

PORT OF NEWPORT COMMISSION SPECIAL MEETING AGENDA

Monday, October 15, 2018, 12:00 pm
South Beach Activities Room
2120 SE Marine Science Drive, Newport, OR 97365

I.	Call to Order	Page
II.	Public Comment (3 minute limit per person)	
III.	Contract with BergerABAM for the Port’s Strategic Business Plan	3
IV.	Rondys Lease Addendum	69
V.	NOAA MOC-P Dredging 2018-2019 Contract	Addendum
VI.	Public Comment (3 minute limit per person)	
VII.	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: <http://portofnewport.com/rv-parks/map.php>

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STAFF REPORT

DATE: October 9, 2018
RE: Strategic Business Plan and Capital Facilities Plan Update Proposals
TO: Port of Newport Board of Commissioners
ISSUED BY: Teri Dresler – Interim General Manager

BACKGROUND

In January 2013, the Port Commission approved a Strategic Business Plan and Capital Facilities Plan that was consistent with the objective of Ports 2010: A New Strategic Business Plan. Business Oregon has established a structure for the planning process that includes an update every 5 years following a process similar to the planning process that was completed in 2013. The process includes stakeholder interviews, public engagement, Port Commission work sessions, research, and analysis. As part of the public engagement process, there will be a draft of the plan presented to the Commission and to the public where each group will have an opportunity to provide input in framing the final document. When the plan is complete it will be approved by the Port Commission and then by Business Oregon.

The Port issued a Request for Proposals for consultant services to work with the Port in preparing the plan update on September 7, 2018. Two proposals were received, one from BergerABAM, and one from SSW Consulting/Stutzner Engineering & Forestry.

The proposals were reviewed by Mark Harris, Accounting Supervisor, Aaron Bretz, Director of Operations, and Teri Dresler, Interim General Manager, using a value based evaluation method. SSW Consulting/Stutzner Engineering & Forestry submitted a competitive proposal. The level of capital facility engineering specifically related to port facilities, financial planning, and analysis linked to capital outlay was not as strong as the team desired. BergerABAM received the highest scores in the evaluation process due to their specific, relatable experience.

DETAIL

BergerABAM demonstrated a deep understanding of the Port of Newport. Their prior work with similar plans at over a dozen other ports in Oregon was viewed as a strong asset. In addition, the team has a proven depth of experience in the area of in-water engineering and capital outlay data that the Port evaluation team viewed as extremely valuable to the capital facilities planning portion of the work. The team has experience in analyzing market opportunities for waterfront and upland properties and preparing economic and financial assessments. This work is crucial to a plan that will guide us for the next 5 year period.

I have asked BergerABAM to broaden their scope of work at the International Terminal to include a more comprehensive analysis of the short-sea shipping market in addition to the growth potential anticipated in the commercial fishing industry. This analysis will take into consideration the current uses and users at the terminal. It will provide the Port with a market analysis and potential opportunities that will support decision making in support of the Port's mission of promoting and supporting projects and programs that will retain and create new jobs and increase community economic development.

BergerABAM is ready to begin work as soon as a contract is in place. They project the work taking four months to complete.

RECOMMENDATIONS

I recommend a motion to authorize the Interim General Manager to enter into a contract with BergerABAM to provide consulting services to update the 2013 Port of Newport Strategic Business Plan and Capital Facilities Plan not exceed \$60,000.

10 October 2018

Port of Newport
Attn: Teri Dresler, Interim Port Manager
600 SE Bay Boulevard
Newport, OR 97365

Subject: Port of Newport Request for Proposals - Strategic Business Plan Update

Dear Ms. Dresler:

Thank you for the opportunity to submit the following scope and fee for professional planning services for the Port of Newport, Oregon. Services to be performed include a five-year update to the Port's Strategic Business and Capital Facilities Plan.

PROJECT UNDERSTANDING

The Port of Newport (Port) has selected BergerABAM and BST Associates to update its 2013 strategic business plan (SBP). Our understanding of the SBP update is that it must consider market opportunities, projects, and capital facilities. It must also include supportive goals and policies to be consistent with Ports 2010, the statewide template for developing local plans. SBPs must be updated every five years for ports to remain eligible for state port planning and marketing funds.

The Port has property at two locations: South Beach and North Bay. They support three primary business centers.

South Beach includes:

- RV park
- Rogue Brewery headquarters
- National Oceanic and Atmospheric Administration (NOAA) Marine Operations Center-Pacific (MOC-P)
- Oregon State University Hatfield Marine Science Center
- Oregon Coast Aquarium
- Recreational marina

North Bay includes:

- Commercial marina
- International terminal
- Port offices
- Historic Bayfront property leases

The three primary business centers are:

- **NOAA MOC-P homeport**, which consists of state-of-the art training and ship operations for six NOAA research and survey ships and administration, engineering, maintenance, and logistical support for NOAA's Pacific fleet.
- **Commercial fishing marina**, which includes leases with Englund Marine Supply, the Yaquina Bay Yacht Club, and Bayfront properties, including Captains Charters and Pacific Seafood.
- **International terminal**, which includes land and building leases. The terminal's renovation was completed in 2013, and the project received a Phoenix Award from the Environmental Protection Agency. Primary features of the terminal include:
 - One of only three deep-draft ports on the Oregon coast.
 - Traditional exporter and importer of forest products.
 - Entrance bar dredged to 40 feet.
 - Mean tidal range of about 6 feet.
 - 900- by 1,200-foot-wide turning basin located adjacent to the cargo berths.
 - Air draft under the highway bridge of 135 feet at low water.
 - Cargo docks about 1.5 miles from the ocean entrance buoy with transit time from pilot boarding to vessel tie up at less than 60 minutes.
 - 10 acres of vacant industrial land with all utilities available for development and 30 acres of bulk cargo storage available adjacent to the terminal.

To meet the challenges facing the Port district, the Port must update its plan to align with its most current strategic direction and calibrate its existing goals to achieve success. The Port's current request for assistance with an SBP update is a recognition that an effort to refine the comprehensive strategy is well timed and would meet state requirements for future project and program funding.

APPROACH

The BergerABAM team will provide an update to the SBP and review and prioritize market opportunities and the Port's capital facilities plan (CFP) based on changes over the past five years. We have outlined tasks, such as public outreach, vision, goals, and policy direction for the Port to help us undertake to achieve a complete and meaningful plan update.

The BergerABAM team intends to meet the work requirements for the Port as described in the request for proposal (RFP) with assistance from Port staff. Our proposed draft work plan expands the outline in the RFP with added detail about level of effort, data sources, and methods. This effort will position the Port to begin implementing the plan update once completed through a proposed six-month schedule.

OVERALL PROJECT ASSUMPTIONS

The following scope of work provides for specific updates to the plan Vision, including a robust outreach program, as well as market study, finance plan, and capital facilities plan updates. The following assumptions were used to prepare this scope of work.

- The SBP update will include one 2-day kickoff meeting plus two 2-day consultant trips to Newport (three trips), including:
 - Trip 1: Kickoff meeting, Strengths, Weakness, Opportunities and Threats (SWOT) analysis, facilities assessment, six Stakeholder Interviews, and Open House 1.
 - Trip 2: Public Open House 2 paired with Port Commission workshop; each up to 2 hours in length.
 - Trip 3: Public Open House 3 paired with Port Commission workshop; each up to 2 hours in length.
- The Port will secure/provide meeting venues, set up interviews, and help staff open houses, and Port Commission updates.
- The Port will provide one consolidated round of review comments on consultant draft products.
- Regular project meetings will occur face to face during Trips 1 through 3 above, and regular contact will occur via telephone and email.
- Project duration is estimated at six months.

Task 1. Project Management

Objective: Stay in regular contact with the Port's project manager and coordinate work tasks carefully to meet the project schedule and budget. Communication will be the key to project efficiency as the plan update is developed. This task includes:

- Teleconference (or in-person meetings on project trips 1 through 3) every other month with Port project manager.
- Monthly project invoices.

Assumptions

- Monthly 30-minute teleconferences (up to six) will be held with the Port's project manager.
- Up to six monthly project invoices will be prepared.

Deliverables

- Teleconferences or meetings combined with trips to Newport
- Monthly invoices

Task 2. Community Outreach

Objective: To develop meaningful input through stakeholder interviews, public open houses, and Commission workshops. BergerABAM will complete the following community outreach tasks.

- *Kickoff Meeting, SWOT Assessment (Port Commission Workshop 1), facilities site visits (Trip 1).*
BergerABAM will participate in a 4-hour kickoff meeting to visit Port facilities and operations

as the basis for the Capital Facilities Plan (CFP) update, and conduct a SWOT assessment with Port staff and Commissioners as part of a Port Commission workshop. The Port's project manager will be responsible for identifying key participants, preparing and sending invitations, and scheduling the venue. This kickoff and roundtable SWOT session will include a review of prior Port goals and objectives and past accomplishments. It will result in a kickoff and SWOT assessment summary that documents the Port's current and future challenges and opportunities for growth and development. This summary will be used by the Port to prepare an updated vision and goals for inclusion in the SBP document.

- *Stakeholder Interviews (Trip 1)*. Prior to the kickoff meeting, Port staff will develop a list of stakeholders to be interviewed, including key regulatory and economic development agencies, tenants, utility providers, and business leaders. BergerABAM will complete up to six stakeholder interviews to ascertain opinions and convey the Port mission, vision, community needs, and development strategies.
- *Public Open Houses*. BergerABAM will facilitate three public open houses to gather input from the community, and to present the draft and final plan documents.
 - Open House 1. The first open house will be held during Trip 1, following the kickoff meeting, SWOT assessment, and stakeholder interviews. Holding the first open house at the beginning of the project will enable Port staff and the consultant team to engage the community early and understand potential areas of controversy to be addressed in the development of the draft SBP. Together, we will listen to community concerns and goals and convey the Port's mission, existing vision, and Business Oregon requirements for the plan update. BergerABAM will facilitate the open house, provide up to two display boards, record comments, and prepare a summary for staff review. The first open house will be designed for drop-in participation by community members, with no formal presentation by BergerABAM or Port staff.
 - Open House 2/Port Commission Workshop 2. Open house 2 will be paired with a Port Commission workshop, focusing on the draft SBP and CFP document, offering an opportunity for the public to weigh in, and allowing the Commission to provide direction on top projects and revisions to the draft plan update (Trip 2). BergerABAM will facilitate Open House 2, prepare a presentation of key findings from the draft plan, assist Port staff with briefing the Commission during Port Commission Workshop 2. Open House 2 will include a formal presentation by BergerABAM with an introduction by Port staff. The Port will prepare a meeting summary documenting public and Commission feedback.
 - Open House 3/Port Commission Workshop 3. Open House 3 will be held to present the final update to the Port of Newport SBP and CFP (Trip 3). BergerABAM will prepare a presentation, facilitate the open house and record public comments and concerns, assist Port staff in briefing the Commission as part of Port Commission Workshop 3. Port staff will prepare a meeting summary documenting public and Port Commission feedback.

Assumptions

- Port staff will prepare all public meeting notices, announcements, and meeting summaries.

- Port staff will host a site visit, attend and invite Port Commission representatives to participate in the SWOT analysis, develop a list of stakeholders to be interviewed, prepare a stakeholder interview invitation, and schedule six stakeholder interviews in conjunction with Trip 1.
- BergerABAM will facilitate a SWOT analysis (Port Commission Workshop 1), conduct a facilities assessment, complete stakeholder interviews, and conduct the first open house during a two-day project kickoff (Trip 1).
- Port staff will support BergerABAM with three public open houses, the first paired with the kickoff meeting and second and third paired with Port Commission workshops.
- Three BergerABAM staff and one BST staff will attend the kickoff meeting, one BergerABAM staff will attend the first and second open house and Port Commission workshop, and one BergerABAM staff will attend Open House/Port Commission Workshop 3.
- Port staff will prepare an updated vision and goals based on the SWOT assessment. Staff will facilitate Commission review of the updated vision and goals and, once revised, will provide a final copy to the consultant for inclusion in the SBP update.

Deliverables

- Participation by BergerABAM (up to three) and BST (one) team members in the kickoff and facilitation of the SWOT assessment (Port Commission Workshop 1), and facilities tour
- Draft and final kickoff/SWOT assessment summary
- Draft and final stakeholder questionnaire, six stakeholder interviews (Trip 1), and summary of interviews
- Preparation for and facilitation of three open houses
- Preparation of meeting materials for three open houses, including sign-in sheets, comment forms, up to three display boards for Open House 1, and digital presentations for Open Houses 2 and 3
- Assisting Port staff with presentations to the Commission during Port Commission Workshops 2 and 3
- Review of the draft and final vision and include them in the final SBP update

Task 3. Data Collection and Inventory Update

Objective: Update the plan with a thorough understanding of Port assets, infrastructure, project and financing needs, and implementation strategies to help guide the Port's future actions. This task will include two subtasks as described below.

Task 3. 1. Review Site and Public Facilities

Objective: To evaluate existing Port facilities and infrastructure conditions and future improvements needed to support the Port's vision, goals, and objectives.

- In conjunction with the kickoff meeting, the BergerABAM team will complete a facilities assessment focused on new facilities acquired or updated over the past five years. The

assessment will include site visits for priority sites identified by the Port (Trip 1) to generally assess public facilities, identify existing deficiencies and planned improvements for Port-owned facilities. BergerABAM will document the site evaluations in a brief technical memorandum. The memorandum will focus on site conditions that have changed since the last SBP/CFP update. This memorandum will become the basis for the CFP update in Task 4.

- List commercial and industrial opportunity sites as identified by Port staff. Port staff will provide site evaluation information, including gross size, existing zoning, access, circulation, adjacent land use, known environmental issues, ownership, and public facilities (water, private and public utilities, stormwater, sewer, streets, parks, docks, and jetties).

Task 3.2. Port Market and Financial Analysis

Objective: Provide a market and financial analysis that takes into account recent market and Port trade dynamics that are likely to impact demand for port, industrial, commercial, harbor and other related services/facilities contemplated by the Port. This work will entail a detailed analysis of primary and secondary market area economic activity and will include opportunities and estimates of demand at Newport. This work is intended to be consistent with the methods used in the earlier economic and market studies prepared for the Port. Such studies will be used and supplemented, as required, for this task.

BST Associates will lead this task, and provide the following.

- Review existing documents and studies provided by the Port and synthesize socioeconomic estimates and projections with data furnished by Business Oregon, Economic Development Alliance of Lincoln County, Oregon Employment Department, U.S. Census, and other reliable sources.
- Participate in the kickoff meeting and SWOT and interview several key operators, commercial brokers, and/or tenants regarding current demand in specific trade sectors.
- Summarize findings regarding the Port's geographic location/proximity to primary and secondary trade areas, regional transportation infrastructure (highway, airport, water), and available amenities.
- Provide a demographic and economic profile of Lincoln County and the regional economy, using data from the U.S. Census, state of Oregon, and other sources.
- Create a development program for market-supportable commercial, industrial, and recreational development within the port district. Include potential capture rates of future development within existing Port-owned land and facilities. This section will focus on markets for the marine terminal and recreational/commercial vessel activity in Newport, as well as related commercial and industrial development.
- Describe the link between port operations and economy, including:
 - BST Associates participation in the kickoff meeting and SWOT with the Port Commission, and Open House 1; and
 - BST Associates participation in Open House 2 and Port Commission Workshop 2, to deliver key market study findings.

Assumptions

- Port staff will provide relevant background studies and data.
- Port staff will identify the top three commercial and industrial project priorities in the past five years.
- Port staff will review and provide one consolidated set of comments on the draft facilities memorandum and draft market study.
- Revised final facilities and market studies will be included in the strategic business plan update (Tasks 4 and 5).

Deliverables

- Draft Port facilities memorandum focusing on site conditions that have changed over the past five years
- Draft market study focused on the past five years

Task 4. Draft Strategic Business Plan Update

Objective: Work with the Port to prepare a draft plan update that meets the requirements of Business Oregon. Preparation of the draft SBP update will include the following tasks.

- Review Port staff summery/update of historical/background information from the Port's prior strategic plan, capital improvement plan, economic analysis, and related studies.
- Prepare a market study that takes into account recent market and Port trade dynamics that are likely to impact demand for port, industrial, commercial, harbor, and other related services/facilities contemplated by the Port.
- Inventory, update, and evaluate newly acquired or altered Port facilities for the past five years.
- Prioritize, based on Port direction, the top three development projects/sites, and include a preliminary evaluation of infrastructure improvement needs with planning-level cost estimates.
- Develop a CFP update component to include planning-level capital cost estimates, priorities, and activities necessary to implement the short-term development goals, and designed for five-year updates.
- Prepare updates to the management policies based on objectives and goals established by the Port.
- Prepare an update to environmental plan policies based on environmental objectives and goals established by the Port.
- Prepare updates to the marketing plan policies, based on objectives and goals established by the Port.

Assumptions

- Port staff will provide the following for the past five years, as needed:
 - Update Port background and history

- Port resources and inventory updates
- Updated Port mission statement, goals, and objectives
- Plan element objectives, goals, and policy input
- Port staff will provide the existing SBP in MS Word format.
- Port staff will complete one round of review on the draft SBP prior to presentation to the public and Port Commission.
- Port staff will conduct a financial analysis of port operations. This analysis will rely on existing studies completed to date, and may include the following:
 - Evaluation of rate levels at Port facilities
 - Documentation and project revenues and O&M expenses for existing and proposed developments
 - Providing a pro forma based upon historical trends and activity levels, using case studies where appropriate (relevant similar project experience)
- BergerABAM will be responsible for the following five-year updates:
 - Introduction update, including public involvement summary and incorporating updated mission, goals, objectives, and history provided by the Port.
 - Market study
 - Capital facilities plan update, including key projects and priorities
 - Policy updates for the management, environmental, and marketing plan elements

Deliverables

- Draft SBP update provided to Port staff for review and comment
- Revised draft SBP update to present to the public and Port Commission

Task 5. Final Strategic Business Plan Update

Objective: Deliver a final plan update that includes an updated CFP. Following review of the draft SBP by the public and Port Commission, BergerABAM will prepare a final SBP.

Assumptions

- The plan update will follow the Business Oregon template and incorporate elements developed by Port staff outlined in the tasks described above.
- After final delivery, any revisions required by Business Oregon (Infrastructure Finance Authority) will be completed by the Port.

Deliverables

- Final SBP update delivered to Port staff for review and comment
- Revised final SBP update presented to the public and Port Commission (Open House/Port Commission Workshop 3)
- One electronic version of the final adoption-ready strategic business plan

FEE

The following professional fees, including an estimated \$1,927 in expenses, will be billed as incurred and will not exceed **\$59,996** without written authorization:

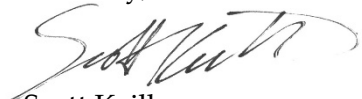
Task 1.0:	\$ 1,819
Task 2.0:	26,115
Task 3.0:	14,038
Task 4.0:	11,408
Task 5.0:	4,689
Expenses:	<u>1,927</u>
Total:	<u>\$59,996</u>

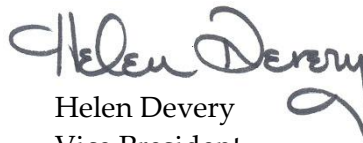
CLOSING

If you wish to accept this proposal, please show your acceptance by signing in the space provided below. Please return a fully executed copy of the entire proposal to me by fax or PDF and retain the original for your files. We will consider the signed date as our notice to proceed. This proposal is valid for 30 days.

We thank you for the opportunity to provide this proposal and we look forward to working with you. Should you have questions, please call me at 360/823-6100.

Sincerely,


Scott Keillor
Senior Project Manager/Planner


Helen Devery
Vice President

JSK:llt
Attachments
Standard Terms and Conditions

ACCEPTED BY

PORT OF NEWPORT

Signature

Title

Name (Printed)

Date

STANDARD TERMS AND CONDITIONS

BILLINGS

Lump-sum jobs are billed according to agreed-upon milestones, on a percent-of-completion basis. Time and expense jobs are invoiced in accordance with the labor and other costs incurred in performing the work. Personnel are billed at a rate that includes labor overhead and an allowance for profit. Project-related expenses are billed at cost or use rate plus 10 percent (10%).

PAYMENT SCHEDULE

Invoices are submitted monthly for services performed during the prior month and are due upon receipt. If Client fails to make any payment due BergerABAM for services and expenses within thirty (30) days after receipt of BergerABAM's statement therefore, the amounts due shall bear interest, at the prevailing legal rate from said thirtieth day. In addition, BergerABAM may, after giving seven (7) days written notice to Client, suspend services under this Agreement until BergerABAM has been paid in full all amounts due for services, expenses, and charges. Attorneys' fees and other costs incurred in collecting a delinquent amount will also be charged. Late or nonpayment of fees is cause for immediate termination by BergerABAM.

CHANGED CONDITIONS

Should conditions of the work change so as to materially affect the level of effort or the time required, then equitable adjustments to fee and schedule shall be made. BergerABAM will notify Client when a changed condition becomes apparent. Failure of Client to provide a timely and equitable adjustment is cause for termination by BergerABAM.

In the event that government jurisdictions, at any level, legislate new taxes or administratively interpret existing regulations such that additional taxes apply to this work, this shall be cause for an equitable adjustment of the contract fee in recognition of the increased taxation.

TERMINATION

Either Client or BergerABAM may terminate this contract at any time, upon fourteen (14) days written notice in the event of substantial failure by the other party to perform in accordance with the terms hereof through no fault of the terminating party.

In the event of termination of this Agreement, BergerABAM shall be paid for all services rendered up to the date of termination, and shall be paid for all unpaid Additional Services and unpaid Reimbursable Expenses incurred up to the date of termination, and shall be paid for all termination expenses. Upon termination, BergerABAM will close the job in an orderly fashion and Client shall pay BergerABAM for its reasonable closing costs.

PROJECT RELATIONS

BergerABAM shall not direct or supervise Contractor or other third parties and will not act as Client's agent. Contractor and/or Client is solely responsible for the means and methods of

construction, including job-site safety. BergerABAM is responsible solely for the negligent acts and omissions of its own employees, agents, and subconsultants. BergerABAM is not responsible for the negligent acts or omissions of others, against which Client will defend and indemnify BergerABAM.

BERGERABAM PERSONNEL AT CONSTRUCTION SITE

The presence of BergerABAM personnel at a construction site, whether as on-site representatives or otherwise, shall not make BergerABAM in any way responsible for those duties that belong to the Client and/or the Construction Contractors or other entities, and does not relieve the Construction Contractors or any other entities of their obligations, duties, and responsibilities, including, but not limited to, all construction methods, means, techniques, sequences, and procedures necessary for coordinating all portions of the construction work in accordance with the contract documents, and any health or safety precautions required by the work.

BergerABAM's site responsibilities are limited solely to the activities of BergerABAM and BergerABAM employees on site. These responsibilities shall not be inferred by any party to mean that BergerABAM has responsibility for site safety. Safety in, on, or about the site is the sole and exclusive responsibility of the contractor alone. The contractor's methods of work performance, techniques, superintendence of the contractor's employees, sequencing of construction, and procedures necessary for coordinating all portions of the construction work in accordance with the contract documents are also the sole and exclusive responsibilities of the contractor alone.

Client warrants that: (1) the Construction Contractor's responsibilities will be made clear in Client's agreement with the Contractor; (2) Client's agreement with the Contractor shall require the Contractor to indemnify, defend, and hold Client and BergerABAM harmless from any claim or liability for injury or loss arising from Client's or BergerABAM's alleged failure to exercise site safety responsibility; and (3) Client's agreement with the Contractor shall require the Contractor to make Client and BergerABAM additional insureds under the contractor's general liability insurance policy, which insurance protection shall be primary protection for Client and BergerABAM.

Given the foregoing, Client also shall, to the fullest extent permitted by law, waive any claim against BergerABAM and indemnify, defend, and hold BergerABAM harmless from any claim or liability for injury or loss arising from BergerABAM's alleged failure to exercise site safety responsibility. Client also shall compensate BergerABAM for any time spent or expenses incurred by BergerABAM in defense of any such claim. Such compensation shall be based upon BergerABAM's prevailing fee schedule and expense reimbursement policy. (The term "any claim" used in this provision means "any claim in contract, tort, or statute alleging negligence, errors, omissions, strict liability, statutory liability, breach of contract, breach of warranty, negligent misrepresentation, or other acts giving rise to liability.")

SUPPORTING SUBCONSULTANTS

BergerABAM works on a continuing basis with a group of selected specialized subconsultants as required to balance peak staffing requirements and provide specialized expertise for scheduled workload. BergerABAM reserves the right to make assignments to these firms, including, but not limited to, routine word processing, drafting, civil and structural engineering, and environmental work. Work by these firms is performed under the oversight of the BergerABAM project manager and is subject to BergerABAM quality review. Services performed by subconsultants will be billed to client by BergerABAM at actual costs plus 10 percent (10%). If requested, BergerABAM will make information on collaborating subconsultants available for client review.

LOANED EMPLOYEES FROM AFFILIATE COMPANIES

BergerABAM is a member of The Louis Berger Group, Inc., one of the largest consulting engineering organizations in the world. BergerABAM reserves the right to supplement in-house project staff with loaned employees from The Louis Berger Group, Inc. Unless otherwise specifically defined, any added costs associated with the use of these employees will be handled internal to BergerABAM and clients will be charged at BergerABAM standard rates for the grade and/or skill level of employees involved.

USE OF OWNER-SPECIFIED CONSULTANTS OR CONTRACTORS

BergerABAM will comply with Client's directives in utilizing services of owner-specified consultants on the project. The liability of BergerABAM arising from the work of such subconsultants will be limited to proceeds available from the subconsultants' insurance(s) to the extent permitted by law.

HAZARDOUS WASTE

Client warrants that, to their knowledge and belief, there are no hazardous materials or substances (as defined by applicable law and regulation) associated with the work. Discovery of such will constitute, at BergerABAM's option, either a changed condition or cause for termination by BergerABAM. Following discovery, Client shall take all measures needed to protect health and safety. Client shall comply with all applicable laws and regulations and will make all required notifications.

DATA DOCUMENTS AND RECORDS

BergerABAM shall be entitled to rely upon the accuracy and completeness of all data furnished by Client to BergerABAM that is used by BergerABAM in providing services under this Agreement.

REUSE OF DOCUMENTS

All documents prepared by or furnished by BergerABAM pursuant to this Agreement are instruments of service in respect of the Project. They are BergerABAM's property. Client may make and retain copies of information for reference in connection with the Project by Client and others; however, such documents are not intended or represented to be suitable for reuse by

Client or others upon modifications of the Project or on any other project. Any reuse without written verification or adaptation by BergerABAM for the specific purpose intended will be at Client's sole risk and without liability or legal exposure to BergerABAM, and Client shall indemnify and hold harmless BergerABAM, its officers, directors, agents, and employees from all claims, damages, losses, and expenses, including attorney's fees arising out of or resulting there from. Any such verification or adaptation of drawings will entitle BergerABAM to further compensation at rates to be agreed upon by Client and BergerABAM.

USE OF ELECTRONIC DATA

The use of any electronic data associated with this project is restricted to the original site and project for which it was prepared. Unless otherwise specifically agreed, information contained in transmitted electronic files is proprietary and is to be used only as an aid toward the successful completion of this project.

Electronic copies of drawings shall not be interpreted to be true-scale documents of the proposed work. If these drawing files are being altered by another party as part of an effort to generate as-built drawings or for any other purpose, BergerABAM accepts no liability and/or responsibility for the accuracy of these as-built or other documents. In addition, all drawing information contained in transferred electronic files, including, but not limited to, symbol libraries, blocks, details, etc. may not be reproduced, sold, distributed, or utilized in any form on any other project or by anyone else.

BergerABAM has provided the data contained in any electronic files solely for the Client's convenience and/or benefit. Reuse or reproduction of transmitted electronic data for any other purpose or party for which the material was not strictly intended, is prohibited, as BergerABAM retains all copyright and other legal interest in the material. The recipient of transferred electronic data recognizes and acknowledges that the use of such data will be at their sole risk and without any liability or legal exposure to BergerABAM.

No warranties of any nature, whether express or implied, shall attach to the electronic media or information contained thereon. Furthermore, recipient of transferred electronic data hereby releases and shall, to the fullest extent permitted by law, defend, indemnify, and hold harmless BergerABAM from any and all claims, damages, losses, and expenses (Claims), including attorney's fees arising out, or resulting from the use of such transferred electronic data, including, but not limited to, Claims involving the completeness or accuracy of any data or information contained on the transferred electronic files.

INSURANCE

BergerABAM shall procure and maintain the following insurance: worker's compensation and employer's liability insurance, comprehensive general liability insurance, and professional liability insurance.

Within the limits and coverage of this insurance, BergerABAM will indemnify Client against loss or liability arising solely from the negligent acts or omissions of BergerABAM's employees, agents, and subconsultants.

Client agrees to require BergerABAM to be named as an additional insured for all insurance policies carried by Contractors, Subcontractors, Client, and Suppliers on which Client has been or will be named as an insured or additional insured.

Notwithstanding any other provisions in this Agreement, nothing shall be construed or enforced so as to void, negate, or adversely affect any otherwise applicable insurance held by any party to this Agreement.

OPINIONS OF COST, FINANCIAL CONSIDERATIONS, AND SCHEDULES

In providing financial analyses or opinions of cost, economic feasibility, and scheduling for the Project, BergerABAM has no control over costs or prices of labor and materials; unknown or latent conditions of existing equipment or structures that may affect operation or maintenance costs; competitive bidding procedures; market conditions; time or quality of performance by third parties; quality, type, management, or direction of operating personnel; or other economic and operational factors that may materially affect the ultimate Project cost or schedule.

Therefore, BergerABAM makes no warranty that the Client's actual Project costs, financial conditions, economic feasibility, or schedules will not vary from BergerABAM's opinions, analyses, projections, or estimates.

PROFESSIONAL PRACTICES

BergerABAM intends to perform the work it has agreed to do with the thoroughness and competence usual to the engineering profession at the time and place of performance. No other representation, either expressed or implied, will be construed from BergerABAM's proposal, contract, or work. Should BergerABAM certify anything with respect to the work, the certification will be considered a professional opinion and not a warranty.

LIABILITY

Regardless of the presence or absence of insurance coverage, BergerABAM shall not be liable for loss or damage associated with delays beyond BergerABAM's control, or for loss of earnings, loss of use or other incidental or consequential damages suffered by Client or others, however caused. BergerABAM's liability hereunder, whether in tort or in contract, for any cause of action shall be limited as follows: (1) for insured liabilities arising out of BergerABAM's negligence, to the amount of insurance then available to fund any settlement, award, or verdict; and (2) for uninsured liabilities, to 50 percent (50%) of the fee earned (not to exceed \$1 million) by BergerABAM under this Agreement. Client further agrees that, to the fullest extent permitted by law, no shareholder, officer, director, partner, principal, or employee of BergerABAM shall have personal liability under any provision of this Agreement, or for any matter in connection with the services provided. Client expressly agrees to this limitation of liability.

Client shall, at BergerABAM's option, defend BergerABAM against third-party claims arising from the work. Regardless of whether BergerABAM exercises this option, Client shall pay BergerABAM for damages, cost of defense, and expenses arising out of such claims (including reasonable charges at standard billing rates for time spent by BergerABAM personnel in connection with the claims) at the time they are incurred. At the conclusion of litigation, BergerABAM will reimburse Client for those payments, in proportion to BergerABAM's relative negligence as determined by law.

DISPUTES

Should a dispute arise, Client will continue to pay BergerABAM's regular invoices. No offset or deduction will be made. Every effort will be made to resolve the dispute as expeditiously as possible. First, the parties will attempt to resolve the matter directly. Failing this, the matter will be submitted for mediation, which will be conducted in a manner mutually acceptable. The cost of mediation will be borne equally by the parties. If mediation is not successful, the dispute will be resolved in a court of competent jurisdiction. The venue will be federal or state court, located in King County, Washington.

In the event a claim by Client is not proved (the judgment is less than BergerABAM's prior settlement offer), Client shall pay BergerABAM for legal fees and other costs of defense. Costs include reasonable charges at standard billing rates for time spent by BergerABAM personnel in connection with the dispute. In the event of a dispute between third parties or between Client and third parties, where BergerABAM is required to assist (as in giving depositions), Client will pay BergerABAM at standard billing rates for time and expenses.

FORCE MAJURE

Neither party shall hold the other party responsible for damages or delay in performance caused by acts of God, strikes, lockouts, accidents, or other events beyond the control of the other or the other's employees and agents.

CONTROLLING LAW

Law for this Agreement will be the internal law for the State of Washington, USA.



Port of Newport
Strategic Business Plan and Capital Facilities Plan Update

Prepared for
The Port of Newport

September 18, 2018

17 September 2018

Port of Newport
Attn: Aaron Bretz, Director of Operations
600 SE Bay Boulevard
Newport, OR 97365

Subject: Port of Newport Request for Proposals - Strategic Business Plan Update

Dear Mr. Bretz:

BergerABAM is pleased to submit our proposal to the Port of Newport for the preparation of the update to your strategic business plan (SBP) and capital facilities plan (CFP). The BergerABAM team will work with Port staff to meet your work scope requirements by addressing the state model plan elements with capital facilities, management, market/ financial, environmental, and marketing plans. In completing the plan update, our team of experts in waterfront planning and design, strategic planning, civil engineering, architecture and landscape architecture, and market analysis will evaluate the Port's assets and opportunities. In addition, for an accurate understanding of local needs and preferences, we recommend the Port hold community meetings and supplement them with business interviews and one-on-one contacts.

Scott Keillor, AICP, has provided professional planning services to a dozen ports throughout the Pacific Northwest in the past 10 years. As project manager, Scott will be the Port's primary point of contact; he will be supported by our strategic planning, land use planning, engineering, and environmental staffs. Our team includes Paul Sorenson with BST Associates (BST), who will provide economic and market analysis. Our team members have completed comparable assignments for Oregon and Washington ports that have included community outreach, policy development, market analysis, and facilities assessments.

Team roles for this Port of Newport SBP update project include:

- **BergerABAM** – Project management, outreach support, strategic and land use planning, and capital facilities assessment (e.g., Port of Coos Bay Strategic Business Plan)
- **BST**– Market study and implementation strategies (e.g., Port of Toledo Strategic Business Plan Update)

State-funded strategic plans are an excellent opportunity to define and realize local visions. The plan represents more than a state mandate. It is designed to enhance existing plans and policies and align Port resources to best achieve the Port's mission over the next 5-, 10-, and 20-year planning horizons. Additionally, the update provides the opportunity to reach out to your community to help them understand the key role the Port plays in the region. The BergerABAM team is keenly interested in providing these services to you. We appreciate this opportunity and look forward to discussing in detail how we can make this effort a success for the Port of Newport and its entire district.

Sincerely,



Scott Keillor, AICP
Senior Project Manager/Planner



Helen Devery
Vice President

SK:ilt
Attachment

Project Understanding

The Port of Newport (Port) seeks a professional consultant to update its 2013 strategic business plan (SBP). The SBP update must consider market opportunities, projects, and capital facilities. It must also include supportive goals and policies to be consistent with Ports 2010, the statewide template for developing local plans. SBPs must be updated every five years for ports to remain eligible for state port planning and marketing funds.

The Port has property at two locations: South Beach and North Bay. They support three primary business centers.

South Beach includes:

- RV park
- Rogue Brewery headquarters
- National Oceanic and Atmospheric Administration (NOAA) Marine Operations Center-Pacific (MOC-P)
- Oregon State University Hatfield Marine Science Center
- Oregon Coast Aquarium
- Recreational marina

North Bay includes:

- Commercial marina
- International terminal
- Port offices
- Historic Bayfront property leases

The three primary business centers are:

- **NOAA MOC-P homeport**, which consists of state-of-the-art training and ship operations for six NOAA research and survey ships and administration, engineering, maintenance, and logistical support for NOAA's Pacific fleet.
- **Commercial fishing marina**, which includes leases with Englund Marine Supply, the Yaquina Bay Yacht Club, and Bayfront properties, including Captains Charters and Pacific Seafood.

International terminal, which includes land and building leases. The terminal's renovation was completed in 2013, and the project received a Phoenix Award from the Environmental Protection Agency. Primary features of the terminal include:

- One of only three deep draft ports on the Oregon coast.
- Traditional exporter and importer of forest products.
- Entrance bar dredged to 40 feet.
- Mean tidal range of about 6 feet.
- 900- by 1,200-foot-wide turning basin located adjacent to the cargo berths.
- Air draft under the highway bridge of 135 feet at low water.
- Cargo docks about 1.5 miles from the ocean entrance buoy with transit time from pilot boarding to vessel tie up at less than 60 minutes.
- 10 acres of vacant industrial land with all utilities available for development and 30 acres of bulk cargo storage available adjacent to the terminal.

To leverage the Port's opportunities for jobs related to waterfront and landside facilities, the SBP update will need to identify market and demographic realities and how they can activate job growth. The BergerABAM team is familiar with the Port, its demographics, and general market trends based on our recent nearby port work, including the Port of Toledo SBP update. We know that the share of Lincoln County residents commuting to jobs outside the county has increased over the past decade; this underscores the need for the types of local jobs supported by the Port. The economy of Lincoln County is led by the leisure and hospitality sector, which accounts for approximately one out of four jobs, but wages in the hospitality sector average a relatively low \$20,700 per year.



The commercial fishing industry in Oregon is increasingly concentrated on the North Coast (i.e., Lincoln, Tillamook, and Clatsop counties). Since the mid-1990s, the North Coast has accounted for approximately 85 percent of the Oregon harvest volume, and these volumes have trended upward. The number of vessels licensed for commercial fishing in Oregon declined substantially in recent years, mostly due to vessel buyback programs aimed at reducing the size of the fleet and increasing the sustainability of harvests. The benefit of the fleet reduction is that the remaining fleet now harvests more tonnage per vessel and generates more revenue per vessel. This fleet reduction impacts the demand for moorage, including the number of slips that are needed and the size of the slips needed (i.e., most of this decline represents smaller boats). So a decreasing fleet size, and the growing number of county residents out-commuting for work, are strong indications that a plan update is timely and will be efficacious in helping to direct limited resources for economic development.

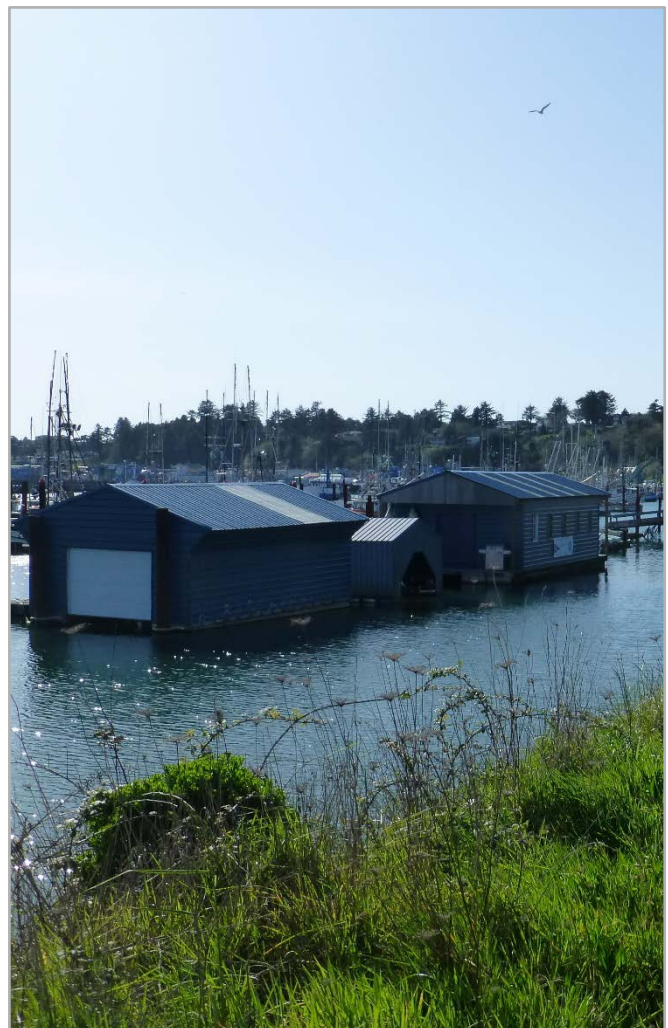
To meet the challenges facing the Port district, the Port must update its plan to align with its most current strategic direction and calibrate its existing goals to achieve success. The Port's current request for assistance with an SBP update is a recognition that an effort to refine the comprehensive strategy is well timed and would meet state requirements for future project and program funding.

We also understand the Port's relationship with the community. You are a steward of a wide range of resources, from waterways, to land and building leases, to tax dollars. As you are keenly aware, not everyone agrees on the direction the Port should take going forward. When citizens see their ideas expressed in the final product, a bond is formed that will be instrumental in the Port's efforts to continue your momentum.

We also understand the Port's relationships with public- and private-sector partners. These partners may have direct regulatory oversight and/or financial resources. The ability of the Port to provide a clear yet flexible statement of purpose, goals, and objectives that responds to the goals and objectives of its partners will assist in assuring that these partnerships can proceed to fruition.

The critical deliverables to result from this plan update process include an assessment of the current mission/vision statements; a report from stakeholders (internal and external) providing their perspectives on the Port and its economic development efforts; assessments of the Port's strengths, weaknesses, opportunities, threats (SWOT) and market opportunities; formation of an overarching driving strategy and a set of goals that support it; a systematic examination of your top current projects and their alignment with the driving strategy; and a capital facilities and financing plan.

This work will be executed to meet the state's required port planning template, including management, financials, capital facilities, and environmental and marketing components. In addition, we will ensure this process provides a useful framework for the Port of Newport to implement its capital and program needs for job growth over the next 20 years.



Proposed Approach

Our experience in conducting strategic planning assignments for ports along Oregon's Pacific Coast from Astoria to Brookings Harbor, and throughout the Pacific Northwest has guided our formulation of this proposed approach. For this assignment, we propose to meet Port and Business Oregon guidelines by partnering with the Port to complete five strategic work tasks that will inform key decisions about development opportunities, project priorities, operations, financial/funding requirements, and the Port's mission, goals, and objectives.

The BergerABAM team will provide a general update to the SBP and review and prioritize the CFP with a few additions, and we have outlined tasks, such as public outreach, for the port to undertake to achieve a complete and meaningful plan update within the prescribed budget. It is important that this strategic planning update take place in a transparent environment that invites community members into the process. We tell our port clients that the more fingerprints you can get on a strategic plan, the better the plan. We will work with you to implement a public involvement process that offers a variety of ways for the public to engage – one that we advise, but that the Port implements. We have experience working hand-in-hand with the Port of Port Orford on a strategic plan and know that close coordination on tasks is critical to success.

We believe an authentic strategic planning process will not only provide the Port Commission and staff with a greater sense of cohesiveness in direction, but will provide the community with important information about the Port and its intentions. Our experience in conducting multiple strategic planning efforts tells us that while it's not necessary to start with a clean slate, it is necessary to be willing to examine the Port's current initiatives candidly and assess their consistency with your mission. We are willing and able to work with Port staff and within your budget to lend our independent perspective, give stakeholders a voice, assess public facilities, and share market knowledge aimed at finding creative solutions to help you build on your existing strategic policy framework. The process will assure that capital and planning investments are all aligned with your strategic direction, similar to the boatyard haul-out upgrade we assisted the Port of Toledo with on their SBP update.

Draft Work Plan

With the assistance of Port staff, the BergerABAM team intends to meet the work requirements for the Port of Newport as described in the request for proposal (RFP) within a reasonable timeframe and the assigned budget. Our proposed draft work plan expands the outline in the RFP with added detail about level of effort, data sources, and methods. This effort will position the Port to begin implementing the plan update on schedule. Where we have indicated Port tasks, we have done so to maximize our services within the Port's potential budget of \$40,000, helping you to achieve a fully compliant SBP update. Each of these necessary Port assignments can be provided by our team through an expanded budget allocation or a later contract extension.

Task 1 Project Management

Objective: Stay in regular contact with the Port's project manager and coordinate all work tasks carefully to ensure tasks are completed on time and within budget. Communication will be key to ensuring efficiency as the plan update is developed.

- Teleconference monthly with Port project manager.
- Debrief with the Port project manager after public and Commission meetings held by the Port and at key project milestones.
- Supply monthly invoices.

Assumptions

- Monthly 30-minute teleconferences (up to four) will be held with the Port's project manager.

Deliverables

- Participation in up to four 30-minute conference calls
- Monthly invoices

Task 2 Vision and Goals Update and Community Outreach

Objective: Ensure meaningful input through stakeholder interviews, public open houses, Commission workshops, and other outreach efforts led by the Port.

- BergerABAM will participate in a 4-hour kickoff meeting to visit Port facilities and operations that will include a SWOT assessment. This roundtable session will review prior Port goals and objectives and past accomplishments. It will result in a SWOT analysis that documents these aspects of the Port's current and future situation.
- Port staff will develop a list of stakeholders to be interviewed that includes key regulatory and economic development agencies, tenants, utility providers and business leaders.
- BergerABAM will interview eight stakeholders to ascertain opinions and convey the Port mission, vision, community needs, and development strategies.
- BergerABAM will hold one public open house back to back or combined with a Port Commission workshop, and Port staff take public feedback at a Port Commission workshop on the draft plan update.
 - Open House 1 should be held at the end of Task 3 to allow the team to listen and add to its findings about community and Port needs and to convey the Port's mission, vision, and Business Oregon requirements for the plan. BergerABAM will facilitate the meeting and present its results and a summary to the Commission during a workshop that follows the Open House.
 - Port staff will provide a second opportunity for the public to weigh in during the Port Commission workshop No. 2 which should be scheduled for the completion of the draft plan update. Port staff will present a summary of findings and brief the Commission and record community feedback for plan refinement. BergerABAM will provide the draft plan for staff to use in briefing the Commission as part of Commission Workshop 2.
- Port will prepare an updated Port vision statement and preliminary goals and objectives to account for staff and community input as part of the draft plan. Once the draft has been developed, the Port will provide it to BergerABAM for review and comment.
- Port staff will refine the draft vision based on Commission and consultant input and prepare a final adoption-ready version.

Assumptions

- Port staff will develop a list of stakeholders and schedule eight stakeholder interviews.
- BergerABAM will facilitate and Port staff will participate in two public open houses and develop written summaries to be reviewed by the consultant.
- Port staff will provide a revised final copy of the meeting summaries for inclusion in the draft SBP update by the consultant.
- Port staff will share the draft vision with the Commission and, once revised, will provide a final copy to the consultant for inclusion in the SBP update.

Deliverables

- Participation by two BergerABAM team members (project manager and one senior engineer) in the kickoff and SWOT analysis during one combined 4-hour site visit (trip 1)
- Draft and final SWOT analysis
- Draft and final stakeholder questionnaire, conduct eight stakeholder interviews (trip 1), and interviews summary
- Facilitate two public open houses back to back with Port Commission workshops (trips 2 and 3)
- Review meeting summaries and the draft and final vision and include them in the final SBP update

Task 3 Data Collection and Inventory Update

Objective: Ensure the plan update is developed with a thorough understanding of Port assets, infrastructure, project and financing needs, and implementation strategies to help guide the Port's future actions.

Analyze Port Accomplishments and Assets

Objective: Review the Port's recent (five-year) accomplishments and identify and update site-specific industrial and commercial development opportunities at selected locations within the boundaries of the port district.

- Review the Port's prior strategic plan, capital facilities plan, and available background plans or studies relevant to this assignment.
- List commercial and industrial opportunity sites within the last five years as identified by Port staff. Port staff will provide site evaluation criteria, including gross size, existing zoning, access, circulation, adjacent land use, known environmental issues, ownership, and public facilities (water, private and public utilities, stormwater, sewer, streets, parks, docks, and jetties). BergerABAM will compile existing relevant data on Port usage and tenants for up to three recent projects.

Review Site and Public Facilities

- Visit the priority sites identified in the past five years to generally assess public facilities, identify existing deficiencies and planned improvements for Port-owned facilities brought online or planned for updates within the past five years.
- Compile the draft site evaluations and document Port facilities in a brief technical memorandum featuring changes within the past five years. This list will become the basis for the Capital Facilities Plan update in Task 4.

Port Market and Economic Analysis

Objective: Provide a market analysis that takes into account recent market and Port trade dynamics that are likely to impact demand for moorage for commercial fishing vessels, charter fishing boats, and recreational boats; commercial fishing support services; marine cargo/short-sea shipping; and commercial/industrial real estate.

The analysis of demand for fishing-related facilities (both commercial and recreational) will entail a review of recent and long-term trends in the regional fishing industry. This includes trends in harvest volumes and species fished, the size of the commercial and recreational fleets, and characteristics of vessels in the fleets. The supply of moorage and other support facilities will be described, including the inventory of moorage slips, distribution of slip sizes, age of moorage facilities, availability of upland gear storage, and other relevant factors.

The analysis of the commercial/industrial real estate market will describe trends in supply, the drivers of demand, and the characteristics of Port-owned property.

The market analysis for marine cargo/short-sea shipping will focus on the Port's International Terminal, and will compare the supply of marine terminal space with the demand for such facilities. The analysis of supply will describe the existing facilities (International Terminal, other) and the key characteristics of the facilities (including water depth, berth size, upland acreage, and inland access). This analysis will also discuss the types of vessels that can be accommodated. The demand analysis will focus on products generated locally, such as forest products.

The analysis will include a description of the Lincoln County economy and the role that the Port plays. Key portions will include:

- Review existing documents and studies provided by the Port and synthesize socioeconomic estimates and projections with data furnished by Business Oregon, the Oregon Employment Department, US Census, and other reliable sources.
- Summarize findings regarding the Port's geographic location/proximity to primary and secondary trade areas, regional transportation infrastructure (highway, airport, rail, water), and available amenities.
- Provide a demographic and economic profile of the Lincoln County market region using current data from the U.S. Census, state of Oregon, and other sources. The economic and demographic information will include:
 - Population trends by number, age distribution, ethnicity, labor force characteristics (education, occupation, commute patterns), and income level
 - Retail buying power and trade leakage
 - Place of employment (trends and forecasts)
 - Major employers
 - Payroll and employment levels by industry type
 - Unemployment rates
 - Tourism trends

Assumptions

- Port staff will provide background studies and data.
- Port staff will provide the top three commercial and industrial project priorities in the past five years and background material.
- Port staff will review and provide one consolidated set of comments on the draft facilities report and draft market study.
- Revised final facilities and market studies will be included in the strategic business plan update (Tasks 4 and 5).

Deliverables

- Draft Port facilities analysis for the past five years
- Draft market study focused on the past five years

Task 4 Draft Strategic Business Plan Update

Objective: Work with the Port to prepare a draft plan update that meets the requirements of Business Oregon.

- Review and summarize historical/background information from the Port's prior strategic plan, capital improvement plan, economic analysis, and related studies.
- Inventory, update, and evaluate Port resources regarding land, buildings, personnel, and operations for the past five years.
- Prioritize, based on Port direction, the top three development projects/sites, and include a preliminary evaluation of infrastructure improvement needs with planning-level cost estimates.
- Refine the Port mission statement, goals, and objectives as part of the plan update.
- Develop a capital facilities plan update component to include:
 - Capital facilities plan, including planning-level capital cost estimates, priorities, and activities necessary to implement the short-term development goals, and designed for five-year updates.
 - Management plan based on goals and objectives and designed for annual updates with the budget process.
 - Financial plan based on financial goals and objectives and designed to be updated annually as part of the budget process. The financial analysis will include:
 - Review of current established financial reserve policies
 - Analysis of past expenditures, debt obligations, and revenue trends
 - Forecast of revenues and expenditures
 - Analysis of debt affordability and coverage/profile ratios
 - Multiyear financial plan
 - Identification of potential sources of state and federal grants and loans
 - Environmental plan update based on environmental goals and objectives and designed for annual updates.
 - Marketing plan update, customized to meet project and market goals and objectives and designed for annual updates. The marketing plan will focus on how the top three projects should be accomplished.

- Conduct Open House 2 to present the draft plan and receive community feedback. BergerABAM will present the draft plan and gather public and Port Commission input, including the Commission's direction for final plan edits.
- Revise the draft plan update based on comments from Open House 2 and Commission Workshop 2.

Assumptions

Port staff will provide the following for the past five years, as needed:

- Port resources and inventory update
- Updated Port mission statement, goals, and objectives
- Management plan
- Environmental plan update
- Financial plan
- Meeting summaries (two combined open houses and Port Commission meetings)
- BergerABAM will be responsible the following 5 year updates:
 - Background Section update
 - Market Study
 - Public Involvement summary
 - Capital facilities plan update
 - Key projects and priorities summary

Deliverables

- Revised draft plan based on public and Port Commission input

Task 5. Final Strategic Business Plan Update

Objective: Deliver a final plan update that includes an updated capital facilities plan.

Assumptions

- The plan update will follow the Business Oregon template and incorporate elements developed by Port staff outlined in the tasks described above.
- After final delivery, any revisions required by Business Oregon (Infrastructure Finance Authority) will be completed by the Port.

Deliverables

- One electronic version of the final adoption-ready strategic business plan

Estimated Cost

We provide cost estimates for this draft work plan by task below and are available to address any changes in work scope and fee if we are selected for this important assignment.

Task	Cost
Task 1. Project Management	\$1,594
Task 2. Vision, Goals, and Outreach	13,718
Task 3. Data Collection and Inventory	11,671
Task 4. Draft SBP Update	7,931
Task 5. Final SBP Update	3,355
Expenses	1,685
Total	\$39,954

Project Team Qualifications

The BergerABAM team is organized to provide the Port with the best possible service by professionals who are exceptionally well qualified for their roles. They will ensure project success in terms of quality, schedule, budget, and administrative ease.

Key Firms

BergerABAM—Established in 1951, BergerABAM incorporated in 1965 and, through its later affiliation with Berger Group Holdings, became part of a permanent staff of over 3,600 professionals located around the world. BergerABAM is a multidisciplinary consulting firm specializing in project management, land use planning, community engagement, natural resources, hazardous materials, civil and structural engineering, construction management and support, and underwater inspection services. BergerABAM has been a leader in planning, analyzing, evaluating, inspecting, repairing, upgrading, and designing waterfront, marine, and upland facilities for ports all over the world.

We are located in Portland and Hood River, and are headquartered in Federal Way, with additional Washington offices in Seattle and Vancouver, and other offices in Las Vegas, Houston, Irvine, and San Diego. We employ 250 West Coast staff members.

BST Associates— Founded by Paul Sorensen in 1986, BST specializes in economic and financial evaluations of port and transportation projects. BST's expertise focuses on market research, strategic planning, demand forecasting, benefit/cost analysis, cost effectiveness analysis, economic impact assessment, life-cycle cost analysis, financial planning (including bond feasibility studies), rate/tariff assessments, sensitivity analysis, and project risk assessment.

BST recently completed analyses of marine cargo opportunities at West Hayden Island for the Port of Portland and of strategic business opportunities at the Port of Astoria; forecasts of marine cargo for the Washington State Public Ports Association, Washington State Department of Transportation, and the Port of Portland; an update of the Port of Kalama comprehensive plan, an SBP for the Port of Coos Bay, an SBP update for the Port of Toledo, and an analysis of coastal-dependent industrial lands in Humboldt Bay. Through its body of work, BST has become very familiar with the Port of Newport and its staff.

BST consistently maintains the highest standards. Most of BST's consulting work is repeat business for satisfied clients who trust the firm and know that BST will do everything to make their project successful.

Consultant Team—Our history is one of consistent and frequent service to public sector entities. Our clients include projects for federal agencies (U.S. Army Corps of Engineers, U.S. Navy), state agencies (Oregon Department of Transportation, Washington State Departments of Transportation and General Services), and local units of government (Port of Toledo, Port of Coos Bay, Port of Astoria, Port of Portland, Port of Vancouver USA, City of Portland). Our familiarity with governmental structures allows us to work cost-effectively in the spotlight of public process. We are very comfortable in public venues and presenting clearly stated findings, information, and recommendations to elected officials. We recognize the sensitivity of those events and plan accordingly. Currently, 75 percent of our workload is with federal, state, and local governments.

Team members have recently provided similar services for these Oregon and Washington ports.

Oregon

- Port of Toledo Strategic Business Plan Update
- Port of Coos Bay Strategic Business Plan
- Port of Port Orford Strategic Business Plan
- Port of Bandon Strategic Plan
- Port of Coquille River Strategic Plan
- Port of Brookings Harbor Strategic Plan Update
- Port of St. Helens Strategic Plan
- Port of Garibaldi Strategic Plan
- Port of Umpqua Strategic Plan
- Port of Morrow Strategic Plan
- Port of Astoria Strategic Business Plan
- Port of The Dalles Strategic Plan
- Port of Portland West Hayden Island Marine Cargo Forecasts & Capacity Assessment

Washington

- Port of Camas-Washougal Strategic Plan
- Port of Chehalis Strategic Plan
- Port of Pasco Strategic Plan and Master Plan
- Port of Chelan County Strategic Plan
- Port of Kalama Comprehensive Plan
- Port of Port Angeles Marine Terminal Master Plan

Key Personnel

The BergerABAM team offers strategic planning and communications experts who are adept at building community, stakeholder, and Port Commission consensus toward a common vision, goals, policies, and action plans that are specific and measurable. The team members highlighted in this proposal are included because of their significant experience in the disciplines required to ensure a successful plan update. They are skilled at facilitation, assessing existing conditions, facilities assessment and capital facilities planning, identifying opportunities, and, if requested, providing high-quality products and communication materials and in employing traditional and nontraditional outreach methods as needed. To ensure the Port’s plan is well grounded, our team members will use their extensive knowledge of marine operations – gathered through our global port practice – to proof projects, goals, and policies, and develop an action plan. BergerABAM teamed with BST because the firm’s expert economists are familiar with Port operations, and we have worked together successfully on similar projects (most recently for the Port of Toledo and Port of Coos Bay). BergerABAM and BST have the needed expertise and commit our team members for the duration of this important assignment.

Scott Keillor is our Strategic Planning and Communications team leader, and he will lead this effort with support from the team members listed below. This table summarizes their experience and backgrounds, including their years of experience, education, professional registrations, certifications, and availability. Full resumes can be found in Appendix A.

Background	Biography	Project Experience
<p>Scott Keillor, AICP Role: Project Manager, Facilitator, Strategic Planning Lead Education: MURP, Urban/Regional Planning; Undergraduate Studies, Architecture, University of Oregon Registration/Certifications: American Institute of Certified Planners (AICP) Years of Experience: 28 Firm: BergerABAM Availability: 60%</p>	<p>Scott is a professional project manager, facilitator, and senior planner who specializes in developing port strategic plans. He designs and implements effective community outreach, public involvement, and communications activities to support planning, service delivery, and public works projects. Scott has led the development and update of over a dozen port strategic plans in the Pacific Northwest over the past 10 years.</p>	<p>Scott served as project manager and planner for strategic business plan updates for these Oregon ports.</p> <ul style="list-style-type: none"> • Port of Coos Bay • Port of Bandon • Port of Morrow • Port of The Dalles • Port of St. Helens • Port of Umpqua • Port of Garibaldi • Port of Port Orford • Port of Gold Beach • Port of Brookings Harbor
<p>Paul Sorensen Role: Economic Policy Advisor Education: MA, Economics; BA, Political Economics, University of Washington Years of Experience: 30+ Firm: BST Availability: 45%</p>	<p>Paul has over 30 years of experience helping clients create economic development plans and has led BST’s research efforts and economic analysis for numerous projects. Paul’s extensive experience in assessing the economic conditions that drive the demand for various types of port industrial facilities is particularly relevant to this project, as his background is in evaluating the economic and financial performance of development plans.</p>	<p>Paul supplied economic analysis services to these Oregon and Washington ports.</p> <ul style="list-style-type: none"> • Strategic Business Plan Update, Port of Toledo, OR • Comprehensive Plan, Port of Kalama, WA • Strategic Business Plan, Port of Coos Bay, OR • Strategic Business Plan, Port of Astoria, OR • Ship/Boatyard Feasibility Study, Port of Toledo, OR • Financial Analysis Revenue Bond Analyses, Port of Seattle, WA • Financial Analysis, Revenue Bond Analyses, Port of Bellingham, WA

Background	Biography	Project Experience
<p>Howard “Hod” Wells, PE, LEED AP, ENV SP Role: Engineering Advisor, Capital Outlay Education: BS, Mechanical Engineering, University of Notre Dame Registration/Certifications: Professional Engineer: OR, WA, CA Years of Experience: 27 Firm: BergerABAM Availability: 35%</p>	<p>Hod is a versatile engineer and project manager with 27 years of experience in civil and structural engineering. His experience includes programming, planning, and designing complex projects for maritime ports and their tenants. His combination of port facility experience and heavy civil construction and demolition experience make him well-suited to contribute engineering and capital outlay data to the strategic business plan update.</p>	<ul style="list-style-type: none"> • Boatyard Improvements and Haul-out Pier, Port of Toledo, OR • Newport Seafood Wharf, Newport, OR • 17th Street Dock Reconstruction, Astoria, OR • Terminal 2, Berths 203 and 204 Improvements, Port of Portland, OR • Crane 6380 Electrical Feed, Port of Portland, OR • Copper Concentrate Shed Building Evaluation, Port of Vancouver USA, WA • West Vancouver Freight Access Project, Port of Vancouver USA, WA
<p>Scott McMahon, PE Role: Port Facilities Assessment, Policy Advisor, Project Engineer Education: BS, Civil Engineering; MS, Civil Engineering, University of Notre Dame Registration/Certifications: Professional Engineer: OR, WA, IN Years of Experience: 24 Firm: BergerABAM Availability: 25%</p>	<p>Scott has 24 years of experience providing management, design, and analysis of a wide range of civil and structural engineering transportation projects. He is particularly experienced with port facility condition assessments used to inform capital improvement plans, risk mitigation efforts, and facility expansion, upgrade, or repurposing studies.</p>	<ul style="list-style-type: none"> • Strategic Business Plan, Port of Coos Bay, OR • Strategic Business Plan, Port of Morrow, OR • Marine Facilities Condition Inspection, Portland, OR • Strategic Business Plan, Port of The Dalles, OR • Strategic Business Plan, Bandon, OR • Rivergate Facility Condition Survey, Portland, OR
<p>Brian Wunningham Role: Finance and Economic Policy Support Education: BA, Economics; BA, Business Administration, University of Washington Years of Experience: 27 Firm: BST Availability: 45%</p>	<p>Brian has been a key team member for all projects completed by BST over the past 27 years and has led BST’s efforts in a number of port-related studies. His experience includes analyzing market opportunities for waterfront and upland properties and preparing economic and financial assessments.</p>	<ul style="list-style-type: none"> • Strategic Business Plan, Port of Toledo, OR • Comprehensive Plan, Port of Kalama, WA • Strategic Business Plan, Port of Coos Bay, OR • Strategic Business Plan, Port of Astoria • Economic Benefits of Oregon Economic Ports, Various Locations, OR • Coos Bay Rail Link Economic Impact • Dry Bulk Cargo Forecast, Port of Long Beach, CA • Rail Forecast, Port of Portland, OR
<p>Nicole McDermott Role: Public Outreach and Strategic Planning Support Education: MLA, Landscape Architecture; BA, Architecture, Auburn University Years of Experience: 11 Firm: BergerABAM Availability: 60%</p>	<p>Nicole’s skills as a designer and planner are only a part of her ability to solve problems and communicate complex ideas effectively to diverse audiences. She has extensive experience in port facilities assessments, outreach, and strategic plan drafting. Nicole has completed six strategic business plans for Northwest ports, working with the public, port tenants, and commissioners to identify goals and set project priorities for industrial, marine, and recreational facilities.</p>	<ul style="list-style-type: none"> • Strategic Business Plan, Port of Coos Bay, OR • Economic Benefits of Oregon Economic Ports, Various Locations, OR • Vision and Property Master Plan, Port of Garibaldi, OR • Comprehensive Scheme of Harbor Improvements, Port of Woodland, WA • Strategic Business Plans, Oregon Ports • Strategic Business Plan, Port of Coquille River, OR • Strategic Business Plan, Port of Gold Beach, OR

Strategic Business Plan, Port of Morrow, Boardman, OR

BergerABAM led the most recent update of the Port's strategic business plan. The plan addressed the district's industrial park at Boardman on the Columbia River and other Port holdings throughout Morrow County.

Major tasks included stakeholder outreach, business interviews, mission and vision review, a SWOT analysis, capital facilities planning, financial and market analyses, and goal and policy updates. The plan includes two rounds of public and Port Commission review meetings, and will help guide the Port's development priorities through the next 20 years.



Relevant Elements

- Strategic Planning
- Capital Facilities
- Public Involvement
- Market Analysis

Key Staff

- Scott Keillor, Project Manager
- Scott McMahon, PE, Engineering

Reference

- Lisa Mittelsdorf, Director of Economic Development, Port of Morrow
 - 📞 541/481-7678
 - ✉ lisam@portofmorrow.com

Strategic Business Plan, Port of Bandon, OR

BergerABAM is leading the strategic business plan process for the Port district, which includes the communities of Bandon and Coquille on Oregon's southern coast.

This lively recreation and tourism destination port includes an attractive Riverwalk, marina, and historic U.S. Coast Guard building that houses the Port and other tenants. The Port has recently developed the Old Town Marketplace, and now is updating its strategic business plan to identify local opportunities and concerns as it seeks new revenue streams. BergerABAM is leading the market and capital facilities and public outreach efforts to help the Port forecast its future project, policy, and fiscal needs.



Relevant Elements

- Strategic Planning
- Capital Facilities
- Public Involvement
- Market Analysis

Key Staff

- Scott Keillor, Project Manager
- Scott McMahon, PE, Engineering

Reference

- Jeff Griffin, Port Manager, Port of Bandon
 - 📞 541/347-3206
 - ✉ portmanager@portofbandon.com

Strategic Business Plan, Port of The Dalles, OR

BergerABAM is the prime consultant assisting the Port with its 2013 strategic business plan update process.

The 2013 strategic business plan update addresses the Port's infrastructure needs, current market conditions, future development opportunities, and financing strategies for future operational and economic development actions for its properties, including the industrial park and marina at The Dalles on the Columbia River. With a successful history of job creation through property sales, the Port also seeks to understand its potential to reinvest resources in emerging markets that may not easily be recognized without this strategic planning effort.



Relevant Elements

- Strategic Planning
- Capital Facilities
- Public Involvement
- Market Analysis

Key Staff

- Scott Keillor, Project Manager
- Scott McMahon, PE, Engineering

Reference

- Andrea Klaas, Executive Director, Port of The Dalles
 - 📞 541/298-4148
 - ✉ andrea@portofthedalles.com

Rivergate Facility Condition Survey, Portland, OR

Located along the Willamette River in North Portland, the Georgia-Pacific facility at Rivergate is a timber pile-supported dock built in the 1960s for the Crown Zellerbach Corporation. The facility serves as a barge unloading dock with a warehouse structure, automated trolley, and cargo lifts located on the dock.

In the course of its history, the original timber fender piles were replaced with steel pipe and HP (steel) fender piles.

BergerABAM performed an above-water condition survey of the fender piling and the timber bull stringer along the face of the dock, inspecting the fender piling from a boat. The entire timber bull stringer was visually inspected and, where it was accessible by catwalk, sounded and drilled to estimate section loss. BergerABAM provided a condition survey and report to Georgia-Pacific that included a cost estimate for repairs and a recommendation for phased construction that would allow the continuous use of the facility during construction.

Strategic Business Plan, Port of Astoria, OR

BST evaluated the potential demand for existing Port of Astoria lines of business, including airport, marine and cruise terminal, marinas, and haul-out/boat yard. BST also evaluated the potential demand for uses at Tongue Point. The demand assessment included an evaluation of market trends, assessment of competitive facilities and potential demand for Astoria.

The demand assessment was based on existing reports as well as individual interviews with stakeholders.

A second task accomplished by BST was a financial assessment that included preparing a pro forma for each of the lines of business, evaluation of potential funding sources (including port revenues, debt service capacity for general obligation and revenue bonds, and federal and state loan and grant programs).

A third task was completion of an economic impact analysis. In this task, BST estimated the total economic impacts (direct, indirect, and induced effects) associated with Port operations by line of business. The analysis included an estimate of retained/created jobs, direct business revenues, personal income, and state and local taxes in the Port District and region, as well as estimates for the south county subregion of the Port District.

Marine Cargo Forecasts, Olympia, WA

BST prepared forecasts of waterborne commerce moving through public and private terminals in Washington over six forecasts (1991, 1995, 1999, 2004, 2009, and 2011) for the Washington Public Ports Association (WPPA), the Washington State Department of Transportation, and the Pacific Northwest Rail Coalition.

The forecasts of cargo on the Lower Columbia River included estimating the split between Oregon and Washington ports.

BST also estimated landside and waterside modal splits of forecasted waterborne cargo traffic on major corridors in Washington. This entailed estimating the percent of cargo moved by truck, rail, barge, and directly to industrial plants (cement plants, smelters, refineries, pulp/paper mills, and like facilities).

Relevant Elements

- Timber Structure Condition Assessment
- Repair Recommendations
- Repair Cost Estimates

Key Staff

- Scott McMahon, PE, Project Engineer

Reference

- Victor Galotti, Georgia-Pacific
 - 📞 360/817-4695
 - ✉ Victor.Galotti@gapac.com

Relevant Elements

- Port Markets
- Community Outreach
- Revenue Opportunities
- Port Priorities

Key Staff

- Paul Sorenson, Economist
- Brian Winningham, Economist

Reference

- Jack Crider, Chief Executive Officer
Humboldt Bay Harbor, Recreation, and
Conservation District,
 - 📞 707/443-0801
 - ✉ crider@portofhumboldt.org

Relevant Elements

- Port Markets
- Stakeholder Interviews

Key Staff

- Paul Sorenson, Economist
- Brian Winningham, Economist

Reference

- Eric Johnson, Executive Director,
WPPA, Project Manager
 - 📞 360/943-0760
 - ✉ EricJ@washingtonports.org

APPENDIX A

RESUMES



Scott Keillor, AICP, Senior Project Manager

Scott has led 10 Oregon port strategic plans in the past 10 years, and has focused his practice on providing professional planning and strategic communications services for public and private clients across the Pacific Northwest for 29 years.

Scott's hallmark is providing practical solutions to complex projects, including how dynamic ports can best serve job growth, commerce, and tourism needs on Oregon's Pacific Coast and the Columbia River. He is a professional facilitator, planner, and project manager and is adept at designing and implementing effective community outreach programs and public involvement/communications activities to support planning, service delivery, and public works projects. He specializes in facilitating public, stakeholder, and executive strategic planning for ports, cities, counties, and private-sector businesses and developers. As a strategic communications and public involvement project manager, Scott has a wide range of successful outreach experience to his credit, including designing public meetings/open houses, facilitating and moderating small and large groups, and developing strategic communications for visioning, goal setting, and implementation.

Applicable Project Experience

Strategic Business Plan, Port of Coos Bay, OR

Project manager for development of a strategic business plan for the International Port of Coos Bay, Oregon's busiest deep-water port. The plan builds on prior master plan efforts for the Port's primary business lines, including the Coos Bay Rail Link and the Charleston Marina complex, Jordan Cove energy project, Oregon Gateway bulk export terminal, and upper bay properties. Led stakeholder interviews, public meetings, and Commission presentations leading to the final plan.

Strategic Business Plan, Port of Bandon, OR

Project manager currently leading the strategic business plan process for the Port district which includes the communities of Bandon and Coquille on Oregon's southern coast. The plan update addressed Port assets, infrastructure, project and financing needs, and implementation strategies to help guide the Port's future actions.

Strategic Business Plan, Port of Morrow, OR

Project manager currently leading the Port's strategic business plan update. The plan addresses the district's industrial park at Boardman on the Columbia River and other holdings throughout Morrow County.

Strategic Business Plan, Port of The Dalles, OR

Project manager responsible for assisting the Port with its current strategic business plan update. The plan addresses the Port's infrastructure, current market conditions, future development opportunities, and financing strategies for future operational and economic development actions for its properties including the industrial park and marina at The Dalles on the Columbia River.

Strategic Business Plan, Port of St. Helens, OR

Project manager responsible for completing the Port's strategic business plan, which entails the review of more than 2,400 acres of port facilities in five industrial parks, the Scappoose Industrial Airpark, and the Scappoose Bay Marina.

Strategic Business Plan, Port of Umpqua, OR

Project manager responsible for leading the plan process, including facilities inventory, waterfront planning, policy development, financials, implementation, and funding to guide the Port's 20-year planning horizon.

Strategic Business Plan, Port of Garibaldi, OR

Project manager responsible for leading this North Coast harbor strategy for Oregon's first state-approved port strategic business plan. The Port has since received \$6.5 million in funding and completed the reconstruction of the Commercial Avenue Wharf in 2015.

Role/Duties

- Project Manager, Facilitator, Strategic Planning Lead

Education

- MURP, Urban and Regional Planning, University of Oregon
- Undergraduate Studies, University of Oregon

Certifications

- AICP

Years of Experience

- 29

Firm



Paul Sorensen, Principal

Paul has served as lead researcher and/or project manager for a wide variety of projects, including demand forecasting, site/project evaluation, demand/capacity analysis, and financing alternatives for trade, transportation, and waterfront development projects. His project experience is listed below.

Comprehensive and Strategic Plans

- Port of Toledo Strategic Business Plan, 2018
- Port of Kalama Comprehensive Plan, 2015
- Port of Coos Bay Strategic Business Plan, 2014
- Port of Toledo Strategic Business Plan, 2012
- Port of Astoria Strategic Business Plan, 2011

Marine Cargo Analysis

- Washington Marine Cargo Forecasts, 1991, 1995, 1999, 2004, 2009, 2011, and 2017
- Pasco Barge Cargo Analysis, 2015
- Tesoro Savage Vancouver Energy Terminal, 2013
- Coos Bay Bulk Cargo Market Assessment, 2013
- Columbia River Crossing Navigation Analysis, 2012-2013
- Port of Astoria Grain Market Analysis, 2011
- Port of Long Beach Dry Bulk Cargo Forecast, 2010)
- Lower Columbia Port Capacity Assessment, 2010

Financial Analysis

- Port of Seattle Revenue Bond Analyses, 2010, 2015, 2016, 2018
- Alameda Corridor Bond Refinance Peer Review, 2016
- Kodiak Harbor Tariff Analysis, 2014
- Port of Bellingham Revenue Bond Analysis, 2010

Rail Cargo Analysis

- Port of Benton Rail Market Analysis, 2016
- Montana Specialty Crops Transportation Analysis, 2015
- Humboldt Bay East-West Rail Corridor Feasibility, 2013
- Port of Portland Rail Forecast, 2012
- Longview SR 432 Corridor Analysis, 2012
- Port of Pasco Heritage Industrial Center, 2009

Economic Analysis

- San Pedro Bay Ports Trade Impact, 2017
- Coos Bay Rail Link Economic Impact, 2015
- Port of Skagit Economic Impact, 2014
- Westlake Avenue Cycle Track Impact, 2014
- Vancouver Energy EFSEC Application, 2013
- Oregon Ports Economic Impact, 2013
- Port of Port Angeles Economic Impact, 2013
- Trade Impact of the Port of Tacoma, 2010
- Arlington Property Economic Impact, 2010
- TransAlta Site Industrial Redevelopment Analysis, 2009

Land Use Planning

- Humboldt Bay Coastal Dependent Industry Analysis, 2018
- Pacific Hardwoods Market Analysis, 2017
- Wrangell Waterfront Industrial Property Assessment, 2016
- Port Angeles Shipyard Analysis, 2015
- Seaport Landing PDA Analysis, 2015
- Curtis Wharf Market Analysis, 2014
- Newport Property Highest and Best Use, 2014
- Kirkland Transient Moorage Analysis, 2014
- Port Angeles SMP Update, 2010
- Tacoma Waterfront Lands Analysis, 2009
- Point Wells Highest and Best Use, 2009
- Port of Toledo Ship/Boatyard Feasibility Study and Business Plan, 2008

Role/Duties

- Economic Policy Advisor

Education

- MA, Economics, University of Washington
- BA, Political Economics, University of Washington

Years of Experience

- 30+

Firm

BST Associates
Market Research & Strategic Planning



Howard “Hod” Wells, PE, LEED AP, ENV SP

Hod’s wide-ranging background includes port waterfront and marine planning and design, roadway design, transportation structure design, structural condition assessments, load ratings, and cost estimating.

Hod is a versatile engineer and project manager with 27 years of experience in structural and civil engineering, as well as surveying. His experience includes the design of floating and fixed docks, piers, and wharves; bridges and culverts; buildings; train station platforms; retaining walls; stormwater detention tanks; pump stations; telecommunications facilities; sign bridges; and many other types of structures. Hod has been responsible for structural analysis, design, detailing, construction services, and project management starting with preliminary design and carrying through construction. He has assessed the structural condition of docks, buildings, and industrial facilities, and has assessed and designed repairs for facilities compromised by fire, landslide, and explosion. Along with this broad range of skills, Hod has the creativity to handle challenging projects and the ability to manage multidisciplinary efforts for ports and their tenants.

Applicable Project Experience

Boatyard Improvements and Haul-out Pier, Port of Toledo, OR

Project manager for the program refinement, final design, and construction services related to the construction of a new boat haul-out pier for the Port of Toledo. The Port’s boatyard services Pacific fishing fleet vessels with lengths up to 120 feet. The facility consists of twin 120-foot-long, steel pile-supported concrete finger piers with a pile-supported turning apron. The pier supports a 600-metric-ton-capacity mobile boat hauler, which was a significant upgrade to the existing 80-ton hauler. Construction of the new pier enabled the Port to drastically increase its capacity for servicing large vessels, and allowed the decommissioning of the existing floating dry dock. The project was delivered via design-build public contracting.

Newport Seafood Wharf, Newport, OR

Project manager responsible for civil and structural engineering design of a new seafood transload wharf on the Newport Historic Bayfront for a confidential client. The 18,000-square-foot wharf is constructed of precast concrete panels supported by steel piling. The wharf features jib cranes for the transfer of seafood from boat to wharf, an ice plant, and an 8,000-square-foot building with warehouse, office, and processing space.

17th Street Dock Reconstruction, Port of Astoria, OR

Project manager for the design of a replacement for an aging public dock for the City of Astoria. The multipurpose dock is homeport to two 210-foot-long U.S. Coast Guard medium-endurance cutters, the *Steadfast* and the *Alert*. The dock is also home to the historic lightship *Columbia*, an exhibit that is part of the adjacent Columbia River Maritime Museum. The dock also serves sternwheeler-type Columbia River tour boats and small pleasure craft. Responsibilities included project management of the multidisciplinary consulting team that provided civil, structural, electrical, and mechanical engineering; surveying; permitting; and construction management and public involvement services.

Terminal 2, Berths 203 and 204 Improvements, Port of Portland, OR

Project manager responsible for the civil and structural design of berth improvements for the Port of Portland. The project included the installation of water, sewer, power, steam, and data utilities, as well as the installation of a containerized boiler for two U.S. Army Corps of Engineers dredging vessels to be moored at Berths 203 and 204. Design elements included a utility conduit rack, access stairs, seismic and pipe thrust bracing, anchorage of the boiler, and design of the water service and sewer force main systems.

Role/Duties

- Engineering Advisor, Capital Outlay

Education

- BS, Mechanical Engineering, University of Notre Dame

Registrations

- Professional Engineer: Oregon, Washington, California

Certifications

- LEED Accredited Professional (LEED AP)
- Envision Sustainability Professional

Years of Experience

- 27

Firm



Scott McMahon, PE

Scott has over 24 years of experience in the design and management of civil, transportation, and structural engineering projects with a focus on public and port-related facilities.

His wide-ranging background includes port waterfront and marine planning and design, roadway design, transportation structure design, structural condition assessments, load ratings, and cost estimating.

Applicable Project Experience

Strategic Business Plan, Port of Coos Bay, OR

Engineer responsible for conducting facilities inventory and condition assessments to support the development of a strategic business plan for the International Port of Coos Bay. The assessments included review of available plans and technical reports and visual reconnaissance of the Port's facilities at the Charleston Marina Complex, North Spit properties, Upper Bay properties, East Bay properties, and the Coos Bay Rail Link. Developed cost estimates for capital improvement projects.

Strategic Business Plan, Port of Morrow, OR

Structural engineer responsible for the review of available technical reports and drawings, providing facility condition assessments, and identifying existing public facility deficiencies and planned improvements to Port-owned facilities. Prepared a facilities assessment technical memorandum and developed costs estimates for capital improvement projects.

Marine Facilities Condition Inspection, Portland, OR

Project manager for a condition assessment of marine structures for the Port of Portland. Project included an underwater inspection of the Port's floating docks; more extensive inspections, including concrete testing at the Port's concrete docks; and a visual inspection for the remaining facilities. A comprehensive condition report was prepared that summarized conditions, major capital maintenance needs, and repair budgets.

Strategic Business Plan, Port of The Dalles, OR

Structural engineer responsible for the review of available technical reports and drawings, providing facility condition assessments, and identifying existing public facility deficiencies and planned improvements to Port-owned facilities. Prepared a facilities assessment technical memorandum and developed costs estimates for capital improvement projects.

Strategic Business Plan, Bandon, OR

Structural engineer responsible for the review of available technical reports and drawings, providing facility condition assessments, and identifying existing public facility deficiencies and planned improvements to Port-owned facilities. Prepared a facilities assessment technical memorandum and developed costs estimates for capital improvement projects.

Rivergate Facility Condition Survey, Portland, OR

Project manager responsible for performing an above-water condition survey of the steel fender piling and timber edge stringer along the face of the wharf on the Willamette River in North Portland for the Georgia-Pacific Corporation. The 35-foot-wide by 882-foot-long, timber U-shaped wharf was constructed in the late 1960s and is used for loading and unloading barges. The structure supports an on-dock warehouse and chain-driven trolley system for automated transport of goods to an upland warehouse. The entire timber edge stringer was visually inspected and, where it was accessible by catwalk, sounded and drilled to estimate section loss. A condition survey report was prepared for Georgia-Pacific that included a cost estimate for repairs and a recommendation for phased construction that would allow the continuous use of the facility during construction.

Role/Duties

- Port Facilities Assessment, Policy Advisor, Project Engineer

Education

- MS, Civil Engineering, University of Notre Dame
- BS, Civil Engineering, University of Notre Dame

Registrations

- Professional Engineer: Oregon, Washington, Indiana

Certifications

- LEED AP

Years of Experience

- 24

Firm



Brian Winningham, Senior Economist

Brian has served as lead researcher and/or project manager for a wide variety of projects requiring demand forecasting, site/project evaluation, demand/capacity analysis and financing alternatives for trade, transportation, and waterfront development projects. Some of his project experience is listed below.

Comprehensive & Strategic Plans

- Port of Toledo Strategic Business Plan, 2018
- Port of Kalama Comprehensive Plan, 2015
- Port of Coos Bay Strategic Business Plan, 2014
- Port of Toledo Strategic Business Plan, 2012
- Port of Astoria Strategic Business Plan, 2011

Economic Analysis

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- Port of Skagit Economic Impact, 2014
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- Vancouver Energy EFSEC Application, 2013
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- Lower Columbia Port Capacity Assessment, 2010

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- Pacific Hardwoods Market Analysis, 2017
- Wrangell Waterfront Industrial Property Assessment, 2016
- Port Angeles Shipyard Analysis, 2015
- Seaport Landing PDA Analysis, 2015
- Curtis Wharf Market Analysis, 2014
- Newport Property Highest and Best Use, 2014
- Kirkland Transient Moorage Analysis, 2014
- Port Angeles SMP Update, 2010
- Tacoma Waterfront Lands Analysis, 2009
- Point Wells Highest and Best Use, 2009
- Port of Toledo Ship/Boatyard Feasibility Study and Business Plan, 2008

Financial Analysis

- Port of Seattle Revenue Bond Analyses, 2010, 2015, 2016, 2018
- Alameda Corridor Bond Refinance Peer Review, 2016
- Kodiak Harbor Tariff Analysis, 2014
- Port of Edmonds Harbor Square Redevelopment, 2012
- Port of Bellingham Revenue Bond Analysis, 2010

Rail Cargo Analysis

- Port of Benton Rail Market Analysis, 2016
- Montana Specialty Crops Transportation Analysis, 2015
- Humboldt Bay East-West Rail Corridor Feasibility, 2013
- Port of Portland Rail Forecast, 2012
- Longview SR 432 Corridor Analysis, 2012
- Port of Pasco Heritage Industrial Center, 2009

Role/Duties

- Finance and Economic Policy Support

Education

- BA, Economics, University of Washington
- BA, Business Administration, University of Washington

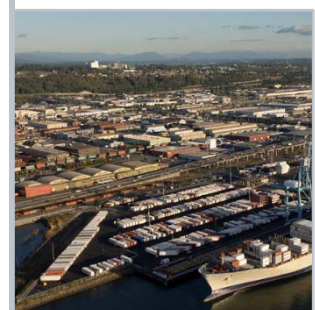
Years of Experience

- 27

Firm

BST Associates

Market Research & Strategic Planning



Nicole McDermott, Senior Planner

Nicole has over 11 years of experience as a multidisciplinary consultant in the fields of architecture, landscape architecture, land use planning, and public outreach.

Nicole's skills as a designer and planner enable her to solve problems and communicate complex ideas effectively to diverse audiences. Nicole has extensive experience in meeting facilitation, as well as port planning and public outreach. She has completed six strategic business plans for Pacific Northwest ports, working with the public, port tenants, and Commissioners to identify goals and set project priorities for industrial, marine, and recreational facilities.

Applicable Project Experience

Strategic Business Plan, Port of Coos Bay, OR

Planner responsible for public outreach and production of the draft and final strategic business plan documents for the Oregon International Port of Coos Bay. Project responsibilities included facilitation of public open houses, stakeholder interviews, and Port Commission and staff meetings, as well as coordination of all strategic plan elements. The strategic business plan was developed to articulate the Port's planning, facility, and capital improvement needs over a 20-year planning horizon.

Strategic Business Plans, Oregon Ports

Planner and deputy project manager responsible for strategic business plans for four additional Oregon ports (Ports of Gold Beach, Coquille River, Port Orford, and Brookings Harbor). Work included facilitation of public open houses, stakeholder interviews, and Port Commission and staff meetings, as well as coordination of all strategic plan elements. The strategic business plans were developed to articulate the ports' planning, facility, and capital improvement needs over a 20-year planning horizon.

Economic Benefits of Oregon Economic Ports, Various Locations, OR

Planner responsible for research and data collection to demonstrate the economic impact of development and/or expansion projects at six Oregon ports (St. Helens, Hood River, Coos Bay, Bandon, Newport, and Morrow). The work was completed as a subconsultant and funded by Business Oregon (Infrastructure Finance Authority). Research included identifying the amount of public and private investment, port involvement, and anticipated direct economic benefit in terms of jobs and salary levels for each port project.

Vision and Property Master Plan, Garibaldi, OR

Planner responsible for land use and regulatory analysis and public outreach support, including a community design charrette, for the Port of Garibaldi's Commercial Avenue Wharf vision plan. The vision plan includes a series of planned pedestrian and auto access improvements and design guidelines to ensure redevelopment provides a safe and inviting working waterfront that stimulates economic development and local job growth.

Comprehensive Scheme of Harbor Improvements, Port of Woodland, WA

Deputy project manager and planner responsible for the development of the Port of Woodland's comprehensive scheme of harbor improvements. Project responsibilities included facilitation of a SWOT analysis with the Port Commission, an assessment of policy and regulatory framework impacting Port projects, and development of Port goals and objectives. The plan identifies capital improvements and partnership opportunities, as well as an implementation action plan to leverage the Port's resources and achieve its mission.

Role/Duties

- Public Outreach and Strategic Planning Support

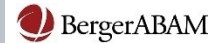
Education

- MLA, Landscape Architecture, Auburn University
- BA, Architecture, Auburn University

Years of Experience

- 11

Firm



PORT OF NEWPORT STRATEGIC BUSINESS PLAN + CAPITAL FACILITIES PLAN UPDATE

PROPOSAL
SEPTEMBER 18, 2018

**SUBMITTED BY:
SSW CONSULTING + STUNTZNER ENGINEERING + FORESTRY, LLC**



SSW CONSULTING



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SARASINGERWILSON.COM | 503.305.5067 | SARA@SARASINGERWILSON.COM
PO BOX 82318, PORTLAND, OR 97282



SSW CONSULTING

September 18, 2018

Port of Newport
Attn. Teri Dresler, Interim General Manager
600 SE Bay Blvd.
Newport, OR 97365

Dear Ms. Dresler,

Thank you for reaching out to discuss the opportunity of working with the Port of Newport in updating the Strategic Business Plan (SBP) and the Capital Facilities Plan (CFP). I am pleased to have partnered with Stuntzner Engineering & Forestry to develop a proposed scope of work based on our previous discussions.

We appreciate the opportunity to submit our proposal. As described in our qualifications and experience, our team members have worked on many similar projects. With Stuntzner's expertise in Port Facilities and SSW's strategic planning skills, we feel we have the tools to help you succeed.

We are prepared to begin work immediately and will remain available to help support plan implementation as needed. We appreciate your consideration, and please do not hesitate to contact me with any questions or requests for additional information.

Sincerely,

Sara Singer Wilson
sara@sarasingerwilson.com
503.305.5067 (o)
314.402.4213 (m)

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- 05** PROJECT APPROACH
- 08** PROJECT SCHEDULE
- 09** QUALIFICATIONS AND SERVICES
- 21** COST PROPOSAL

PROJECT APPROACH

The project approach is organized in two sections, the first outlines the approach for the update of the Strategic Business Plan (SBP), and the second outlines the approach for the update of the Capital Facilities Plan (CFP). While these processes will occur in concert, the budgets and project approaches are outlined and described separately. SSW Consulting will serve as the Project Manager for the overall project, and will oversee the update of the Strategic Business Plan. Stuntzner Engineering & Forestry will oversee the update of the Capital Facilities Plan, will participate in project planning meetings, and will provide key data about Port facilities to support the SBP update.

PART 1: STRATEGIC BUSINESS PLAN

Task 1: Project Scoping + Planning

SSW will conduct a scoping meeting with the project team to clearly define desired outcomes for the project, develop a project timeline, and outline a project charter. We will review progress from the previous plan with staff and gather relevant project documents to provide background information on Port projects, budgets, facilities and more.

SSW will organize the strategic planning process according to the template provided by the State of Oregon in the report, **Ports 2010: A New Strategic Business Plan for Oregon's Ports**. We recognize this is an update of the existing plan, and our team will update the Strategic Business Plan based on the framework of the Port of Newport's 2013 adopted plan. The plan update will also be developed with consideration of the Statewide Planning Goals and Policies, City of Newport Vision and Policies, and Lincoln County goals and policies.

Task 2: Data Collection + Analysis

The Port gathered extensive economic and financial data as part of the 2013 Strategic Business plan. SSW will review and gather updated data, analyze new economic and financial trends, and consider any new data or trends which could impact the Port in its operations. The analysis will include a review of national, state, and local economic data, as well as a thorough review of the Port's financial data. We will work closely with the Port's Interim Manager and Finance Director in gathering and analyzing this data.

Task 3: Public Involvement

SSW will review and confirm the Port's mission, vision, and values. The Port's values of leadership, service, collaboration, accountability, sustainability, and optimism form the foundation of Port operations and will be incorporated in the development of the strategic planning public involvement strategy. SSW will develop a Public Involvement (PI) Plan outlining the Port's stakeholders, engagement goals, tools, and strategies. We will work closely with the Interim Manager and project team to develop a plan and engagement schedule that will engage all Port stakeholders in a timely manner. Engagement tools could include new releases, e-blasts, online surveys, social media, focus groups, interviews, or community meetings. The PI Plan will consider the audiences and engagement goals and determine the best form of engagement to connect with each stakeholder. As this outreach is conducted, we will seek to build

relationships and identify a network of champions in the community to support the implementation of the Strategic Business Plan.

Potential audiences could include: Lessees, Commercial Fishers, Local Business Owners, Rogue Brewery, Hatfield Marine Science Center, NOAA MOC-P, Senior Port Staff, Commission, City of Newport, Lincoln County, Economic Development Alliance of Lincoln County, and others. We will be engaging these audiences with the following objectives in mind:

- » Develop an inventory of Port achievements since the adoption of the previous plan;
- » Identify challenges and opportunities facing the Port of Newport;
- » Define community priorities and preferences for the next 5-10 years to guide the management of the Port; and,
- » Outline the current policy and regulatory context for the Port.

Task 4: Strategic Business Plan

Using the information and data gathered during Tasks 1-3, SSW will prepare a draft written report to review with the project manager and project team. The draft plan will include updated economic data, a summary of the goals and objectives which emerged from the outreach efforts, and an overview of the Port's current financial conditions. The plan will be reviewed and updated to ensure it is consistent with the project goals and outcomes identified by staff at the onset of the project. The draft plan will be shared with stakeholders and the Commission for final comment. All comments and revisions will be considered and incorporated into the final document as directed by the project team. This final draft will be presented to the Port Commission for approval.

Task 5: SBP Project Management + Administration

Sara Wilson will serve as the project manager. This process (estimated for October 2018 – Jan./Feb. 2019) will be supplemented by regular meetings (in person or via web conference/ phone) and communication with the Port's Interim General Manager (or designated project manager) to provide project status reports and receive input or direction as the project advances. Sara will be available to manage all aspects of the project and communicate project challenges, updates, and progress regularly with the project manager and within the organization as needed.

PART 2: CAPITAL FACILITIES PLAN

Stuntzner Engineering and Forestry will oversee the update of the Port's Capital Facilities Plan (CFP). The purpose of this engineering proposal is to outline and describe the activities and tasks that Stuntzner Engineering & Forestry, LLC proposes to undertake to support SSW Consulting and the Port of Newport with the Ports Capital Facilities Plan Update.

Task 1: Project Management + Administration

Under this task, we will provide the necessary project management and administrative services to conduct an orderly and well-managed project. This will include assistance with organizational issues, financial, and other administrative requirements along with coordination with SSW Consulting and Port staff as applicable.

Task 2: Development of Capital Facilities Plan Update

Stuntzner Engineering shall coordinate with Port staff to establish design criteria and shall

conduct a field walk through of various projects to determine any potential design and construction conflicts that may arise, and to update the current status of said projects. Stuntzner Engineering shall review design criteria, key issues and recommend repair improvement alternatives for the project, as well as obtain Port approval for the proposed improvements. Stuntzner Engineering will assist in supporting the Port's identified projects and priorities established through the public involvement process and project closeout.

Stuntzner Engineering shall identify and develop preliminary concepts of projects and project layouts throughout the Ports "Capital Facilities Plan" and others as may not be currently identified within said plan and identified in preliminary meeting with Port staff.

Stuntzner Engineering shall develop and prepare an updated Engineer's Estimate of the proposed and identified projects to be reviewed with the 90% Design Draft.

Stuntzner Engineering shall receive comments through SSW Consulting related to community needs and prioritization, and provide support to SSW Consulting to answer questions, prioritization, or newly identified needs through to support the strategic business plan development.

Many of the projects currently identified involve electrical/and or CATV specialties. Stuntzner Engineering anticipates consulting with specialty contractors or engineers to verify anticipated costs, code requirements, and needs related to these specialties.

Stuntzner Engineering shall assemble and prepare the "Updated" Capital Facilities Plan, which shall conform to the Ports requested format and shall be submitted at the 90% review stage for the project.

Upon completion of the 90% review by the Port, Stuntzner Engineering shall make any final adjustments to the proposed "Capital Facilities Plan - Update" for final review by the Port and publishing.

Task 3: Coordination and Project Meetings

Coordination and Progress Meetings: Stuntzner Engineering shall attend coordination and progress meetings with the Port and SSW Consulting as necessary. We will review and discuss specific issues not outlined in the above scope. The anticipated number of auxiliary meetings shall not exceed two (2) and shall include no more than two (2) people for web meetings and one person for on-site meetings. Note that 3 on-site meetings are anticipated in the scope of Task 2 above.

PROJECT SCHEDULE

The project schedule will be more clearly defined in the project scoping meeting. The schedule below is an estimate based on the tasks outlined in this proposal and can be adjusted to meet the needs of the organization.

Notice to proceed	Mid to Late October 2018
Scoping and Planning Meeting	Early November
Data Analysis + Stakeholder Outreach	November - Late January 2019
50% Completion of CFP	Early to Mid-December
90% Completion of CFP and Cost Estimate	Mid-January 2019
Develop Draft SBP - to Port for Review	Late January 2019
Finalize CFP + SBP - Present to Commission	February 2019

QUALIFICATIONS + SERVICES

SSW CONSULTING

SSW Consulting is a boutique consulting firm that focuses on building great communities and organizations to help others thrive. SSW specializes in working with public agencies and non-profits offering services including community engagement/public participation management, strategic planning, community visioning, facilitation, and strengths-based leadership coaching.

Sara Singer Wilson, Principal and Owner of SSW Consulting, spent 15 years working directly in local government serving communities in Missouri, Kansas, California and Oregon where she honed her skills in community building. She saw an opportunity to broaden her reach to more communities and organizations by shifting into a consulting role. So, in 2015 she began working as a consultant for public sector and non-profit clients. Sara has a future-oriented, dynamic, and collaborative leadership style that can bring people together. Through her extensive work in local government and with various community groups and stakeholders, Sara understands the importance of genuine and authentic engagement and establishing strong connections between constituents and leadership.



Sara uses the power of visualization through her use of graphics and illustrations to bring meetings and concepts to life. She has been trained as a graphic facilitator, and uses her facilitation skills, creativity, and graphic work to summarize meetings and enhance outreach efforts.

Sara maintains active involvement in professional associations including the International City/County Management Association (ICMA), the Oregon City/County Management Association (OC-CMA), International Association of Public Participation (IAP2), and other state associations. She has served on various association committees and participated in conferences as a facilitator, planner, and speaker.

SERVICES OFFERED

- » Branding and Image Design
- » Board/Governing Body Retreats
- » Communications Plans
- » Community Visioning
- » E-Newsletters
- » Facilitation & Graphic Recording
- » Focus Groups
- » Organizational Assessments
- » Project Management
- » Public Affairs
- » Public Involvement/Community Engagement Management
- » Leadership and Team Building
- » Social Media Strategy
- » Strategic Planning
- » Surveys (Mail and Electronic)
- » Targeted Communications
- » Task Force/Committee Management
- » Total SDI (Strengths Deployment Inventory) Certified Facilitator
- » Videos
- » Website Development



SARA SINGER WILSON

EDUCATION

BENEDICTINE COLLEGE

Atchison, Kansas
Bachelor of Science in Political Science

UNIVERSITY OF KANSAS

Lawrence, Kansas
Master of Public Administration

CERTIFICATIONS

TOTAL SDI (STRENGTHS DEPLOYMENT INVENTORY) FACILITATOR

Total SDI Certification Program

THE GROVE CONSULTANTS INTERNATIONAL

Designing and Leading Change Intensive
Principles of Graphic Facilitation

MID-AMERICA REGIONAL COUNCIL GOVERNMENT TRAINING INSTITUTE

Certified Facilitator

PROFESSIONAL DEVELOPMENT

OREGON CITY/COUNTY MANAGERS ASSOCIATION

Professional Development Committee Member/Speaker | 2013-present
Host Committee 2021 ICMA Portland Conference | 2018

UNIVERSITY OF KANSAS INSPIRING WOMEN IN PUBLIC ADMINISTRATION ANNUAL CONFERENCE

Conference Chair | 2017
Planning Committee/Speaker | 2013 - 2018

EMPLOYMENT

SSW CONSULTING, LLC

Principal/Owner | August 2017 - Present

Assist public agencies and non-profits with organizational development and strategic planning. Assist teams in mapping strategies to achieve shared goals. Other services provided to clients include community engagement/public involvement management, project management, facilitation, community visioning, strengths based leadership coaching, and developing social media and online engagement strategies.

JRO & CO. (J. ROBERTSON & COMPANY)

Vice President | October 2015 - October 2017

Worked with local governments and other public agencies to develop strategic plans and community visions. Assisted teams in mapping strategies to achieve shared goals. Other services provided to clients include project management, facilitation, and developing community engagement strategies.

CITY OF TUALATIN, OR

Deputy City Manager | February 2011 - October 2015

Managed city communications and community engagement programs. Provided direction to city departments, coordinating major projects across departments. Initiated organizational change efforts, and identified and responded to emerging community and organizational issues. Played a key role in the executive management team and provided support to the City Manager and City Council.

CITY OF RANCHO PALOS VERDES, CA

Sr. Administrative Analyst | March 2008 - February 2011

Served as the Assistant Project Manager for the City's Civic Center Project. Developed and implemented public engagement strategies. RPV operated as a contract city, and I oversaw several consultant/service contracts. Managed state and federal lobbying programs. Worked in the Finance and IT department, as well as the City Manager's office managing various projects and programs.

CITY OF SHAWNEE, KS

Assistant to the City Manager | August 2006 - March 2008

Developed and implemented the City's branding program. Developed the organizational strategic work plan. Organized and served as Co-Chair of the city's first Sustainability Committee. Launched a city wellness program. Served as the primary coordinator for performance measurement through ICMA's Performance Measurement Kansas City Consortium.

SSW PROJECT EXPERIENCE

CITY OF GRESHAM COMMUNITY ENGAGEMENT PLAN

The City of Gresham retained SSW Consulting, to conduct a review of the City's community engagement practices. The purpose of this project was to gather information from the organization to improve their understanding of engagement needs, desires, and values to inform service delivery, projects, and storytelling. Our research included information from stakeholders regarding public outreach methods, successes, and best practices. The project resulted in recommendations to help the City refine their outreach and engagement efforts and cultivate and inspire a new culture of engagement within their organization.

CITY OF LINCOLN CITY COMMUNITY VISION

Ms. Singer-Wilson has served as the project manager for the City of Lincoln City Community Vision project since April 2017. She worked with the Community Vision Team to conduct a comprehensive community engagement process to gather ideas and turn them into implementable actions for the future. The outreach process was designed to reach a broad audience, who shared their ideas culminating in a vision to guide the way the community looks, feels, and functions over the next twenty years. The process enabled residents and visitors to come together and discover shared solutions for broad goals and challenges. A shared and supported community vision inspires new goals and policies, influences the approach to future development and impacts comprehensive and long-term planning efforts. This process helped to establish community goals to guide updates to the city's Comprehensive Plan.

CITY OF TUALATIN: CIVIC FACILITIES STUDY

The City of Tualatin hired Ms. Wilson as the project manager for the Tualatin Civic Facilities Study. The City was considering building a new Civic Center and expanding the Tualatin Library, and Sara served as the lead communications and public affairs consultant. She oversaw the work of the architects in identifying, analyzing, and developing City Hall site concepts and cost estimates. She developed a comprehensive community engagement plan which included a variety of tools such as online engagement, social media strategy, surveys, focus groups, community events, web content, fact sheets, video and events to assist the city in gauging community support for the new Civic Center options and expanded Library.

PORT OF OLYMPIA: STRATEGIC COMMUNICATIONS PLAN

In August 2016, Sara worked with JRO + Co. on developing a Strategic Communications Plan for the Port of Olympia, Washington. The Port of Olympia was seeking an experienced team to develop and implement a communications plan. Our team was responsible for communicating complex information to a diverse range of stakeholders and delivering messages through a variety of mediums including traditional and electronic outlets. We assisted the Port in building its messaging around the three core areas identified in their recently-adopted strategic plan: Economic Development; Environment; and Engagement. The Port had never had a strategic communications plan and for many years operated without a communications director, and our team served as a responsive partner that identified and delivered solutions quickly.

STUNTZNER ENGINEERING & FORESTRY, LLC
PORT OF NEWPORT, OREGON
QUALIFICATIONS FOR CAPITAL FACILITIES PLAN

FIRM DESCRIPTION

Stuntzner Engineering & Forestry, LLC (SEF) is an Oregon based consulting firm consisting of a team of engineers, land surveyors, foresters and planners with a broad-based background in both education and practical experience.

- SEF was established in Coos Bay, Oregon in 1968 and currently maintains four offices in Oregon.
- Oregon offices in Coos Bay, Junction City, Forest Grove, and Dallas, Oregon.
- SEF has experience in the Western U.S. including Alaska, with recent projects in Alaska, California, Oregon & Washington. Services provided to clients include civil, environmental and logging engineering; land use planning and permits; land surveying, materials testing; timberland services including appraisal, environmental assessment, forest inventory, resource management, timber sales and GIS mapping; water rights; and wetland delineation, valuation and mitigation. Our firm has extensive experience in working on a wide range of interdisciplinary projects with for private citizens, local governmental agencies, the State of Oregon, the Federal Government, Tribal agencies and other consultants.

Staff Composition: SEF's current staff of 26 covers a wide range of ability which has been developed around our clients needs. Many of our staff have multi-disciplinary experience and/or certifications. In-house staff includes: Engineers (Civil, Environmental, Logging, Geotechnical), Land Surveyors, Planners, Foresters, Water Rights Examiners, Accounting and Materials Testing Technician, as well as lesser-qualified staff. Associated with this staff is a large array of equipment and tools needed to provide efficient service, which includes AutoCAD, Trimble & Carlson software and a broad spectrum of surveying equipment ranging from GPS to digital levels.

Coastal Experience: SEF's first two offices were located on the Oregon Coast in Coos Bay and Brookings (Closed in 2012). We are familiar with coastal communities and their economies as well as construction related items such as corrosive atmosphere, maintenance, product availability, tidal influences and weather as it relates to surveying, design and construction methods. Our Coos Bay offices has provided engineering and surveying services for various municipalities and government agencies along the coast ranging from Lincoln City to Smith River, CA as a normal base of operations. SEF has experience with several Port entities and marine contractors related to dredging, dock, pile and fender replacement, as well as infrastructure evaluation associated with Port facilities, past clients include the Ports of Brookings-Harbor, Coos Bay, Newport and Siuslaw as well as private port facilities such as Sause Bros., Georgia Pacific, Weyerhaeuser Co., and Roseburg Lumber, Tyree Oil, Southport Lumber, Ocean Terminals Inc., and Hallmark Fisheries.

STUNTZNER ENGINEERING & FORESTRY, LLC
PORT OF NEWPORT, OREGON
QUALIFICATIONS FOR CAPITAL FACILITIES PLAN
REPRESENTATIVE PROJECTS & REFERENCES

Coos Bay-North Bend Water Board 2005 — present: SEF has provided on-call surveying and materials testing services including monitoring of its dam deformation. Projects range from being involved in the dam projects themselves, dunes well fields, and minor improvements throughout its service district. Agency contact is Matt Whitty. Box 1320, Coos Bay, OR 97420. Phone (541) 267-3128. Matt_whitty@cbnbh2o.org.

Coquille Indian Tribe 1999 – Present: SEF has provided miscellaneous engineering and surveying services on an annual basis for the various entities of the Coquille Indian Tribe (CIT, CEDCO, CIHA) related to development projects and capital improvement planning on tribal lands including the Kilchik Village, various developments on the Mill property, and their new laundry facility. Agency contact is Todd Tripp, 3050 Tremont St., North Bend, OR 97459. Phone (541) 756-0904. toddtripp@coquilletribe.org.

On-Call Engineering, Surveying Services, City of North Bend 1997 — present: SEF is currently providing various surveying and engineering design and studies for the City of North Bend ranging from major street repair projects (Sherman Ave. in 2010 received a 3rd place statewide paving award) to storm water studies and permitting assistance. Project size and use by the City varies from year to year. Agency contacts is Bob Dillard, P.O. Box B, North Bend, OR 97459. Phone (541) 756-8586. treated@northbendcity.org.

Knife River Materials On-Call - Various Projects: SEF is providing surveying and design engineering (storm management plans, retaining wall design) services for construction projects performed by Knife River Materials, both bid based and as an on-call services. Recent services included storm water management plans for Hwy 42 and 38, slide monitoring on Hwy 42, Golden Ave. and West Beaver Hill roadway improvement projects. Contact Tim Huntley, P.O. Box 1720, Coos Bay, OR 97420. Phone (541) 269-1915. Tim.huntley@kniferiver.com.

Lakeside Water District, On-Call Services 2017-present: SEF is currently involved in updating preliminary engineering reports related to the District's 2016 Water Master Plan, after completing some of the improvements listed in the Master Plan. Current effort is related to assisting in obtaining funding for infrastructure needs identified in the Master Plan, as well as reviewing water rates related to long-term and short-term infrastructure replacement and needs. Contact Tamara Estabrook, 1000 N. Lake Rd., Lakeside, OR 97449. Phone (541) 759-3602. office@lakesidewater.net.

Title: Project Engineer

Years Experience: 18

Education:

Bachelor of Science, Civil Engineering,
Oregon Institute of Technology

Certifications/Affiliations:

Professional Engineer – Civil – Oregon (63164PE)
Professional Engineers of Oregon (NSPE),
State President 2012/ 2014

Professional Specialties:

- Municipal Engineering
- Sanitary and Storm System Design
- Water Conveyance System Design
- Water Treatment Plant Design and Improvements
- Construction/ Project Management
- Roadway Design and Improvements
- Water Studies and Master Planning
- Cost Estimating and Project Analysis

Experience:

Mr. Hampton is a professional engineer with 18 years of experience in planning, design, project management and construction administration, covering a wide range of civil engineering projects. Mr. Hampton’s project experience has been in water and wastewater master planning and engineering design for small to medium communities.

Relevant Experience:

Water Engineering

City of Toledo – Lincoln County:

Phase 1 Water System Improvements

The work performed by Mark under this Contract included the Design and Bid Phase Administration along with Project Management and Oversight for the installation and placement of approximately 3,500 lineal feet of water distribution piping of various sizes ranging from 6-inch to 12-inch PVC and HDPE piping placed with open trench placement along with the construction of two new pump stations and a new 1.9MG bolted glass fused to steel water storage tank and all associated appurtenances for the City, to replace many of the old and failing waterlines throughout the system.

City of Newport – Lincoln County:

Avery/ 71st Street Water System Improvements: placement of approximately 5,300 lineal feet of 12 & 8” distribution piping

South Beach Water System Improvements: placement of approximately 3,500 lineal feet of distribution piping of various sizes

Seal Rock Water District – Lincoln County:

2012 Phase 2 Water System Improvements

East Piping to 98th/ Hwy 101 Connections ~9500 feet 12” Distribution Piping

York Pump Station Improvements

2012 Phase 1 Water System Improvements

Placement of ~10900 feet of distribution piping various sizes throughout the District

Nesika Beach - Ophir Water District – Curry County:

Priority 1 Water System Improvements

Edson Creek/ North Bank Road ~12,000 feet of new 12" waterline

Geisel & Adams Road ~3,200 feet of new 12” waterline

Edson Creek 0.43 MG Water Storage Tank
Ophir 0.21 MG Water Storage Tank
Edson Creek Crossing

Row River Valley Water District - Lane County:

New Membrane Water Treatment Plant
0.33 MG Glass-fused-to-steel Water Storage Tank

City of Lowell

Water Treatment Plant Improvements
North Shore Drive Waterline Extension

Beverly Beach Water District:

Water System Improvements: Distribution Piping Improvements throughout District and new
0.25 MG Glass-fused-to-steel Water Storage Tank

Wastewater Engineering

Construction management and site observation on the City of Myrtle Point 4.8MGD Waste Water Treatment Plant

City of Coos Bay: Sanitary Sewer Bundle Project Construction Management of various sanitary sewer improvement projects located throughout the City

Harbor Sanitary District:

Titus & Hoffeldt Sanitary Sewer Line Reroute
Lower Harbor Road Sanitary Sewer Line Replacement
Various project oversight and general Engineering

City of Lowell: North Shore Drive Sanitary Sewer Line Extension

City of Coos Bay: Marshfield Emergency Sewer Repair

City of Coos Bay: 5th and Commercial Sanitary Sewer Replacement

City of Lakeside: Wastewater System Improvements Preliminary Engineering Report

Charleston Sanitary District: Pump Station Number 2 Redesign

City of Bandon: 4th and Ocean Drive Sewer Improvements

Bandon Dunes Wastewater Plant: Design of Chlorine Contact Chamber

Green Sanitary District: I/I Study

City of Drain: I/I Study

City of Sutherlin: I/I Study

Miscellaneous Projects

Project Highlight

City of Toledo – 2nd and Main Street Road and Pedestrian Improvements

This project consisted of the design and reconstruction of a dangerous “Y” intersection to a pedestrian safe “T” intersection along with sidewalk/ walkway improvements and included the Design of the project, assembly of Contract Documents and specifications along with Bid Phase Administration, Project Management and Oversight for the Construction of the project.

Miscellaneous Projects Continued:

City of Toledo: Butler Bridge Road grind and overlay roadway improvement project

City of Toledo: East Slope Road grind and overlay roadway improvement project

City of Toledo: 2011 Roadway improvement projects, various roadway improvement projects throughout the City

City of Florence: Rhododendron Drive grind and overlay roadway improvement project

City of Florence 2014 Ph 1 & 2 roadway improvements, various roadway improvement projects throughout the City
City of Florence Siano Loop storm drain improvements
City of Newport: Ash Street roadway redesign w/ multipurpose pedestrian pathway and storm piping improvements
City of Coos Bay: Hollering Place Wayside
City of Coos Bay: Visitors Center Site Plan
City of Coos Bay: Minnesota Avenue Street Improvements
City of North Bend: Harbor Avenue Improvements Phase 1
Curry County Road Department: Tuttle Creek Storm Drain Improvements
Seal Rock Water District: South Bay Slide Waterline Replacement
City of Waldport: Raw Water System Improvements, Survey and Design
City of Drain: Survey and Aerial Mapping
Bi-Mart: Coos Bay Bi-Mart Parking Lot, Survey and Design
City of Bandon: Survey and Aerial Mapping
City of Coquille: Street and Water System Improvement Projects
City of Florence: Rhododendron Drive grind and overlay Project
City of Florence: Siano Loop Storm Drain Improvements
City of North Bend: Harbor Avenue Phase 1 Water Front Improvements

STUNTZNER ENGINEERING & FORESTRY, LLC
GENERAL OFFICE INFORMATION

Firm Name: Stuntzner Engineering & Forestry, LLC
(Limited Liability Company)

Coos Bay Office

PO Box 118
705 S. 4th St.
Coos.Bay, OR 97420
(541) 267-2872
(541) 267-0588 fax

Forest Grove Office

2137 19th Ave.
F. Grove, OR 97116
(503) 357-5717
(503) 357-5698 fax

Dallas/Junction City

PO Box 167
211 E. Ellendale #9
Dallas, OR 97338
(503) 623-9000
(503) 623-0414 fax

Principals:

Ron Stuntzner, PE, PLS, CWRE Cliff Barnhart, Forester Ralph Dunham, PE, PLS, CWRE

Other Registered Engineers & Surveyors:

Bill Flatz, PE, CWRE, LSIT
Mark Hampton, PE
Marc Van Camp, PE, LSI
Corey Woodruff, PLS, CFED
Nick Blundon, PE
Doug McMahan, PLS

Total Personnel: 26

Forest Technicians	6
EIT, Engineer/Survey Techs	5
Water Rights Specialist	1
Biologist/Planners	1
Clerical Staff	3

Support:

AutoCad 2002-2018
Atterbury Flips/Super Ace/Racer
Arc-Info, Carlson Survey
HP Ink Jet Plotters
16' and 24' Boats
Cessna 182 Aircraft.
Boart Longear Nuclear Density Gauge
Smith-Root Electro-Fisher
Palm-top/Lap-top/Table-top Computers

Nikon/Leica Total Stations – 5
Trimble, Ranger & TC2-3 Data Collectors
Criterion & Impulse Lasers.
Trimble GPS, Dual Frequency & Resource
Trimble Robotic Total Stations - 2
13 company vehicles, all 4WD.
Soils testing lab & field equipment
Water monitoring equipment.
GPS Interfaced Pipeline Locator

Website:

www.stuntzner.com

Insurance:

General Liability:	\$1,000,000	\$2,000,000 Aggregate/w Add'l Umbrella
Professional Liability:	\$2,000,000.	\$4,000,000 Aggregate
Auto Liability	\$1,000,000	

Title: Senior Engineer, Principal

Years Experience: 35

Education: B.S. Civil Engineering, OSU, 1982

Certifications/Affiliations:

Professional Engineer, Civil/Environmental #14441 OR

Professional Land Surveyor #2443 OR

Professional Engineer, Civil #C 64890, CA

Certified Water Rights Examiner #44397 OR

Professional Engineers of Oregon - NSPE

State President – 2003/2004

National Society of Professional Engineers

Volunteer Fireman, City of North Bend

Professional Specialties:

- Municipal Engineering
- Sanitary and Storm System Design
- Construction/Project Management
- Water Conveyance Systems
- Roadway Design
- Subdivision Design

Awards:

- Young Engineer of the Year, 1989 (Prof. Engineers of Oregon)
- Employee of the Year, 1990 (City of Coos Bay)
- Asphalt Paving Association 3rd Place Paving Project, OR 2010
- President’s Award, 2013 (Prof. Engineers of Oregon)

Experience:

1996 to Present: Stuntzner Engineering & Forestry, Project Manager/Engineer. Design, project management and construction of various projects including: roadway and utility improvements, sanitary and storm conveyance systems, minor retaining, foundation structures, reservoirs, and site improvements for structures. Project size varies from minor homeowner improvements to projects with construction costs totaling over \$4,000,000.

1988 to 1996: City of Coos Bay - Public Works Director/City Engineer — Design and construction/grant management of sanitary and storm system improvements, I/I studies, local improvement districts, urban renewal street and utility improvements, docks and water front improvements, parks improvements, and street improvements totaling over \$25 million.

1984 to 1988: City of North Bend - Assistant to Public Works Director — Design and construction/grant management of municipal projects.

1983 - 1984: Stuntzner Engineering & Forestry - Head Chainman for cadastral, property and construction surveys, including GPS (emerging technology at that time).

1975-1983: Freezer Foreman, Hallmark Fisheries.

CTCLUSI Coos Head ANG Water and Wastewater Utility Project. Project

Relevant Experience:

Manager/engineer for 46 acre site redevelopment including approx. 2,300 LF of water line, 1,500 lf gravity sewer and new 250 gpm pump station. 2008-2011.

Coquille Valley Hospital – Project engineer for site civil design & detention system on \$23 M, replacement of the existing hospital facility. Project is steep site and poor soils, in Coquille, Oregon. 2010-2011.

Transpacific Parkway Realignment– Project manager for this \$1M rail and roadway safety realignment. Project involved rail, environmental permitting, right of way acquisition including USFS lands for Coos County & Oregon International Port of Coos Bay. North Bend, OR. 2006-2010.

Port of Newport, International Terminal Shipping Facility - Project manager/ lead engineer for civil site design of the proposed log yard, drainage & utilities for project. 2012-2017.

Other Experience and Qualifications:

- Erosion Control
- Wood frame structures & bridges
- Sewer/Water System Studies
- Foundation/Structural Design
- Land Surveying
- Special inspection

dunham

Wastewater Systems

City of North Bend. Wastewater Facilities Plan and implementation. Design and construction of sanitary sewer line, pump stations and minor treatment system improvements. 1984-1988.

City of Coos Bay. Program Manager on upgrade of two municipal wastewater treatment plants, collection system improvements encompassing \$29 million construction. 1988-1996

SEF. Design and construction of various collection system improvements including multiple pump stations. Wastewater treatment system evaluation of Winchester Bay Sanitary District. I/I study for the City of Powers. On-site treatment systems ranging from single family dwelling applications (300 gpd) to RV park systems for flows up to 50,000 gpd.

Water Systems:

Various distribution system improvements including water booster stations and elevated storage. Reservoir improvements to 470 acre-feet. Water, the City of Port Orford, Smith River, Ca. One small ground water source water treatment system, design flow 5,000 gpd.

Retaining Structures:

Various CMU & Concrete Retaining Walls – 4 feet to 36 feet in overall height.

Segmented Block Retaining Walls – Anchor Diamond, Lock-n-Load, Keystone & Eco-Block Style. 3 feet to 34 feet in height.

Rock Abutments-Reinforced Earth – primarily slide repairs, rock abutment thickness from 3 to 17 feet, height to 35 feet.

Port Facilities:

Port of Siuslaw Waterfront Improvements, Florence, OR, 1999-2000 – Structural and site civil for a boardwalk and commercial dock improvement.

Port of Brookings, OR: Travel Lift and Access Evaluation, 2010 & 2012. Evaluated Travel Lift life and capacity.

Port of Coos Bay, OR: Tyree Oil Dock Repair, 2011. Provided design and repair monitoring for

replacement of pile, dolphin and access way servicing the bulk oil facility.

Georgia Pacific, Coos Bay, OR: Evaluated capacity of 1100 feet of existing dock, provided design for repair of 400 feet to facilitate current cargo requirements.

Miscellaneous design, repair/and or project inspection including Coos Bay Rail Bridge, fenders for Roseburg Lumber, Coos Bay City Docks, Billeter Marine.

General Civil Site Design;

North Bend School District 13- Site design & project management for football turf field, weight room, and Oak Street athletic fields all constructed between 2005 and 2011.

Various subdivisions from 7 lots to 349 lots in 6 different coastal Cities and three Counties.

Curry County Library, Gold Beach, OR 2005- Site design for new library site including sewer, water and utilities.

Shutters Creek Correctional Facility , Hauser, OR 2002 – Site civil and water system design for proposed upgrade. Pretreatment design for 50,000 gpd sanitary system.

ORCCA Food Bank, Coos Bay, OR 2010 – Site design for low impact development food bank site.

Stormwater Systems;

City's of North Bend and Coos Bay, Various city storm water collection system improvements as an employee and consultant including in-situ methods. Storm water retention ponds, monitoring, drainage system analysis & design.

Erosion Control Plans; various erosion control plans and permits for subdivisions, commercial and industrial developments up to over 400 acres.

Shoreland Stabilization: Various pile design and structural revetments for shoreland stabilization of commercial and residential structures.

Special Inspection:

Special inspection on pile structures, roadway materials, concrete & masonry walls & pile installation.

Title: Civil Engineer**Years Experience:** 4 years**Education:**

B.S. Civil Engineering, Oregon State University, 2014

Certifications/Affiliations:

Professional Civil Engineer, California #87920

Land Surveyor Intern, #89189LSI

Professional Specialties:

- Water Rights
- Hydrology
- Water Supply
- Stream Flow Gauging
- Hydrologic Modeling
- Estuary/Salmonid Ecology
- Construction Staking

Experience:

2017- Present: Stuntzner Engineering and Forestry. Primary engineer on water rights related projects. Other areas of practice include drainage and grading plans, wetland fill permitting, retaining wall design, construction staking, property surveying, and road layout.

2015-2017: Division of Water Rights, California State Water Resources Control Board (SWRCB). Enforcement and administration of California Water Code during 2014 record drought curtailment. Assessment of Instream flow requirements for anadromous species in 5 priority watersheds.

2012-2015: United States Geological Survey (USGS). Monitor and investigate natural and anthropogenic influences on the California Bay Delta Estuary. Crew member of 53' R/V Turning Tide.

2009 to 2011: Jess Valley Cattle Co. Contributed to the traditional operation of a 150,000-ac ranching operation. Medium scale construction projects such as fence building, water distribution infrastructure, road and bridge development, field leveling, and timber harvesting.

Relevant Experience:

USGS Bay-Delta Hydrodynamics – Maintain and develop a network of 35 USGS tidally influenced gauges in the California Bay Delta. New gauging station installation including piling design, bank stabilization, and site access design. Site evaluation and regular data collection activities provided ample field time to witness and understand the physical forces acting on marine infrastructure.

California SWRCB – Division of Water Rights

Instream Flows Unit worked to establish instream flow requirements in 5 watersheds statewide to benefit anadromous fish populations. Collection and evaluation of all applicable data ranging from biological opinions to consumptive use analyses for each watershed. Installed nine discharge gauges in the South Fork Eel River to inform an unimpaired hydrologic model of the watershed. Assist in the development, management, and execution of multiple \$750k contracts for hydrology model development, including developing scopes of work, selecting consultants, scheduling, cost estimating, and model selection. Evaluation of other instream flow requirements requiring on the job learning of several hydrologic and hydraulic models and many non-civil engineering subjects such as anadromous fish ecology, habitat evaluation, wetland identification, and land management.

Stuntzner Engineering and Forestry –

Wetland Fill Permit – Project Manager for Army Corps 404 Fill permit for a half acre commercial lot with documented and delineated wetlands tributary to the Umpqua River with listed populations of endangered coho salmon. Required engineered stormwater management plan. Obtained permit within project schedule.

Drainage Analyses – Engineered designs of new developments to store and or treat stormwater at the required rates and volumes.

Water Rights – Field and desktop evaluation for water right extensions, transfers, applications, and claims.

COST PROPOSAL

SSW CONSULTING

The following cost proposal includes the estimated project budget to oversee the development of the Strategic Business Plan and Capital Facilities Plan and to produce a Strategic Business Plan for the Port of Newport. Additional on-call service support will be based on the hourly staff rate listed below and agreed-upon scope of services and/or task orders.

Sara Wilson, Principal \$140/hr

Other Expenses: Expenses billed at cost. Mileage billed at current IRS approved rates. \$150 admin fee billed monthly to cover ongoing expenses including admin support, phone, copies, other non-hourly support services.

Tasks	Sara Singer Wilson \$140/hr	Cost
Task 1: Project Scoping and Planning	5	\$700.00
Task 2: Data Collection and Analysis	15	\$2,100.00
Task 3: Public Involvement	40	\$5,600.00
Task 4: Strategic Business Plan	40	\$5,600.00
Task 5: Project Management + Administration	15	\$2,100.00
CONSULTANT HOURS		
	115	
TOTAL CONSULTANT FEES		
		\$15,400.00
EXPENSES (estimated mileage, outreach supplies, etc.)		
		\$1,500.00
GRAND TOTAL		\$16,900.00

STUNTZNER ENGINEERING + FORESTRY

We have prepared a detailed fee proposal worksheet that we have attached to this proposal, (see Exhibit A). The worksheet includes a summary of the proposed tasks and subtasks as described above, along with estimates of hours for completion of the tasks and associated billing rates for the individuals involved.

A summary of the proposed fee schedule is provided below:

Summary of Proposed Engineering Budget	Cost
Task 1: Project Management + Administration	\$2,661.00
Task 2: Development of "Capital Facilities Plan" Update	\$24,345.00
Task 3: Coordination and Progress Meetings	\$2,332.00
GRAND TOTAL	\$29,338.00

The above budget is considered as a not-to-exceed maximum for the scope of work described and will be billed on a time and materials basis to a maximum. Stuntzner Engineering & Forestry reserves the right to alter distribution of compensation between individual phases of the work noted herein to be consistent with services actually rendered but shall not exceed the total estimated compensation amount unless approved in writing by client. Any potential review and permit fees are not included in above cost proposal.

See Exhibit A for details on billing rates, estimated hours, and allowances.

TOTAL PROJECT COST

Strategic Business Plan + Capital Facilities Plan	Cost
SSW Consulting: Strategic Business Plan Update	\$16,900.00
Stuntzner Engineering + Forestry: Capital Facilities Plan Update	\$29,338.00
GRAND TOTAL	\$46,238.00

Exhibit "A"

Tasks	Engineering Fee Structure									
	Principal Engineer \$125.00	Project Manager \$116.00	2 man Surveying \$188.00	Project Engineer \$100.00	Engr Tech \$65.00	Clerical \$55.00	Project Expenses	Subconsulting Support	Total Hours	Total Fee
1 Project Management & Administration										
1A Overall Project Management Services	6	16				1			23	\$ 2,661.00
Sub-Total	6	16	0	0	0	1	0	0	23	\$ 2,661.00
2 Capital Facilities Plan Update										
2A Meetings & Prep/Kick Off - Public Hearing - Close Out		22		10	4		480		36	\$ 4,292.00
2B Prepare Draft CIP Plan & Project Layout	8	24		40	12		80		84	\$ 8,644.00
2C Develop Engineers Cost Estimate of Projects	4	16		8					28	\$ 3,156.00
2D Provide Alternative Support for Business Plan	1	8			4				13	\$ 1,313.00
2E Electrical Engineering Support	0	1					600		1	\$ 716.00
2F Prepare Draft Updates for Review by Port	4	16		12	10				42	\$ 4,206.00
2G Final Adjustments - Plans and Documents	4	8		2	6				20	\$ 2,018.00
Sub-Total	21	95	0	72	36	0	600	0	224	\$ 24,345.00
3 Progress Meetings										
3A Coordination and Progress Meetings	2	12		4	2		160		20	\$ 2,332.00
Sub-Total	2	12	0	4	3	0	0	0	20	\$ 2,332.00
Total	29	123	0	76	39	1	600	0	267	\$ 29,338.00



NEW BUSINESS AGENDA ITEM

DATE: *October 9, 2018*
RE: *Rondys Addendum to Lease*
TO: *Port of Newport Commission*
ISSUED BY: *Teri Dresler, Interim General Manager*

BACKGROUND

On Tuesday, September 25, 2018 at the regular monthly Port Commission meeting an Addendum to Lease with Rondys was approved. Following that meeting it was discovered by Evan Hall with Rondys that there was a typographical error in Section 4 of the addendum that reversed the original intent of the language in Section 4 of the lease.

Section 4 of the Addendum states: 'The area necessary for wetland mitigation shall be removed from the Lease upon execution of this agreement. **Lessor** shall provide access to this mitigation site. The mitigation site is depicted on exhibit A.' The intent was that the Lessee provides access to the mitigation site because there will be monitoring and access requirements from the USACE. The statement was simply to reaffirm that need for access.

In the original Lease Agreement, section 11 describes the admission of Lessor and that the Lessee will admit the Lessor onto the premises at all reasonable times. This would still be in place with the Addendum and would be the mechanism for monitoring the mitigation site by USACE or Rondys officers or agents.

The language in Section 4 of the Addendum has now been edited to read '**Lessee** shall provide access to this mitigation site' prior to executing the agreement.

RECOMMENDATION

I recommend the Commission make a motion to accept this edit and authorize the Interim General Manager to execute Rondys Addendum to Lease.

ADDENDUM TO LEASE

This Addendum to Lease made this ____ day of _____, 2018, by and between Rondys, Inc., a Washington corporation, hereinafter called “Lessor” or “Rondys”, and the Port of Newport, a municipal corporation of the State of Oregon, hereinafter called “Lessee” or “Port”.

RECITALS:

A. Previously, the parties hereto entered into a Lease Agreement dated June 25, 2012. The current lease expires June 24, 2022.

B. The parties hereto desire to modify and amend certain provisions of the existing Lease and enter into this agreement. The modifications to the lease dated June 25, 2012 are as set forth herein.

AGREEMENT:

1. The Lease provides that the Lessor may terminate the lease on the 2 acre site being used as gear storage upon written notice of one year that the lease for the 2 acre site is terminated. (as depicted on exhibit A) The parties acknowledge and agree that Lessor provided such notice to Lessee on June 25, 2018 and that the lease of the 2 acre site used as gear storage is terminated effective June 25, 2019 and as of such date the gear storage area is no longer under lease to the Port.

2. The parties acknowledge that Rondys, Inc. has development plans for the industrial zoned portion of the property (as such is designated on Newport zoning maps) and the parties agree that the lease on the industrial zoned property terminates effective 11:59 P.M. on October 17, 2018. Possession of that property is returned to sole possession of the Lessor as of that date. The Port may allow cars to park in an area near the gate of the Natural Gas plant (exhibit A) to have access to the bay for recreational purposes but the Port shall assume all risk of use and indemnify and hold Rondys harmless from any damage, including any attorney fees and costs incurred by Rondys in defending any claim, demand or lawsuit. This requirement is contractual. Rondys may terminate said use upon 30 days written notice to Port. It is agreed that Port is not paying any portion of the Lease payment to allow parking in this area and that use of the area is without charge.

3. The Lessor shall have the right to install, maintain and utilize utility lines and facilities on the property which remains under lease to Lessee. The right to place improvements on the property remaining under lease includes, but is not limited to, all nature of utilities and storm drain channels, water, sewer, cable, electricity and gas. These utilities are listed by way of example and not as a limitation. The Lessor shall also have the right to use all roads and accesses on the property remaining under lease.

4. The area necessary for wetland mitigation shall be removed from the Lease upon the execution of this agreement. Lessee shall provide access to this mitigation site. The mitigation site is depicted on exhibit A.

5. Any portion of the property still remaining under the Lease may be released from the provisions of the Lease by Lessor giving Lessee not less than 180 days' written notice of the termination of an additional portion of property from the Lease.

6. Rondys will move and utilize the dredge spoils currently stored on the Leased property for the development of the industrial portion of the property. Rondys agrees to pay all royalties assessed by The State of Oregon for the material used. The Port of Newport agrees to complete a project that mutually benefits Rondys and the Port within 5 years of Rondys's payment of sand and gravel royalties to the State. The cost of such a project shall be equal to or greater than the cost of sand and gravel royalties paid to the State of Oregon for the material stored on the leased property during the development of the industrial portion of the property. The nature and scope of the project shall be mutually agreed upon in writing by Rondys and the Port, but may include such projects as completion of infrastructure to benefit the Rondys property or improvement of roadways to serve the Rondys property. If the Port fails to agree to and/or complete a project within the 5 years, the Port shall reimburse Rondys for the sand and gravel royalties at cost plus interest at the rate of 1.5% per annum from the date of this agreement. Payment shall be made within 90 days after written notice is given by Rondys that payment is due.

a.) In entering into this portion of the agreement, the parties mutually agree that the use of the materials on the property is beneficial to the Port because the development of the Rondys property will assist in facilitating economic use of the Port facilities. The property is also located within an urban renewal district and development will facilitate economic opportunity in the community.

b.) Sediment testing on the dredge material at McLean Point was conducted prior to dredging in 2009 and 2010. There was preliminary testing performed on the material on-site at McLean Point in 2014. The results of these tests indicate that the dredge spoils are clean and are free from hazardous materials; the Port represents that according to the best data available, the dredge material is clean. In the event hazardous materials are found or placed, the Port shall be solely responsible for any remediation of the hazardous material so placed at Port's expense.

c.) The Port shall indemnify and hold Rondys harmless from any claims, demands or liability under this Section 6. The Port's indemnification obligation under this paragraph with respect to any liability or expenses or expenses of whatsoever kind or nature, arising out of or in connection with the performance or non-performance of either parties respective obligation under this agreement, shall be no greater than \$1,000,000.00. This limitation on the Port's indemnification obligation shall be the same whether the actions or damages being indemnified are characterized as tortious or contractual in nature. The parties agree that they have mutually negotiated this limit of the Port's indemnification obligation. The agreement to indemnify and hold harmless is contractual.

7. There are piles of debris that have accumulated on the Leased property. The debris includes such things as concrete rubble and boulders. Any such debris that is deemed unusable by Rondys shall not be used or taken by Rondys but shall be removed by the Port prior to the termination of the lease. Rondys may negotiate with the Port to use any debris or material

that is owned by the Port if Rondys deems that material usable. In either case, Rondys shall notify the Port in writing of the debris Rondys desires to use or have removed. Said debris shall be removed within 60 days of said notice. If Rondys intends to use any material owned by the Port and has indicated that intent in writing, terms of use shall be negotiated within 60 days or the Port shall be deemed to have relinquished ownership of the material if it is not removed from Rondys property.

8. Section 9 of the Lease pertaining to the sale of property and right of first refusal is hereby deleted and revoked. Whether the property is sold and to whom it may be sold shall be within the sole discretion of the Lessor.

9. Except as specifically modified, the Lease Agreement dated June 25, 2012 is reaffirmed and ratified in all other respects.

IN WITNESS WHEREOF, the parties have entered into this agreement this _____ day of _____, 2018.

PORT OF NEWPORT

RONDYS, INC.

By: _____

By: _____

Its: _____

Its: _____

STATE OF OREGON)
) ss.
County of Lincoln)

This instrument was acknowledged before me this _____ day of _____, 2018, by _____ of the Port of Newport, an ORS 777 municipal corporation, on behalf of the corporation.

NOTARY PUBLIC FOR OREGON
My Commission Expires: _____

STATE OF OREGON)
) ss.
County of Lincoln)

This instrument was acknowledged before me this _____ day of _____, 2018, by _____ of Rondys Inc., a Washington corporation, on behalf of the corporation.

NOTARY PUBLIC FOR OREGON
My Commission Expires: _____

