE Marine Science Drive, Newport, OR 97365

If you want to comment on a particular agenda item during the meeting, please complete a comment form and submit before the meeting is called to order.

- I. Call to Order
- II. Port of Newport Newsletter
Angela Nebel, Summit Public Relations Strategies LLC
- III. Public Comment on Port of Newport Newsletter Agenda Item (3 minute limit per person)
Opportunities for General Public Comment will be offered at the Regular Meeting.
- IV. Adjournment

Regular monthly meetings are scheduled for the fourth Tuesday of every month at 6:00 p.m.

The Port of Newport South Beach Marina and RV Park Activity Room is accessible to people with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours in advance of the meeting to Port of Newport Administration Office at 541-265-7758.

Link for directions to the RV Park Activity Room:
<https://www.portofnewport.com/recreational-marina-rv-parks-maps>

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STAFF REPORT

DATE: June 24, 2019
RE: Strategic Communications Contract with Summit *Public Relations Strategies, LLC*
TO: Port of Newport Board of Commissioners
ISSUED BY: Paula J. Miranda, General Manager

BACKGROUND

On March 26, 2019, the Port of Newport entered into an agreement with Summit Communications for consulting and implementation of a communications strategy. The goal is to create a consistent, comprehensive communication effort to help the Port further develop community understanding of the important contribution the Port makes to the community, region and state.

Attached is a copy of the Communication Strategy Plan prepared by Summit Communications.

In addition, Summit Communications has provided two pathways in moving forward with the implementation of the Communication Strategy.

Option #1 is a more comprehensive approach, which cover most of the communication strategies outline on the plan. Cost of the first option, including third party costs would be up to \$28,100.00.

Option #2 is a limited approach, which only cover the bare minimum, including social media and some press releases. Cost of the second option, including some third party costs would be up to \$13,700.00.

BUDGET IMPLICATIONS

The Port has budgeted \$30,000 for communications consultant under Professional Fees. Plus the Port also has a budget of \$ 20,200 for Marketing and Promotion for FY 2019/2020. The estimated \$18,000 for Summit work plus additional professional services would come out of the Professional Fees, while postage, printing would come out of the Marketing and Promotion Budget.

RECOMMENDATIONS

I recommend a motion to authorize the General Manager to contract with Summit Public Relations Strategies, LLC, and move forward with Option #1, not to exceed \$28,100.

June 19, 2019

Port of Newport
Paula Miranda, General Manager
600 SE Bay Blvd
Newport OR 97365



Dear Paula,

Thank you for meeting with me on June 18 to review the recommendations outlined in the Communication Strategy. Per your request, outlined below are two possible pathways to furthering the Port's efforts to better inform the community of its work, forge stronger relationships with stakeholders and community partners, and tell the compelling story of the work that happens every day at the Port of Newport.

Option #1 – Comprehensive Approach

Scope of Work: Under this option, Summit would be engaged to carry out nearly all of the recommended strategies outlined in the Communication Strategy. This would include writing and coordinating the production of a community newsletter, writing monthly press releases, pitching and/or writing special interest stories, providing social media support, creating at least one new publication describing the Port of Newport, utilizing email to update stakeholders and community partners on a quarterly basis, and generally providing communication consultation as needed. (This does not include the launch of a special event or coordination of community engagement as outlined in the Communication Strategy.)

Under this option, I would recommend an arrangement of 20 hours/month of Summit time for a total annual cost of \$18,000.

Additional cost to executing the comprehensive approach would include budgeting for the following:

- Printing (2 newsletters) - \$2,200
- Postage (2 newsletters) - \$2,500
- Design (2 newsletters plus misc additional hand-outs) \$2,000
- Email Marketing Vendor (ex: Constant Contact) - \$500
- Social Media Archiving Service (ex: Archive Social) - \$2,400
- Miscellaneous photography - \$500

Total Expenditure for Option #1 --- \$28,100

Resulting output from Option #1:

- 2 Community Newsletters
- Port of Newport Brochure or Similar Hand-Out
- Execution of quarterly email campaign
- News Media Engagement via monthly news releases
- Special Features highlighted in media, on website, and social media
- Comprehensive social media support
- Communication consultation as needed

Option #2: Limited Approach

Scope of Work: Under this option, the Port of Newport would engage Summit for the creation of monthly news releases, pitching and/or writing special interest stories, providing social media support, and assisting in the creation of a template for email updates.

Under this option, I would recommend an arrangement of 12 hours/month of Summit time for a total annual cost of \$10,800.

Additional cost to executing the comprehensive approach would include budgeting for the following:

Email Marketing Vendor (ex: Constant Contact) - \$500

Social Media Archiving Service (ex: Archive Social) - \$2,400

Total Expenditure for Option #2 --- \$13,700

Resulting output from option #2:

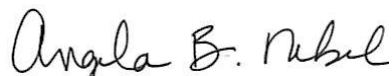
- News Media engagement via monthly news releases
- Special Features highlighted in media, on website, and social media
- Comprehensive social media support
- Creation of email campaign template

Regardless of which option is selected, please note that the monthly Summit hours are a targeted commitment, not a retainer-style relationship. Summit bills only for actual time worked. Through this time and materials arrangement, hours would be capped at either 240 hours (option 1) or 144 hours (options 2) annually and would only exceed those caps with pre-approval of the client.

Additionally, in all but one situation, the Port of Newport would be billed directly by the utilized vendor for the additional services mentioned in each option. Summit has a teaming relationship with a graphic designer, so design services outlined in option 1 would be billed through Summit.

I hope one of these options will meet your needs. Thank you for your consideration.

Sincerely,



Angela Nebel, Principal
Summit Public Relations Strategies LLC
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Newport OR 97365
Phone: 541-264-8735
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COMMUNICATION STRATEGY

JUNE 2019



Prepared by
Summit Public Relations Strategies LLC
PO Box 2147
Newport OR 97365

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PROJECT OVERVIEW

Early in 2019, the Port of Newport generated a Request for Proposals with the stated desire of hiring a consultant to assist the organization in communicating “the Port narrative in a factual and compelling manner.” In February of 2019, Summit Public Relations Strategies LLC submitted a proposal to the Port of Newport to provide Strategic Communication Support and was named the vendor of choice on March 26, 2019. In the proposal, Summit outlined an approach that was built on the foundation of a written communication plan. It was agreed that the majority of the effort to take place in this initial engagement would encompass the creation of a plan to provide future guidance to the Port as it attempted to build stronger communication with audiences.

Over the past two months, Summit has engaged Port Commissioners, staff, community stakeholders, elected officials, leaseholders, port district residents and others with the express purpose of better understanding the Port’s assets, its role in area economic development, the public perceptions around the port and its work, and the ways in which the organization could improve relationships and communication with a variety of audiences. All total, Summit was informed by interviews with 27 individuals, document review, and archival information (website, local news etc) in the preparation of this plan.

A VISION FOR THE PORT

Through the process of updating its Strategic Business Plan in 2019, the Port confirmed the following as its vision statement:

The Port of Newport will serve as the foremost Oregon coast port for 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.

A NOTE ABOUT PLAN LAYOUT

After reviewing the communication-related goals which were expressed by Port Commissioners and others, the public relations objectives that will guide this plan are outlined. Once the target audiences are reviewed, a number of communication channels and tactics are reviewed as possible tools available to the Port. Like a menu, that listing explains the various attributes for each channel. After that review, specific strategy recommendations are outlined and the suggested channels and tactics are connected to those strategies. The goal is for the reader to understand both the channels that are available and the way in which they would be employed for the recommended strategies. Guiding messages are then

outlined, followed by some suggestions for monitoring and measuring the result of this work.

ESTABLISHING GOALS

Port of Newport Port Commissioners outlined several communication-related goals in one-on-one interviews conducted with each of the five members. The following list represents the overall themes raised during the course of the interviews:

- Get the truth / facts out about the Port of Newport
- Share the message about what the Port does in and for the community
- Celebrate successes
- Be transparent
- Get public faith back
- Build pride in the port
- Provide a communication infrastructure to be utilized by staff and Commission
- Create a plan to build communication with stakeholders and elected officials
- Showcase the people, skills, and services represented at the Port
- Help the Port Commission get more engaged in the community

Stakeholder interviews were also conducted to solicit feedback and gauge local perceptions of the Port's communication with various audiences. A summary of feedback is provided in Appendix A at the conclusion of this report.

Additionally, the Port's Strategic Business Plan 2019 Update outlines marketing goals identified by the consultants who guided the process of Business Plan creation. (See page 32 of the SBP.) Two goals were specifically identified:

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.

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

These goals overlap with those outlined by Port Commissioners and are consistent with the feedback garnered from Stakeholders. They also came with policy recommendations in the Strategic Business Plan.

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

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.

PUBLIC RELATIONS OBJECTIVES

The input from Port Commissioners, the marketing goals and policies outlined in Strategic Business Plan Update 2019, and the feedback of Stakeholders and staff all provide guidance and inspiration for the recommended Public Relations objectives that will be teased out and addressed in the pages that follow. Summit identifies the following four objectives as those that should guide Port communication planning:

1. To educate community members on the Port's role in managing the waterfront, fostering business opportunity, and creating economic growth in the region.
2. To foster a more robust, inclusive conversation with local stakeholders and elected officials.
3. To create the materials necessary for disseminating information about the Port to potential business partners, community stakeholders, and residents.
4. To build community excitement and pride around Port activities.

TARGET AUDIENCES

There are four primary audiences for the Port of Newport's communication strategy: Port District residents/taxpayers, stakeholders, community partners, and elected officials.

1. **PORT DISTRICT RESIDENTS AND TAXPAYERS:** The Port district's estimated population in 2018 was 15,152, according the Port's 2019 Strategic Business Plan. County elections officials indicate that 9,754 individuals are registered to vote within the Port District. Trends indicate that the age of Port District voters is increasing. Informal conversations with a small number of Port District voters indicated a considerable void in the overall understanding of the Port's operations, holdings and economic impact. This represents a tremendous opportunity for a well-executed communication strategy.

2. **STAKEHOLDERS:** Stakeholders are comprised of a number of sub-groups. Commercial fishing interests, shipping interests, labor representatives, Port property leaseholders, recreational marina/RV park users, marine industry vendors and suppliers, and others with a business interest or relationship to the Port of Newport.
3. **COMMUNITY PARTNERS:** Port of Newport has numerous community partners, defined for these purposes as those with whom they share the goal of “retaining and creating business opportunities and increasing economic development for the Port and the community” as expressed in the Port’s mission statement. These partners include, but are not limited to, Newport City Council, Newport Chamber of Commerce, Destination Newport, Lincoln County Commission, Economic Development Alliance of Lincoln County, Oregon Sea Grant, Port of Toledo, Yaquina Bay Economic Foundation (YBEF), and similar organizations.
4. **STATE AND FEDERAL ELECTED OFFICIALS AND GRANTING AGENCIES:** Improving communication with elected leaders from the State and Federal branches of government, as well as with the associated granting agencies is imperative in rebuilding relationships that are critical to the success of any port. This audience includes, but is not limited, Rep. David Gomberg, Sen. Arnie Roblan, the offices of Sen. Jeff Merkley, Sen. Ron Wyden and Congressman Kurt Schrader, and members of the Coastal Caucus.

CHANNELS & TACTICS

In today’s noise-filled environment, it is important to employ a number of communication channels and tactics that can reach the different audiences previously outlined. The more channels the Port can utilize and the more ways it can embed its messages, the greater the odds of reaching audiences and improving the level of understanding of Port operations and initiatives. Listed below are short summaries of each of the channels and tactics to consider for future planning.

1. DIRECT MAIL

Direct mail offers you the opportunity to avoid the inbox clutter that comes from email marketing and place your message directly in the hands of Port District residents. It is an effective layer of a multi-channel campaign to raise awareness, where you control both the design and the information that is disseminated.

A Port District newsletter could be generated to build local understanding of the work of the Port, demonstrate how it impacts the area’s economy, and update readers on any projects or initiatives that are forthcoming or under study or review.

An effective newsletter would also make a strong referral back to the Port’s online presence (mainly your website and social media channels) to familiarize residents with the

amount of information they can obtain in those locations, as well as the resources that are available at the Port of Newport.

Unlike a website or social media, which relies on the audience to seek out information, a newsletter delivered via direct mail comes straight to the Port District resident. Realistically, we know that mailbox delivery doesn't guarantee the attentions of the recipient, but it does increase the odds, particularly when imagery is of a local nature and the content is designed to draw in the reader.

Direct mail has the benefit of reaching nearly all of your audiences. In interviewing stakeholders around the community, there was a widespread belief that the Port needed to be more proactive in communicating with the public. While the information in a newsletter is more generalized, stakeholders who work closely with you will look positively on this effort to better inform Port District residents.

Aside from newsletters, there are other means of contacting key audiences by mail. Although not traditionally thought of as direct mail, billing inserts are a great way to reach one segment of your audience. Annual moorage holders at the commercial marina receive monthly billing statements. Including information via insert in those bills would be another means of outreach when the circumstances or nature of the information is specific to that audience.

2. EMAIL OUTREACH

While email outreach is more difficult when it comes to the largest of all of your audiences – Port District residents – it can be an effective tool in communicating with your stakeholders, community partners, and elected officials. With the use of a template and one of the online services (Constant Contact, Mail Chimp, etc) – the creation and distribution of informational updates can be fairly straightforward. Those services also allow you to segment your mailings, so you can customize the message or send only to targeted individuals. Flexibility and speed are two of the biggest assets of email outreach. Through an opt-in process, you would also be emailing only those who had expressed an interest in receiving updates from the Port of Newport.

3. SOCIAL MEDIA

The Port of Newport has shown an interest in using Social Media but until recently, took a very limited approach to its use. That's likely due to the limitations of staff time and resources, as well as the archiving requirements that accompany government communication. It is, however, worth the investment of time and expense to further utilize these channels to reach all audiences, including those we haven't discussed – visitors to the RV park and marina.

Adult use of social media networks continues to climb each year. Hootsuite, a recognized expert in the field of social media, indicates that digital consumers spend nearly 2.5 hours on social networks and social messaging every day and 69 percent of U.S. adults use at least one social media site. As individuals search for information on a given topic, they frequently turn to social media sites for resources.

Aside from the reach of social media, this form of outreach also comes with several critical features: speed of use, timeliness of message, fixed cost, and the ability to engage in two-way communication. In addition to providing the Port a means of communicating a message, social media also provides an opportunity for the Port to listen.

Currently, the Port of Newport is utilizing Facebook (facebook.com/portofnewport) and Instagram (Port of Newport). The Port does have a couple of additional Facebook accounts that are specific to the RV Park and South Beach marina. Use of those pages has been secondary and worth review to determine whether they should be maintained or simply merged into the Port's larger business page.

While there are other social media platforms, these two are easily utilized, appropriate to your content, and already in use.

As mentioned earlier, archiving your social media presence in a fashion that is searchable is a legal requirement of effective use for governmental entities. After some research with other government users of social media, it is clear that there are vendors who specialize in archiving social media sites, which can be helpful on a number of levels. The specifics of this can be addressed later but for budgeting purposes, the Port would need to invest approximately \$2,400 annually for this service. While there may be a temptation to bypass a service like this, the end result is that your use of social media would be severely restricted and that would effectively remove what could be an important tool from your toolbox.

4. EARNED MEDIA

Over the years, the Port of Newport has primarily been covered by the local newspaper, radio talk programs, and online news sites. At times, that coverage has been spurred by a news release or notice sent out by the Port and, at other times, is something pursued by reporters independently of any release. Historically, the Port's commitment to generating press releases and engaging in media contact has really waxed and waned depending upon the current management, the Port's priorities, and the available time and resources needed to create consistent news releases.

A commitment to building Port communication with the community and stakeholders requires a more consistent approach to generating press releases and building media relations. On a monthly basis, the Port Commission meets to decide policy, address issues, and get updates on Port operations. Providing media with an update on the issues addressed at monthly meetings would be an asset and those press releases could also be available on the Port website, as well as via social media. There is sufficient content to warrant a monthly press release, at minimum.

Additionally, the nature of the Port's operations, the work of its leaseholders, and the organization's stewardship of the waterfront around Yaquina Bay leads to a whole host of other story concepts just waiting to be explored. The Port could easily generate feature stories and photographic content for submission to local media outlets, as well as to industry-specific publications and other regional interests beyond our immediate area. See Appendix B for a sampling of ideas.

If Port officials wish to step up outreach efforts even further, the Port could also host some type of a monthly presence in the local media if an outlet is amenable. For instance, a monthly newspaper column, a regularly-scheduled blog, a recurring radio program, or other partnering relationships with local outlets could provide community members with timely updates on those projects that may not be the hottest topic in the news, but still worthy of discussion and notice. This, of course, would depend upon a willing media partner (unless doing a blog hosted on your own website) but it's worthy of further exploration once other outreach efforts are firmly underway.

5. OWNED MEDIA

Owned Media refers to those public relations channels owned by the client, which in the Port of Newport's case is primarily your website. You currently have a very thorough website and convey a good deal of information on the site, but the website is something we should still discuss and consider when it comes to your PR efforts. As part of this process, I have provided a list of recommendations for further improving your web presence. (See Appendix C.)

One thing to keep in mind is that all Port communication tools should carry the address of the website. Fittingly, the website should be the most thorough, more accurate representation of your work and your ongoing projects and priorities. The goal is to build a culture where people know to go to your website if they have a question or concern about the Port. The website also provides an easy avenue for them to contact the Port and share any concerns or ideas.

6. EVENT MARKETING

Currently, the Port engages in limited event marketing when it supports and sponsors events that occur on its property. The Port is a named sponsor in running events, bike races, an annual carnival, Seafood and Wine Festival, the Blessing of the Fleet and other events that are planned and executed by other organizations. Showing community support for these events is key and using the Port's own channels (website, social media, etc) to underscore its support of these beloved events is part of a solid communication strategy.

Additionally, however, the Port may maximize community understanding and exposure by hosting an event itself annually. A community barbecue, an open house, or some other celebration would provide an opportunity for people to connect while marketing the Port.

The Port of Toledo provides a great example of event marketing with its annual wooden boat show. This event is something the community looks forward to, but it also gives the Port a chance to demonstrate its commitment to the region, it gives the Port a mechanism to define itself, and it also cultivates goodwill ambassadors by keeping the event planning committee apprised of all of the Port's activities. The Port of Newport's event would not resemble the Port of Toledo's event, but it provides a fine example of how an annual event can impact community understanding of your organization.

7. COMMUNITY ENGAGEMENT

There are a number of ways the Port can build its involvement in the community. Attendance and participation at Newport Chamber of Commerce meetings and events is a good way to stay in touch with what's happening in the community, while also sharing what's happening at the Port.

The Oregon Coast Aquarium Advisory Board invites the Port General Manager to take a position on the board and participate in quarterly meetings.

Attendance at Economic Development Alliance of Lincoln County and the Yaquina Bay Economic Foundation meetings is also important.

Port Commissioners also serve as liaisons for several local boards and committees. Taking a proactive role with those boards and committees builds relationships with stakeholders. On a regular basis, perhaps quarterly, the Port should also ask to appear on the agenda for the Newport City Council, the Lincoln County Commission, and any other governmental partners who might benefit from regular presentations.

There are also a number of events and meetings that occur throughout the course of the year that, while not a requirement, would be an appropriate venue for Port presence. Being receptive to community invitations and participating when possible showcases the Port's interest in the community while once again giving you the opportunity to connect with stakeholders and community partners.

Tracking all appearances also provides an opportunity to review your outreach efforts annually and institute any change, if needed.

8. COLLATERAL MATERIALS

A multi-channel approach to communication is also supported by the creation of collateral materials. This blanket term can be used to describe any number of things, but for our purposes, we are focused on display materials and printed publications that can be left behind at presentations or distributed to interested parties upon inquiry. Collateral materials will typically carry your branding information and may include portable signage, display materials (posters, tent cards, brochures, etc) and logo wear. A presentation kit can also be assembled so it is ready for any occasion upon which Port Commissioners or staff are

appearing before a group and might include hand-outs, signage, and general Port background information.

RECOMMENDED STRATEGIES

This plan adopts five main strategies to accomplish your goals and objectives and employs a variety of tactics in pursuit of those strategies.

Strategy #1 – Present Port District residents with more thorough information, employing a variety of channels to build awareness of the Port’s work and its role in the local economy.

Strategy #2 – Expand communication with stakeholders utilizing timely updates.

Strategy #3 – Build community excitement around the Port of Newport by creating unique opportunities for the public to connect to the Port.

Strategy #4 – Establish a formal schedule and mechanism for providing updates to elected officials on the Port’s initiatives, opportunities, and challenges.

Strategy #5 – Create and/or revise Port marketing materials for use in the local community as well as with prospective business partners, showcasing the assets and services offered by the Port of Newport.

STRATEGY #1 –

Present Port District residents with thorough information, employing a variety of channels to build awareness of the Port’s work and its role in the local economy.

The first tactic recommended is **direct mail**. A more rigorous, direct opportunity to communicate with Port District residents is needed and direct mail eliminates any middleman and allows you to share your message directly. At a minimum of twice annually, the Port can provide a brief update on happenings around your various properties. A four-page, flat, glossy publication can showcase beautiful photography and the people and projects that make the Port a vibrant part of the community. In both size and frequency, this initial effort is modest, but it allows the Port to ease into the process of creating community mailings. Limiting the document to four pages also requires a critical editing eye to choose only that content that will be impactful and meaningful for readers. It is projected that nearly 5,500 households would receive your publication. The total cost for each newsletter creation, print and delivery is roughly estimated at \$4,200.

Playing a more active role in **earned media** and press coverage is critical to giving Port District residents a more thorough, factual picture of Port operations. As mentioned previously, the Port has been inconsistent in the past when it comes to generating press releases or issuing fact sheets or other informational items to help better explain issues and projects. A commitment to this strategy requires a commitment of at least one press release per month, most likely in relationship to Port Commission meetings. Earned media is more than simply issuing press releases. It involves scheduling regular radio interviews, assisting reporters in their efforts to obtain information or quotes, writing the occasional letter to the editor to explain a Port position, and other opportunities to increase the dialogue between the Port and media and the accuracy and information that gets disseminated to the public. An added benefit of this work is that press releases, radio interview recordings, and other related items can also live on the Port's website and social media, making it available to the public and media through those channels as well.

At the point that the Port is ready to further expand its information reach, exploration could take place around the concept of a regularly-occurring column, a recurring radio show, or an online blog.

Any plan to enhance communication in 2019 must include a **social media** strategy. There are numerous reasons why social media can be a great tool for Port of Newport. It provides low-cost, direct access to the people you are trying to reach. It allows you to build a relationship with people 52 weeks of the year. It brings people to your website, which is a strong asset already found in your promotional arsenal. The Port is also well positioned to provide the types of content people like to see. Photos from around the waterfront, videos of the interesting occupations or family fun opportunities, educational tips to help residents and visitors appreciate the unique nature of Yaquina Bay, and the list goes on but the end result is compelling social media posts that also keep audiences engaged with the Port of Newport.

To successfully leverage Facebook and Instagram, the Port of Newport must be committed to regular posting and must be equally committed to creating compelling content that will engage audience members. There are a multitude of studies examining optimal frequency, but a goal of posting something once daily on both channels is reasonable and doesn't overwhelm your followers. Utilizing video, creating social media events, and further optimizing your use of these tools is something that can develop over time. Again, it must be noted that utilizing the services of a social media archiving vendor at an estimated cost of \$2,400 annually is a MUST for future use of social media.

Your website (**owned media**) plays a supporting role as the place where residents and taxpayers can find more in-depth descriptions, maps, and explanations of plans and projects. Your website must be updated frequently and should encapsulate the successes celebrated by the Port. Engaging photography, easily-understood infographics, and other tools should elevate your website to a true resource that can be useful to industry insiders and laypeople alike. Additionally, your website gives residents and stakeholders the means of contacting staff and Port Commissioners.

STRATEGY #2

Expand communication with Stakeholders and Community Partners

As outlined in the Target Audiences section, stakeholders are those who have a business relationship with the port, including commercial fishing, shipping interests, Port property leaseholders, marine industry vendors and suppliers, and others with a business interest or relationship to the Port of Newport. Community partners are defined as those with whom the Port has the shared goals of bringing business opportunities and fostering economic growth, like the Newport City Council, Newport Chamber of Commerce, Destination Newport, Lincoln County, Economic Development Alliance of Lincoln County, Oregon Sea Grant, Port of Toledo, Yaquina Bay Economic Foundation (YBEF), and similar organizations.

Development of a consistent mechanism for keeping these individuals updated is crucial. **Email outreach** is the primary tool for this communication. Using an email marketing vendor (like Constant Contact, among others) would allow for the creation of templates and mailing lists that are easy to manage and provide the ability to measure the rate of opening, click-thrus and more. These tools can allow you to segment the mailings, too, so that you can easily switch from mailing a newsletter to your full email list to mailing a specific project update to a sub-group or committee. Cost for a service of this nature would likely be around \$500 annually.

It is recommended that you develop a baseline calendar of email updates, with a minimum goal of quarterly for the first year. Content might include:

- Updates on specific projects
- Notices of upcoming events, meetings, and dates of importance
- Opportunities to get involved at the Port or with related-groups
- Follow-up on topics of particular interest to stakeholder groups
- Invitation to provide feedback on issues
- Introduction of new Port staff members

At times, more specific, customized email communication will be warranted. For instance, the staff has compiled an email list for annual moorage holders in the commercial marina. The ability to reach that particular sub-group with maintenance information, policy changes, or anything else relevant to the successful operation of both the marina and their fishing business would be helpful and a step forward in building stronger communication.

Community engagement is another important tactic when it comes to expanding your communication with stakeholders and community partners. Port representatives should actively seek to update major stakeholders and partners in-person on at least an annual basis. Making presentations at Chamber of Commerce events, Rotary club meetings, EDA and

YBEF gatherings, and any meetings or gatherings organized by leaseholders or stakeholders at which you are invited to present.

Currently, the Port of Newport has a list of organizations with assigned liaisons coming from the Port Commission or staff. It is important that, when it comes to groups like the Newport City Council, the Newport Chamber of Commerce, and others that are active in the community, the liaisons are an engaged, regular presence in their midst. Someone once said that “80 percent of success is just showing up.” Just seeing Port representatives present at community meetings and gatherings sends a message to stakeholders, partners, and Port District residents in general.

To maximize the benefit of making a more vigorous attempt at community involvement, Port representatives should also provide feedback after appearing at any meetings to the Port General Manager. Questions that were asked, concerns that were expressed, and ideas that were shared are all relevant to building success and getting follow-up feedback (when appropriate) from Port staff will demonstrate to elected officials, stakeholders and partners that the Port is a high-functioning organization.

STRATEGY #3

Build community excitement around the Port of Newport by creating unique opportunities for the public to connect to the Port.

One way to help community members connect to the Port of Newport is by organizing and hosting **special events**. This could be anything from holding an open house jointly with leaseholders, to coordinating a community barbecue. There are endless possibilities – a lecture series on maritime-related topics, a “slime eel photo-op” or something equally fascinating, or a photo contest with an event-related conclusion.

The month of May lends itself to such an event. The Port of Newport held its first Port Commission meeting on May 26, 1910, which means 2020 will mark the Port’s 110th anniversary. This could link nicely with National Maritime Day, which is observed on May 22 each year. That particular timing, however, isn’t the only option.

If the Port were to embrace the idea of an annual celebration, a volunteer committee could be assembled to plan and execute the event. Whether constructed as an open house, a tour of facilities, a hands-on experience, special presentations, or some other form – the commitment to an annual event would allow the Port to show the community its appreciation on an annual basis.

The Port could also host multiple open houses for separate operations (i.e. commercial marina, South Beach RV and marina, International Terminals, etc) or it could plan some events that are interest-based. Essentially, the Port would have to commit to the concept of hosting a special event (beyond those it currently supports) and assemble a committee to take the concept to fruition.

Your website (**owned media**) can also play a role in building community excitement. An online photo contest, for instance, would invite individuals to submit photography from around Yaquina Bay and would be housed largely on your website but also featured on social media. The site can also highlight the accomplishments of the Port, its leaseholders and other community partners as a way of showcasing the meaningful collaboration happening around the waterfront.

Community engagement also plays a role in building pride in the Port. The Port of Newport's MATES program is another way to generate more community excitement about the Port. Currently, a small but dedicated group of volunteers assist the Port with special projects while also serving as ambassadors by representing the Port. Since this is an existing, successful program, the use of MATES to inspire more community excitement doesn't require re-inventing the wheel, but rather finding ways to fortify their efforts. One way would be the creation of more professional materials that promote the Port and its work. Volunteers will staff information tables at Shop at the Dock events, at the Aquarium upon request, and at other opportunities. Making sure their display has a professional appearance with hand-out materials that are engaging is recommended. Working with the MATES to explore more opportunities for them to expand their reach is also a worthy investment of time and thought. Additionally, individuals who are passionate about the Port's work and seeking new volunteer opportunities may wish to join the MATES and that, too, will help connect residents with the Port and inspire more community excitement.

Building community pride may also mean sharing some of your **collateral materials** with members of the public on appropriate occasions – specifically logo-branded apparel. Donating Port t-shirts, ballcaps or other branded items to local charitable endeavors as prizes, for instance, gets your brand out in the community and also shows the Port as a good partner to local agencies.

STRATEGY #4

Establish a formal schedule and mechanism for providing updates to elected officials on the Port's initiatives, opportunities, and challenges.

While improving communication with Port District residents, stakeholders, and community partners is important, the future success of the Port also depends upon creating a consistent communication practice with elected officials. Ports across Oregon and beyond rely upon state and federal grants to assist in the tremendous maintenance needs that accompany facilities like these. Keeping all elected officials up-to-date on Port happenings and keeping open lines of dialogue is imperative to future success.

Email communication is an obvious starting point. Quarterly written updates should provide the area's representatives and Coastal Caucus members with timely information on the Port's business strategies, financial outlook, and other matters deemed of particular interest by elected officials and granting agencies. These same updates could be sent to City

and County officials as well, as these government partners also play a role in the Port's success.

Additionally, in-person updates should also be scheduled, both at the Port and in Salem, as deemed appropriate. These could take the shape of joint Town Hall – style meetings to further **Community Engagement** or staff meet-and-greet events with time set aside for addressing any issues. The most important aspect of this strategy is consistency. Providing elected and appointed officials with consistent, helpful information on a timely basis will help further existing networks, repair any injured relationships, and form new ones in pursuit of a shared goal – economic success for Newport, Lincoln County, and the State of Oregon. The Port's new General Manager is committed to keeping elected officials informed of the Port's work and formalizing a plan for regular updates will be one additional tool in her communication toolbox.

STRATEGY #5

Create and/or revise Port marketing materials

The creation of print and brand **collateral materials** is an important part of presenting the Port and its mission in a consistent and professional manner. There are a variety of uses for these kinds of materials. A small sampling includes:

- A leave-behind piece that outlines the work and mission of the Port and its economic impact for use at public presentations
- A marketing publication suitable for sharing with prospective business partners about opportunities that exist in conjunction with the Port
- A fun , engaging publication to share with first-time marina or RV park visitors, people who interact with MATES at different community events, and other outreach opportunities.

While it is possible that one print piece could cover multiple objectives, it can also result in a message that is diluted. With budget considerations and time constraints in mind, it is recommended that the Port look at needs and prioritize the order in which these publications are created. It is worth noting that while professional design is paramount, small quantity needs may allow for in-house printing in some cases, keeping cost to a minimum.

Display materials are also critical to the Port's presentation at gatherings and events. A review of any banners, signage, or other display items used at events, trade shows, or elsewhere is in order. Brand consistency, professionalism and messaging should all be served by any and all display materials. If none currently exist, an investment in some simple marketing banners would prove useful and the visual interest of the Port's operations lends itself to some compelling displays.

Print materials created to promote the Port would also be featured on your website. Offering downloadable information that community partners can access is recommended as a tool to assist in local economic development efforts. Those promotional materials will also

be available to prospective business partners who may engage in preliminary research via your website.

POSITIONING & MESSAGING

The benefits of identifying the position you desire in the marketplace and the kinds of messages that will help you achieve goals are two-fold. First, it helps your organization gain greater clarity that will make all of your communication strategies more effective. Second, it insures that everyone in the organization is on the same page, communicating a consistent message and working toward the same outcome.

Positioning Statement: Your organization might choose to alter this position statement, but feedback indicates that the position you desire looks something like this:

The Port of Newport is committed to managing its extensive waterfront holdings in a fiscally-responsible manner that will benefit area residents by creating business opportunities and driving economic growth in the region.

Key Messages: The underpinnings of the Port's communication strategy are the following three messages:

The Port of Newport plays a fundamental role in nearly all of Newport's economic drivers. A thriving, multi-million dollar commercial fishing industry finds safe harbor and the necessary services at the Port. Newport's marine science industry is connected at its core to the Port, which is landlord to the National Oceanic and Atmospheric Administration and owns the property upon which OSU Hatfield Marine Science Center is located. Tourism also connects to the Port through the Oregon Coast Aquarium and Rogue Ales, both leaseholders at the Port and beloved attractions for visitors at the Port's 500-slip marina and 150-site RV Park.

The Port of Newport is focused on the future. The organization is actively searching for new business opportunities for the International Terminal, exploring options for future growth at the commercial marina, and interested in opportunities to help leaseholders and community partners succeed.

The Port of Newport is committed to community. The Port plays a thoughtful role in supporting community events, shares the Port's story with groups and organizations, and seeks out opportunities to collaborate with other agencies and organizations for the betterment of Newport and Lincoln County.

All communication materials created on behalf of the Port and delivered through any of the aforementioned channels should reflect at least one of these messages.

MONITORING & MEASUREMENT

Monitoring and measuring the impact of your plan can be accomplished in a number of ways. Typically, PR is measured by looking at outputs, outcomes, and business results. Related to the strategies and tactics contained in this plan, Port Commissioners can evaluate progress in several ways.

Output can be measured by the number of contacts made with community members and stakeholders in a calendar year through the tactics outlined. It can be measured by the quantity of social media posts and the number of press releases issued. It can be gauged by the number of appearances and presentations made, since you will be tracking that activity. You might even try to estimate audience for each presentation to track how many people were touched by presentations.

Outcome can be measured on social media by analyzing the insights available about most social media networks, including following, reach, views, and post engagement. It can also be measured by the number of stories found in earned media and through analysis of the use of your website, which should see an increase in page views, unique visitors, duration of visits, and other measures as a result of increase promotion of the site.

Measuring business results is a long-term proposition. Successfully expanding business operations on Port property is one tool of measurement. Interviewing stakeholders one year later to determine if there has been a change in their perceptions of the port is another measurement tool.

APPENDIX A: COMMUNITY INTERVIEWS

Before formulating a communication strategy for the Port of Newport, it was important to gain a baseline understanding of the perceptions held by various stakeholders and community members, as well as from Port staff and Port Commissioners. Over the course of two months, 27 people were interviewed. The feedback garnered from Community Stakeholders is compiled by topic below.

1.) Give the Port of Newport a letter grade when it comes to communication and then please elaborate on why you chose that grade.

This question was asked to get an assessment of the Port's current standing when it comes to communicating with stakeholders and their perception of how the Port communicates with the community at large. Grades ranged from a "B-" to an "F" and, in nearly all instances, interviewees acknowledged that the Port has been improving significantly in recent months. Numerous individuals mentioned that a period of management and leadership turnover had led to the Port retreating from community involvement and communication. There is a sense that the organization isn't doing enough to explain its position on various issues and, without explanation, some decisions have taken stakeholders by surprise. That created trust issues and, whether it was over the TIGER Grant or the Tall Ships, that lack of communication injured the Port's reputation in the community. As a result of discussions surrounding House Bill 2284 and, with the guidance of the Interim Manager and the selection of the permanent General Manager, there is a strong sense that the Port Commission is now beginning to rebuild its relationship with the community and stakeholders.

2.) What are the missed opportunities when it comes to communication?

Feedback on this question fell mostly into two categories: addressing issues and celebrating successes. Individuals mentioned that the Port had missed the opportunity to more clearly communicating its position when faced with tough or unpopular decisions. Stakeholders felt that, with better communication, the Port could have navigated through controversy more easily. The Tall Ship issue was raised by multiple individuals who saw more collaborative communication as the key to avoiding the eventual outcome. Many stakeholders said the Port doesn't do a sufficient job of celebrating its successes. The Port's operations and the operations of those who lease Port property are tremendously impactful to the area's overall economic picture, but that truth isn't discussed nearly enough. The Port also plays a supporting role in many community activities but doesn't get the recognition.

3.) Do you think the community at large understands the role or work of the Port of Newport?

Most interviewees felt that community members (at least those who have no connection to the Port) had very limited understanding of Port operations. Some felt that district residents might know about one aspect or another, say commercial fishing or the International Terminals, but not about the breadth and depth of the full Port operation. Most felt that community members didn't connect the RV park to the Port, in part because that facility is used primarily by tourists. At least one stakeholder questioned whether the community would truly care about the Port's operations, but also added that public support is needed for the Port to be successful. Another individual commented that the Port is a world-class facility but people in the port district don't realize that because the information is lacking.

4.) What other observations or suggestions do you have for the Port with regard to communication?

Interviewees had a wide variety of suggestions and comments, including:

- Treat the need for communication as a matter of urgency and importance
- Be future and solution oriented
- Get new leadership involved in the community
- Don't be overly focused on one industry
- Spend some money on getting printed materials that promote the Port in a professional manner
- Have a plan for how to communicate complicated or difficult issues and use that plan to help Port Commissioners and staff communicate
- Take every opportunity to speak to groups
- Just do a better job of telling your own story so that others don't fill the void with inaccurate information
- It will take hard work to overcome the perception that the Port is closed to new business opportunities
- Going to need good communication to get grant agencies to support them again
- Don't catch people unaware of what you are doing
- Pay attention to communication, particularly with larger projects
- The Port is a great place and bringing the public closer to it is a great thing
- Commercial marina is home to many small family businesses that provide an employment base and that should be more widely appreciated
- Grow relationships with leaseholders because they are happy to work more with the Port
- Create fact sheets so people can learn more about the Port
- Keep moving forward
- Use a variety of communication methods and share the human stories that happen around the Port

- Provide regular, consistent updates to elected leaders
- Recognize the marine supply services that support the area

Summit Public Relations Strategies LLC wishes to extend its thanks to the following individuals for their time and contributions to this process. Their willingness to speak openly and share ideas was instrumental in the creation of this Communication Strategy.

Port Commissioners –

Stewart Lamerdin
Sara Skamser
Walter Chuck
Jeff Lackey
Jim Burke

Port Staff –

Teri Dresler, Interim Manager
Kent Gibson, Commercial Marina Harbormaster
Bill Hewitt, RV Park Manager
Chris Urbach, South Beach Harbormaster
Don Moon, International Terminals Supervisor
Karen Hewitt, Administrative Supervisor
Jim Durkee, NOAA MOC-P Facilities Manager

Stakeholders –

Rep. David Gomberg
Patti Ferry, Newport Chamber of Commerce
Jack Waibel, Rogue Operations Director
Bob Eder, Commercial Fisherman
Evan Hall, Rondys
Carrie Lewis, Oregon Coast Aquarium
Yale Fogarty, ILWU
Heather Mann, Midwater Trawlers Cooperative
Kaety Jacobson, Lincoln County Commission
Dietmar Goebel, City of Newport Council Member
Sandy Roumagoux, Former Mayor, City of Newport
Caroline Baumann, Economic Development Alliance of Lincoln County
Bud Shoemake, Port of Toledo
Lee Fries, Port of Newport MATES
Candy Garrison, Port of Newport MATES

In addition to those listed above, Summit also conducted informal interviews with a small number of Port District residents to gauge general levels of understanding of the Port of Newport's holdings, operations, and economic impact.

APPENDIX B: COMPELLING STORY IDEAS

There are few local entities as diverse, complex and compelling as the Port of Newport, yielding an impressive array of story concepts that are worth exploring. While the ultimate goal is to further understanding of the Port and its work, we are fortunate to have an abundance of fascinating people, industries, vocations, and the natural surroundings in which they all operate to elevate interest in the organization's work. The following is a starting point for stories that could be pitched to local media, authored by the Port or its designees, shared in print or online, and featured using social media channels.

- Two Harbormasters and 60 Years of Combined Experience
- The Evolution of Fish Buyers on the Docks
- Landlord to the Stars: Newport's Most Fascinating Places Are on Port Property
- Fishing and Finance: Understanding the Cost of Operating Marinas
- Keeping the NOAA Facility Operating Smoothly: Meet Jim Durkee
- From Charter Fishing to RV Parks – the Port's Impact on Local Tourism
- Behind the Scenes: The Port of Newport's Unsung Heroes
- Introducing the MATES: The Port's Volunteers and their Unique Contributions
- The Yaquina Bay Yacht Club Teaches the Next Generation of Sailors
- The International Terminals: Exploring the Market for New Opportunities
- The Port and Commercial Fishing: Servicing the Fleet
- Research and Fishing: How this Symbiotic Relationship helps Everyone
- Customer Appreciation Day: An Annual Tradition in South Beach
- The Many Seasons of a Recreational Marina
- Sponsoring: What does it mean and why does it matter?
- OSU Extension's Shop at the Dock Program
- C.A.S.T. for Kids: A Special Day on the Water
- Get to Know the Distant Water Fleet
- Port of Newport and Port of Toledo: The Dynamic Duo of the Central Coast
- Making the Most of a Multi-Use Facility: The International Terminal
- Army Corps of Engineers and Future Dredging Projects
- The Many Small Business that Occupy the Commercial Marina
- An Evolving, Unpredictable Enterprise: Squid and the Port of Newport
- Future Vision: The Port of Newport's 5-Year Strategic Business Plan
- Festival Fun: Seafood & Wine, Loyalty Days and Other Events on Port Property

APPENDIX C: WEBSITE RECOMMENDATIONS

The Port of Newport's website provides a thorough, appealing overview of the Port. It is easy to navigate and has a clean, concise appearance. While the website is perfectly functional in its current form, the following are some recommendations to further showcase the Port's work and provide a more interactive experience.

Home Page Welcome Message:

Consider adding a brief welcome message on the home page. This can be a sentence or two from the General Manager or a simple paragraph inviting both visitors and business interests to engage with the Port. The list of facilities that currently occupies the home page can remain but consider having that simple welcome appear before the facilities list begins.

Feature waterfront visitor facilities on the site:

The Port operates several sites on the waterfront that appeal to visitors and community members alike. Some of these are community services that don't play a role in the Port's overall operations. Showcasing the Port's commitment to community is a worthy use of the website. Examples of what might be added include:

- South Beach Fishing Pier and Fish Cleaning Station
- Day Use park with picnic tables located near the fishing pier
- Port Dock One area overlooking the Sea Lion Docks

Adding Speaking Engagements to Calendar of Events:

Add presentations to the existing calendar whenever staff or Port Commissioners are engaging community groups. If meetings aren't open to the public, admission limitations can be noted. In addition to providing people an opportunity to hear information about the Port, this will also remind other community partners and stakeholders that Port officials are available to make presentations or talk about specific topics.

Add Instagram to your social links

Currently a Facebook link is on the site. Since Instagram has recently been redeployed as one of the Port's social networks, that link should appear, too.

Add an Email Address in addition to Contact Form

Currently, your site allows individuals to communicate with Port Commissioners and the Port administration through a form structure. While that is a useful tool, some business interactions are such that individuals will want to save a copy of online communications. Whether using an existing address or creating one specifically for website use (information@portofnewport.com would be one example) – consider adding at least one email option that doesn't require the use of a form.

Consider adding a Photo Gallery

Since there is a desire to build community pride in the Port of Newport, showcasing the Port facilities and activities in a photo gallery is a worthy endeavor. This doesn't have to involve an expenditure of money. Staff members, Port Commissioners, and other stakeholders likely have photos that can be shared and accumulated over time. You may also find that, with credit, area photographers are willing to share their photography with the Port. With or without outside contributions, interesting images are available to showcase the Port's vital, engaging operations. It is worth noting that, in addition to images that showcase physical facilities, it's also useful to show images of happy campers, successful anglers, hard-working men and women on the docks, interesting happenings at leaseholder sites, and other people-centric subject matter.

Opportunities page presents an opportunity

Currently, your opportunities page is a work in progress. This is the perfect location to outline the desire to develop a multi-use facility at the International Terminals and the Port's philosophy of making itself available to future business opportunities. You might also outline any services, property, or facilities that are currently available.

Create a location for sharing Press Releases from outside groups

From time to time, it is appropriate for the Port of Newport to share information from outside groups. For example, a fishing tournament held on Port property was cancelled and a press release went out to spread the word. With proper attribution, this would be appropriately placed on your page since people may come to the Port seeking more information. By including on your website, you can also provide links on social media, rather than having to share an entire press release on Facebook, which isn't the most engaging content for your Facebook page.

Information about the MATES

Your website is a good place to acknowledge the dedication of volunteers. A web page outlining volunteer opportunities and the contributions made the MATES would be a nice addition to your site.

Downloadable Content

It is recommended that any fact sheets, hand-outs, or other prepared collateral materials are also shared in a downloadable format on your website. This extends the useful life of those documents and also makes them available to people who may not have had another opportunity to access the materials.

PORT OF NEWPORT MINUTES

June 24, 2019

Budget Hearing & Regular Commission Meeting

This is not an exact transcript. The audio of the session is available on the Port’s website.

Agenda Item

Audio Time

Fiscal Year 2019-20 Budget Hearing (ORS 294.430)

I. CALL TO ORDER

0:00

Commission President Stewart Lamerdin called the Budget Hearing of the Port of Newport Board of Commissioners to order at 6:00 pm at the South Beach Activities Room, 2120 SE Marine Science Drive, Newport, Oregon.

Commissioners Present: Walter Chuck (Pos. #1), Secretary/Treasurer; Sara Skamser (Pos. #2), Vice President; Stewart Lamerdin (Pos. #3), President; Jeff Lackey (Pos. #4); and Jim Burke (Pos. #5).

Management and Staff: Paula J. Miranda, General Manager; Aaron Bretz, Director of Operations; Mark Harris, Accounting Supervisor; and Karen Hewitt, Administrative Supervisor.

Members of the Public and Media: Jim Cline, Rogue; Doug Cooper, Hampton Lumber; Jim Shaw, South Beach resident; Angela Nebel, Summit Communications.

II. PUBLIC COMMENT

0:29

There was no public comment at this time.

III. RESOLUTION 2019-09 ADOPTING THE 2019-2020 FISCAL YEAR BUDGET, MAKING APPROPRIATIONS, AND LEVYING AND CATEGORIZING THE TAX. (2019-09)

0:41

A motion was made by Chuck and seconded by Lackey to adopt Resolution 2019-09 Adopting the 2019-2020 Fiscal Year Budget, Making Appropriations, and Levying and Categorizing the Tax. The motion passed 5 – 0.

IV. ADJOURNMENT

1:50

Having no further business, the Budget Hearing adjourned at 6:03 pm.

Regular Monthly Commission Meeting

I. CALL TO ORDER

2:12

Commission President Stewart Lamerdin called the Regular Commission Meeting of the Port of Newport Board of Commissioners to order at 6:03 pm at the South Beach Activities Room, 2120 SE Marine Science Drive, Newport, Oregon.

Commissioners Present: Walter Chuck (Pos. #1), Secretary/Treasurer; Sara Skamser (Pos. #2), Vice President; Stewart Lamerdin (Pos. #3), President; Jeff Lackey (Pos. #4); and Jim Burke (Pos. #5).

Management and Staff: Paula J. Miranda, General Manager; Aaron Bretz, Director of Operations; Mark Harris, Accounting Supervisor; and Karen Hewitt, Administrative Supervisor.

Members of the Public and Media: Jim Cline, Rogue; Doug Cooper, Hampton Lumber; Jim Shaw, South Beach resident; Angela Nebel, Summit Communications.

II. CHANGES TO THE AGENDA 2:23

There were no changes to the Agenda.

III. PUBLIC COMMENT 2:30

There was no public comment at this time.

IV. CONSENT CALENDAR 2:40

- A. Minutes
 - 1. Regular Commission Meeting May 28, 2019
- B. Financial Reports
- C. PNWA Membership Renewal (\$8,010.00)

Lackey requested that next month's profit & loss statements for the end of the fiscal year, for example page 15 of the meeting packet, compare actuals for this fiscal year to the previous fiscal year. Miranda said she had spoken with Harris about that request.

A motion was made by Lackey and seconded by Burke to approve the Consent Calendar as written. The motion passed 5 – 0.

V. CORRESPONDENCE/PRESENTATIONS 4:43

- A. Certification of Election Results

Miranda referred to the materials provided in the Meeting packet. She reviewed the results and the certification sent the Lincoln County Clerk. There was some discussion about when to complete the swearing in of Commissioners, and it was decided to move this from Item IX to now.

Jim Burke, Walter Chuck, and Stewart Lamerdin each took the oath of office:

I, [NAME], do solemnly swear that I will honestly and faithfully discharge the duties of the Office to which I have been elected, and that I will support the Laws and Constitution of the State of Oregon, and of the United States of America to the best of my ability.

VI. OLD BUSINESS 10:45

- A. Items Removed from Consent Calendar

There were no items removed from the Consent Calendar.

B. Accounts Paid

10:55

Skamser asked about the shipping container for Safe Haven Hill from Coast Equipment LLC on page 53. Bretz said the city had asked for the contribution of the container, and Miranda said it made sense for the Port to contribute since Port staff and tenants would make a good part of an evacuation.

A motion was made by Chuck and seconded by Skamser to approve the Accounts Paid. The motion passed 5 – 0.

C. Summit Communications LLC

13:08

1. Communication Strategy
2. Summit Communications LLC Contract

Miranda introduced the staff report and the Strategy and Contract submitted by Angela Nebel, Summit Communications LLC, included in the Meeting Packet. She commented that the current contract was at an end. Miranda reviewed the plan and scope of work. She referred to the two options presented: Option 1, which was more comprehensive, and Option 2, a narrower approach. Miranda suggested the need for continued work on outreach and getting the Port message out there, especially considering the Port’s recent history. She recommended Option 1, and suggested this could be reviewed again for next year. Lackey said he fully supported contracting with Summit, but had some hesitation on direct mailing because of the cost. Miranda said she understood that concern, but suggested direct mail may be the only way to reach certain people and encourage them to engage electronically. Nebel added this would be a valuable part of a multi-layer approach, and was included in part because of responses she had received from the public. Burke said he fully supported Miranda’s recommendation for Option 2 for year one, and then could reevaluate. Chuck suggested taking Option 2, and selecting some specific additional options, including looking at the Port & Starboard that used to be issued by the Port. He also expressed concerns about cost and the carbon footprint of printed communication, and suggested perhaps one newsletter. Skamser commented that a lot of people like to have a paper newsletter to see and hold, and billing inserts and other material directed to specific groups would be valuable. Lamerdin commented that all communication should flow through the General Manager, and nothing should go out without approval. Miranda said all information would go through staff first to both verify accuracy and whether an item was a desired message before any publication or distribution. Skamser commented that monthly press releases would be valuable and there would be plenty of content generated by the Port. Miranda added that staff updates the website and Facebook, but may miss opportunities that Nebel would be good at recognizing. There was additional conversation on specific communication options. Miranda added that the Port has budgeted \$30K for a communications consultant and an additional \$20,200 for marketing and promotion for FY 2019-20. She said this effort goes a long way in informing the community, stakeholders and elected officials. Commissioners commented that the budgeted funds would still need to be spent critically with General Manager and Director of Finance review, and perhaps some of the outreach could be handled in the future by staff directly – in general, the Commission was supportive of the importance of communication, and appreciated the work that had been done by Summit to date. Miranda suggested moving forward with Option 1 which would give room to make those choices.

A motion was made by Burke and seconded by Skamser to contract with Summit Public Relations Strategies, LLC, and move forward with Option #1, not to exceed \$28,100.

Stewart asked that Burke amend his motion to clarify this was for a 12 month period. Burke and Skamser accepted the amendment.

An amended motion was made by Burke and seconded by Skamser to contract with Summit Public Relations Strategies, LLC, and move forward with Option #1, not to exceed \$28,100, for a period of twelve months. The motion passed 5 – 0.

VII. STAFF REPORTS

A. Accounting Supervisor..... 32:35

Harris referred to the staff report included in the Meeting Packet. He commented that Revenue for the current FY was coming in above budget and above last FY, and expenses were within budget. He said the RFP period for audit services was closed, and management will review the submissions and make a recommendation at next month’s Commission Meeting. There was additional discussion about the audit firms that submitted proposals and particular areas of revenue. Harris said he was beginning work on year-end numbers.

B. Director of Operations..... 36:21
1. May Occupancy Report

Bretz introduced the staff report included in the Meeting Packet. He commented that squid was about done for the year, and overall was a good venture with a light draw on the facility. Chuck asked about the dates squid were at the Port; Bretz said he had more details in the office, but in general March and April. Bretz said the committee who would review the EDA Grant Application should be meeting on Wednesday, but he did not expect to hear from them until mid-July. Chuck said it would be important to stay on top of the committee because of the change in personnel; Bretz added that Cascades West was helping out, and they were trying to keep a good working relationship. Lamerdin raised some concerns with the reports of the decommissioning of the R/V Hi’ialakai, moored at NOAA. Bretz said he would speak with Jim Durkee and mentioned some potential concerns; Lamerdin said the Port needs to exercise due diligence in monitoring the situation.

C. General Manager..... 42:05
1. Special Use Permits

Miranda referred to the staff report included in the Meeting Packet. She commented that the letter to NOAA regarding pier usage did include an option to consider the use of the NOAA Pier for visiting vessels if there was no availability at the International Terminal. Miranda said there is ongoing research and discussion regarding the Rondys lease, including the need for an easement to access the Port’s 9-acre property, and the resolution of the electrical shed issue with a possible easement or purchase for the area where it was built. Regarding Community Ice, Miranda said that Rondys was not inclined to change the footprint but would work with Port users when area for stretching nets was needed. Miranda said an offer had been extended for a Director of Finance position to one of the candidate finalists, with a possible start date of July 22nd.

Chuck asked for more details about what comes back to the community from Ardor Adventures events. Miranda said she met with Ed Cortes about getting more details. She added that Cortes also contributed his own work and funds toward the events. Skamser said this could be part of Summit Communications work in showing what is supported by the Port. Lamerdin asked about the easement for Hatfield Marine Science Center; Miranda said this would be a water easement to the City related to the construction at HMSC. Miranda said she was looking into the HMSC lease and what might be mutually beneficial to HMSC and the Port. She added she will bring the easement to next month’s Commission meeting. Lamerdin said the Port should look more closely at how it

manages storage, which would require a bigger discussion. Miranda said that if the Commission felt storage should have limitations, it would be important for the Commission to establish a policy that staff could then follow and enforce.

VIII. COMMISSIONER REPORTS/COMMENTS 56:34

Lamerdin said he attended the City of Newport Vision 2040 Meeting the prior Wednesday, and added this was a good group for the Port to be a part of. Chuck said he attended the past Monday's Newport City Council Meeting, where parking was discussed. He suggested the Port should stay involved in this issue. Miranda said she would look more closely at the Parking District IGA and follow up on where the money contributed was or will be used. Skamser commented that it was important to the Port's public relations that Lamerdin and Chuck took the time to represent the Port.

IX. ELECTED COMMISSIONERS OATHS OF OFFICE

This was moved to item V(A).

X. CALENDAR/FUTURE CONSIDERATIONS 59:17

There were no changes to the Calendar/Future Considerations.

XI. PUBLIC COMMENT 59:30

There was no public comment at this time. Miranda said that she followed up with the State on the status of the review of the Port's Strategic Business Plan; she hopes to get more details from Dave Harlan at the PNWA Conference later this week.

XII. ADJOURNMENT 1:00:34

Having no further business, the meeting adjourned at 7:01 pm.

ATTESTED:

Sara L. Skamser

Sara L. SKAMSER, President

Walt Chuck

Walt Chuck, Secretary/Treasurer

Agreement for Contract Services

Port of Newport
Public Relations Consulting & Support

effective July 1, 2019

SUMMIT 
Public Relations Strategies, LLC

Angela Nebel, Principal
PO Box 2147
Newport OR 97365
(541) 264-8735 – phone
(906) 440-0488 – mobile

Under the terms identified herein, Port of Newport (Port) agrees to contract with Summit Public Relations Strategies LLC (Summit) for consulting and implementation of a communications strategy.

Scope of Services:

Summit is engaged to carry out nearly all of the recommended strategies outlined in the Communication Strategy provided to the Port Commission on June 24, 2019. This includes writing and coordinating the production of a community newsletter, writing monthly press releases, pitching and/or writing special interest stories, providing social media support, creating at least one new publication describing the Port of Newport, utilizing email to update stakeholders and community partners on a quarterly basis, and generally providing communication consultation as needed.

Although this is the intended scope of services, all projects will be reviewed by the Client prior to the engagement of any outside services (printing, postage, etc) and all press releases will be reviewed and approved by the Client before distribution.

Financial Arrangement:

Per this agreement, Client will be invoiced on the first of each month for time and materials. Each invoice will be accompanied by time documentation and expense receipts, as accrued. The billing structure is based on the following rates:

- \$75/hour project time
- \$60/hour graphic design
- \$37.50/hour travel time, plus IRS-rate mileage
- 10% overhead markup on third party expenses paid by Summit

The budget cap for this contract is set at \$28,100, which includes the engagement of outside services as necessary. Total invoicing related to the scope of work outlined during the duration of this agreement shall not exceed that amount, unless mutually agreed upon in advance by both parties.

The estimated breakdown of expenditures is:

- Summit project time at 20/hrs per month - \$18,000
- Printing (2 newsletters) - \$2,200
- Postage (2 newsletters) - \$2,500
- Design (2 newsletters plus misc additional hand-outs) \$2,000
- Email Marketing Vendor (ex: Constant Contact) - \$500
- Social Media Archiving Service (ex: Archive Social) - \$2,400
- Miscellaneous photography - \$500

In the event that outside services are directly billed to the Client, the invoiced amount will be deducted from this financial agreement and no overhead markup will be charged. If Summit pays third party vendors, a 10% markup will apply.

Terms are net 30 days from the receipt of invoice. Interest at a rate of 1% per month will be charged on accounts past due 60 days.

Summit does not bill for typical office expenses, telephone calls, or other administrative expenses. Any other expenses will be billed as accrued. Mileage is billed at the IRS rate.

Agreement Timeline:

This agreement shall be effective from July 1, 2019 through June 30, 2020. In the event that either party wishes to cancel this agreement, written notice of 30 days is expected. Notice shall be between the parties executing this agreement.

Terms & Conditions:

Relationship to Other Contracted Services: Per the scope of work approved by the Port Commission on June 24, 2019, outside contracted services will be required to complete the communication strategies, i.e. printing, postage, and email / social media vendors. According to this agreement, Summit will oversee the engagement of those services and provide regular consultation with the General Manager on the associated costs in order to stay within the total communication plan budget. In some instances and by mutual agreement, payment for the aforementioned contract services may be the direct responsibility of Client.

Liability Release and Indemnification: Any publication or statements (written or verbal) made on behalf of the Port will be produced based on information provided by the client. Client releases Summit from responsibility or liability for any inaccuracies that are a result of faulty information- either intentional, unintentional, or by omission- as provided by the client. Client agrees to indemnify Summit for any and all costs and damages, including attorney fees, arising directly or indirectly from services provided to client under this contract.


Confidentiality: Summit agrees to maintain the confidentiality of documents and information client deems confidential. Client agrees to notify Summit in writing as to the documents and information deemed confidential. Client agrees to allow Summit use of material produced by Summit in Summit's promotional material.

Reporting: Summit will provide regular communication updating the client on the progress of various initiatives.

Acceptance:

The signatures below indicate acceptance of the details, terms, and conditions of this agreement and provide approval to begin work as specified.

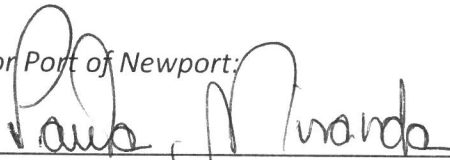
For Summit Public Relations Strategies:



Angela B. Nebel, Principal

Date: July 1, 2019

For Port of Newport:



Paula Miranda, General Manager

Date:

07/08/19