

SCOPE OF WORK

2022 Strategic Business Plan Update

Proposal Due Date: 4:00pm, November 30, 2022

The Port of The Dalles updated its Strategic Business Plan (SBP) in 2012. This project is to update and revise the 2012 plan.

Task 1. Management and Coordination. General Project Management

Progress updates will occur on a regular basis by the end of each month so reports can be made to the Commissioners at the subsequent monthly meeting. In-person meetings will be scheduled as needed at key milestones.

Task 2. Outreach

Public, community, and agency outreach. The consultant shall develop a community outreach plan for the SBP process, including creative ways to engage and gather community input, and issue press releases at key stages of the SBP development process. Consultant shall also engage Regional and Legislative partners.

The adoption process will include two work sessions with the Port Commission. Consultant shall facilitate the Strengths, Weaknesses, Opportunities and Threats (SWOT) workshop and work with the Port staff to agree on format and list of invitees.

Task 3. Data Collection and Inventory

Consultant shall compile existing, relevant data on Port history, mission goals, work plan, and objectives from previous plans. Studies from community partners should be referenced, including but not limited to City of The Dalles affordable housing project study, City of The Dalles buildable lands inventory, Mid Columbia Economic Development Community Economic Development Strategy, and Dufur Visioning documents. Consultant team shall conduct a startup meeting with staff and a site visit to conduct visual assessment of the Port's layout, facilities, and situation in the community with respect to the SBP elements required in the following template.

Task 4. Draft Strategic Business Plan

Working with the Port staff and the SWOT process results, develop an objectives statement as well as goals and policies for the SBP, identify current and future Port markets, future years revenue projections, strategies, and priorities. Develop draft SBP, with alternative strategies, as appropriate.

Consultant shall provide trending analysis on growth industries/clusters for The Dalles, the Port District and the Columbia Gorge Region. As part of this, the Consultant shall look regionally at competing areas to truly assess the competitiveness of the Port of The Dalles.

Task 5. Final Strategic Business Plan

Based on comments from Port Staff, stakeholders, and commissioners, revise the draft plan for presentation at outreach meetings listed in Task 2. Once the SBP is adopted, finalize and deliver the completed plan document with seven, bound hard copies, an editable electronic version in Word format, and a digital version suitable for internet viewing.

Strategic Business Plan Template

1. Port History and Mission

- i) A brief introductory statement summarizing when the port was established and for what purposes.
- ii) A statement of the Port's current mission.
- iii) Definitions of terms used in the mission statement.

2. Port's Overall Goals

A brief overview of the Port's overall goals for specific areas, which should include (if applicable): Port of The Dalles marina and guest moorage, industrial property, management and commission structure, financial, environmental, and other factors important to the strategic plan.

3. Overview of the Strategic Plan's Development Process

Coordination and involvement of local entities and the community, land use coordination efforts with local entities, process steps or phases, and SBP adoption process.

4. Port Overview and Description

- i) *Port Resources:* What net revenue does the Port derive from operations, both before and after depreciation is accounted for? What tax or other ongoing non-operational revenues (OSMB maintenance grants, etc..) does the Port receive? Are Port properties generating monies for specific Port projects? How many months of cash reserves does the Port currently have, utilizing the latest budget and audit? What is the annual average of grant dollars the Port has received during the past five years and what have they been used for? Looking back over the last five years, has the Port adequately funded capital asset development and/or replacement? Is the Port relying potentially unstable resources for funding operations?
- ii) *Port Policies and Procedures:* What is the management structure and what is the division of authority between management and commission? All Policies and procedures should support the Port's mission statement. Do these policies encourage/require training of Port commissioners and management staff? Does the Port have established governances and what do they say about the division of authority, commission conflict of interest. Is there a requirement that the commission follow proper procedures, and is there a clear definition of fiduciary responsibility and conflict of interest? Include governances as an appendix to the plan. Policies should be formulated that reiterate these goals including organizational by-laws.
- iii) *Commission:* Who is on the commission and how long have they been on the commission? Briefly restate what the Port governances require of commissioners and what their roles and responsibilities are. Make recommendations – after interviewing staff and commissioners – of training beneficial to the Port commissioners.
- iv) *Staff/Professional Development:* Identify organizational structure, key staff, how long they have been with the Port, and what their professional background and expertise includes. Describe the Port's policy on professional development for staff. Identify professional goals for the key staff as appropriate.
- v) *Financial and Market Conditions:* Who are the Port and community's competitors (i.e., other ports, other facilities, other communities, other regions, etc.)? Do Port activities and facilities compete with private operations in the region? What existing markets are served by the Port and the community's facilities (i.e., local manufacturers looking to expand, small

manufacturers looking to relocate from high-cost locations, etc.)? Are these markets identified on OBDD's key industries map or are they identified as regionally-important industries by agreement between the Port and OBDD?

5. Defining the Problem and Opportunity

The intent of this SBP update is to tie the Port's development efforts to the economic needs and opportunities of the communities we serve.

- i) *District Demographic Profile:* This is to include income, poverty, education, etc. Most of this information can be obtained from the Oregon Employment Division's Regional Profiles and from the underlying US Census data.
- ii) *District Economic Profile:* This is to include workforce, unemployment, key industries, etc. Most of this information can be obtained from the Oregon Employment Division's Regional Profile.
- iii) *Trends for Regional, State, and National (if applicable) Key Industries:* Which industries are growing, which are mature (flat), and which are declining?
- iv) *Community Role:* Identify economic development issues not in the Port's direct control, but for which the Port has been a stakeholder or a partner. These can be private interests or other, local agency interests. Include a discussion related to the City of The Dalles/Wasco County Urban Growth Boundary/Urban Area Boundary expansion and its relationship to the Columbia River Gorge National Scenic Area. Provide some analysis on the benefit (+/-) of expanding the Port District to include Maupin, Oregon.
- v) *Analysis:* How do the Port district's income, poverty and educational levels compare to the state and the nation? How are the demographics of the district changing? What's happening with the region's workforce and what are the job trends for the region? What's happening with the region's key industries (manufacturing, tourism, natural resources, services, etc.) – which are growing, which are declining, and how does that contrast with the state and national trends?

6. Policy Context

Include a threshold statement, such as indicating that the strategic plan has been prepared based on the template found on page 117 of "Ports 2010: A New Strategic Business Plan for Oregon Ports", as well as indicating that the plan is consistent with local planning policies and goals. Other items to include:

- i) The Port is committed to following its governances and this strategic plan. The Port will conduct an annual review of each project and its goals and objectives. Consultant shall provide a process for efficiently conducting an annual review. This annual review of projects and goals will be used to allocate personnel and financial resources.
- ii) Indicate sitting commissioners have undergone board training and have agreed on procedures for handling conflict-of-interest issues and have agreed to follow best practices and fiduciary responsibilities as defined above.
- iii) The plan should have flexibility to allow for unanticipated business opportunities that contribute to the Port's economic development or revenue enhancement goals.

- iv) *Environmental/Land Use Issues*: Discuss the Port's environmental values, practices and policies, and what the Port's role is in addressing local and regional environmental issues. Include an analysis of how the Port is currently meeting the city and state's land use goals specifically related to Goals 5, 9, 12, and 16-19.
- v) *Statewide Port Strategic Plan Recommendations*: How does this plan conform to the "Ports 2010: A New Strategic Business Plan for Oregon Ports" recommendations?
- vi) *Other Local and Regional Plans*: Reference the City of The Dalles, the City of Dufur, Wasco County and regional economic plans and describe how they relate to the Port's plan. If other plans reference key industries or opportunities how does the Port's plan address them?
- vii) *Political Context and Analysis*: Characterize the working relationship of the Port with the county, local cities and special districts. What interest or advocacy groups are involved with local issues and how can they be engaged or consulted? Are demographic changes driving changes in local and regional public perceptions and attitudes?

7. **Situational Analysis** – in context of district demographic/economic profile.

- i) *SWOT*: Identify strengths, weaknesses, opportunities, and threats.
- ii) *Critical Issues*: What issues does the Port face that if left unaddressed would result in a serious erosion of the Port's facilities, revenues, or capacity.
- iii) *Demand Analysis*: What type of demand is growing in the local and regional economy (housing, retail, etc.) based on key industry trends? What type of demand is decreasing? How do the Port's assets match up with demand and opportunity? Review the types of businesses and number of jobs situated at the Port.
- iv) *District Needs*: Given the demand, economic needs, and the Port's assets, capacity, and resources, what kinds of projects and strategies can the Port most effectively pursue to address the economic needs of its district and its constituents?
- v) *Risk Analysis*: What are the biggest risks facing the Port in pursuing strategies to achieve its economic development and revenue goals, including political risk?

8. **Goals and Objectives**

- i) *Property Goals*: To include marine, industrial, commercial, recreational, etc., background, and status, strategic objectives, and action plan.
- ii) *Management Goals*: policies and procedures, staffing, staff and commission development, emergency management procedures and protocols.
- iii) *Financial Goals*: property acquisition, debt management, depreciation, and reserves.
- iv) *Environmental Goals*: background and status, objectives, and action plan.
- v) *Marketing Goals*: background and status, objectives, and action plan.

9. **Facilities and Business Plan**

Develop the following plans and create a simple, efficient process for annually reviewing progress:

- i) *Capital Facilities Plan*: Based on property goals and objectives, update annually as part of budget process to meet long-term capital improvement goals.
- ii) *Management Plan*: Based on management goals and objectives, update annually as part of budget process. Include professional and commission development goals.
- iii) *Financial Plan*: Based on financial goals and objectives, update annually as part of the budget process. As part of this annual review, the Port should evaluate the financial impacts of charging below-market rates for marinas, boat ramps, buildings, and other infrastructure and whether it can financially support operations and maintenance of these facilities, in conjunction with other infrastructure and port operations, as well as eventually upgrading, reconstructing, or replacing these facilities. As a part of the long-range financial plan, develop future years' revenue and expense projections based on selected opportunities that the Port chooses to pursue.
- iv) *Environmental Plan*: Based on environmental goals and objectives, update annually.
- v) *Marketing Plan*: Based on marketing goals and objectives, update annually.

10. Attachments and Exhibits

11. Include all background information and citations needed to complete the analysis.