

# COMMISSION AGENDA

Item No: 4E

Meeting: 12/19/19

**DATE:** December 4, 2019  
**TO:** Port Commission  
**FROM:** Eric D. Johnson, Port of Tacoma Executive Director and Project Sponsor  
Project Manager: Mark Little, Director, Contracts and Purchasing  
Project Manager: Deirdre Wilson, Senior Planning Manager  
**SUBJECT:** Authorization for Strategic Planning Consultant Services Contract Approval

## A. ACTION REQUESTED

Request authorization for the Port of Tacoma Executive Director, or his delegate, to enter into Personal Services Contract Agreement 071173 with Maul Foster & Alongi, Inc. for Strategic Plan Consultant Services in the amount of \$291,900.

## B. SYNOPSIS

The Executive Director is embarking on a Port Strategic Plan that will refresh the focus and identity of Pierce County's Port of Tacoma while considering the landside support needs of NWSA managed marine cargo terminals, consistent with the 2019 Port of Tacoma Performance Goals and Expectations. Consultant support is requested, and is needed, to supplement in-house resources.

## C. BACKGROUND

The Port of Tacoma's last strategic plan was adopted in 2012 and updated in 2014, well before The Northwest Seaport Alliance (NWSA) was formed. The NWSA has now been in existence for four years. We have a clearer understanding of the interrelationships among the Port of Tacoma, the NWSA, and the Port of Seattle. It is time for the Port of Tacoma to determine its future and develop a new vision that accounts for the NWSA's existence and its mutually developed goals and objectives.

On August 15, 2019 staff presented an overview of the expected scope for the Port's Strategic Plan update. The commission directed staff to return to the full Commission for final approval of consultant selection and to create a Strategic Plan Review Committee.

On September 27, 2019, port staff issued scoping and contracting documents with a proposal deadline of November 15, 2019.

Key historical dates:

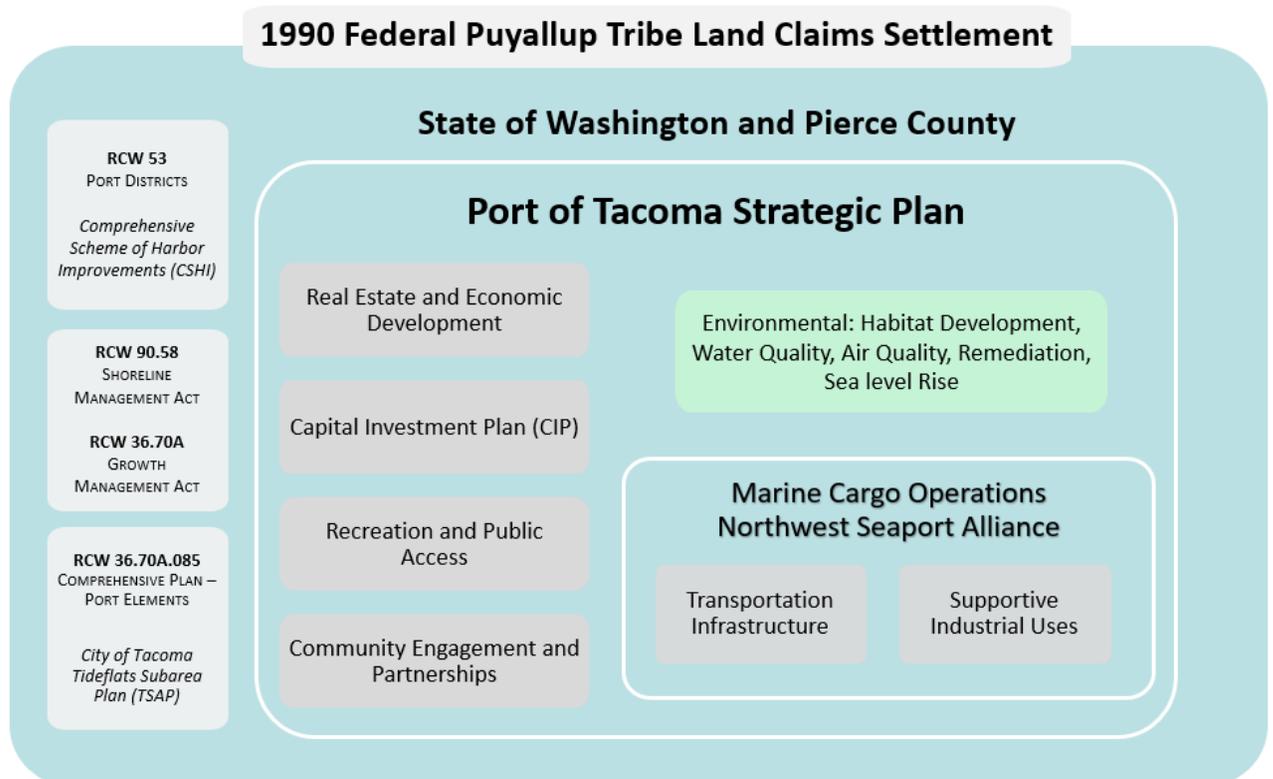
- April 2012, Port of Tacoma Strategic Plan adopted
- April 2014, Strategic Plan goals and initiatives updated
- August 2015, The Northwest Seaport Alliance was formed
- August 2015, The NWSA Strategic Plan was adopted
- June 2019, Port of Tacoma Executive Director, Eric Johnson was hired

**D. PROJECT DETAILS**

The strategic plan will focus on the Port of Tacoma properties and potential new business lines. The plan will not directly include NWSA managed properties but will provide an overall vision and policy guidance for the NWSA’s facility planning efforts, including development of the 2020 NWSA Facility Plan.

The goal of the Port of Tacoma Strategic Plan is to: Refresh the focus and identity of Pierce County’s Port of Tacoma, while considering the landside support needs of NWSA managed marine cargo terminals.

Planning Context



The scope of the Strategic Plan includes the following tasks for the consultant team:

1. Public Engagement

- a. Coordinate with Port Public Affairs staff to develop a public engagement plan and associated outreach tools.
- b. Conduct up to four public open houses in a variety of county locations to gather input on draft strategic planning options. Port staff will assist in locating venues for public meetings.
- c. Facilitate up to three staff meetings to include staff from the Port of Tacoma, City of Fife, City of Tacoma, Puyallup Tribe of Indians, and Pierce County to facilitate coordination with other related planning efforts. Port government relations staff will provide the appropriate contacts for these intergovernmental meetings and will assist in locating venues for the meetings.
- d. Work with Port Public Affairs staff to identify key stakeholders, including business and community leaders, local government representatives, elected officials, economic development agencies, labor and environmental representatives, as resource for information.

2. Internal Engagement

- a. Participate in regular conversations with the planning team to ensure expectations are met and regularly review progress. This will include a kick-off meeting to establish the frequency and format for planning team meetings and the establishment of a Strategic Plan Review Committee. The Review Committee will include appropriate port staff and may include up to two Port Commissioners.
- b. Assist in the preparation of content for Commission memos and presentations.
- c. Engage with the Port Commission by participating in up to three public Commission study sessions and up to three public Commission briefings seeking input and guidance on policy issues.

3. Strategic Options / Situation Assessment Paper

- a. Assess the Port's current situation and strategic opportunities and most recent business SWOT analysis to prepare market, competitive, economic, forecasting, and financial analysis. This will include modeling to inform the plan. Using the results of the previous tasks:
  - Develop a set of qualitative and quantitative criteria that can be used to determine how well the three strategic planning options support the vision and goals of the strategic plan.
  - Develop a set of three strategic planning options that address the strategic plan elements listed under Task 5.
  - Evaluate the three options against the criteria.

4. Draft Port of Tacoma Strategic Plan

Develop multiple iterations of a draft strategic plan both written and graphically reflecting elected official, staff, stakeholder, and community input. The plan must use maps to express ideas whenever possible to maximize the efficiency of information shared.

5. Final Port of Tacoma Strategic Plan

Following Commission study sessions and final internal vetting, produce a final user-friendly Port of Tacoma Strategic Plan, suitable for both paper and electronic use, for final consideration by the Port of Tacoma Commission on or before December 2020.

The strategic plan will consider the following elements:

- Goals and Strategic Theme
- Economic Development
  - Real estate and land use
  - Port of Tacoma focused opportunities, including non-Tideflats areas
  - Marine cargo support
- Transportation
  - Rail
  - Road
- Environmental
  - Habitat development
  - Water quality
  - Air quality/sustainable practices
  - Remediation
  - Climate change and adaption
- Community Partnerships
  - Governments, including the Puyallup Tribe of Indians
  - Institutions of higher education
  - Social responsibility
  - Workforce training
  - Non-Governmental Organization (NGOs)
- Recreation and Public Access
- Port staff office location
- Port financial capacity and the role of the Port property tax levy
- Implementation steps and schedule for subsequent updates

Key Deliverables

1. Public engagement plan.
2. Presentations and materials for public open houses.
3. Content for Port Commission memos and presentations.
4. Periodic written summary of comments from internal and external engagement.
5. Strength, weakness, opportunity, and threat (SWOT) analysis and a Situation Assessment Report.
6. Up to three strategic planning options, evaluation criteria, and evaluation results.
7. Up to four iterative strategic plan drafts.
8. Final Port of Tacoma Strategic Plan delivered on or before December 2020.

**E. CONSULTANT SELECTION PROCESS**

During the week of December 2, 2019, the evaluation team reviewed and scored the submitted proposals based on the advertised criteria. The evaluation team included Commissioner Marzano, the Port of Tacoma Executive Director, and the Senior Planning Manager.

<b>Consultant Solicitation Timeline</b>	
Issuance of RFP	September 27, 2019
Last Day to Submit Questions	October 18, 2019
Port Response to questions	October 25, 2019
<b>Proposals due</b>	<b>November 15, 2019</b>
Port of Tacoma Commission meeting	December 19, 2019
Final Selection Announcement	December 20, 2019*
<b>Execute Contract</b>	<b>December 30, 2019*</b>
*estimated dates	

**F. ENVIRONMENTAL IMPACTS/REVIEW**

Environmental review will be completed for the Strategic Plan consistent with State Environmental Policy Act rules.

**G. PREVIOUS COMMISSION ACTIONS OR BRIEFINGS**

<b>Date</b>	<b>Meeting type</b>
August 15, 2019	Briefing
September 26, 2019	Briefing

**H. ATTACHMENTS TO THIS REQUEST**

- PowerPoint Presentation

**I. NEXT STEPS**

Finalize consultant personal services contract and begin work on the 2020 Port of Tacoma Strategic Plan.

Establish the Strategic Plan Review Committee to support Plan development. The Committee will include appropriate port staff and up to two Port Commissioners.

2020 Tentative Project Schedule

