



Port of Umpqua

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SCOPE OF WORK

Strategic Business Plan (SBP)

The following Scope of Work conforms to the Oregon Business Development Department Port Strategic Plan Template and is being funded in part by the Business Oregon Infrastructure Finance Authority through the Port Planning and Marketing Fund and in part by the Port of Umpqua.

Task 1. Management and Coordination. General project management.

Progress/coordination meetings once a month (teleconference) and in-person meetings at key milestones (up to three).

Task 2. Outreach

Public, community and agency outreach. Consultant shall meet with the Port and identify a list of port stakeholders to interview with respect to the Strategic Business Plan, as well as agree on the questionnaire and format of the interviews. Consultant shall also coordinate with representatives of the Oregon Business Development Department (OBDD) with regard to SBP requirements, requirements of state funding and the Statewide Port Strategic Plan, and local economic development opportunities. Consultant shall then facilitate interviews with representatives of key stakeholders including city, county, utility, highway and rail agencies regarding port mission, vision, community needs and development strategies.

The consultant shall develop a community outreach plan for the SBP process, including two open houses at key milestones as well as media contacts and releases. The adoption process will include two work sessions with the port commission and the port commission adoption hearing, as well as transmitting the draft SBP to OBDD and responding to their comments prior to the port commission process. 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 and objectives from previous plans and studies, tenants, financial reports, facility conditions, etc. based on the attached template. Consultant Team shall conduct a start up meeting with staff and a site visit to conduct a 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 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, revenue, strategies, and priorities. Develop draft SBP, with alternative strategies, as appropriate,

based on the template.

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 six hard copies and a digital version suitable for internet viewing.

Strategic Business Plan Template

1. Port History and Mission

A brief introductory statement summarizing when the port was established and for what purposes (i.e. what prompted the formation of the port?), a statement of the port's current mission and why, how the mission changed from the port's original purpose, and definitions of terms used in the mission statement (such as family-wage jobs, financial return, create and retain jobs, quality of life, economic diversification, community development, economic development, etc.)

2. Port's Overall Goals

A brief overview of the port's overall goals for specific areas, which should include (if applicable): marine property and facilities, industrial property, commercial property, recreational property and facilities, 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 and DLCD, process steps or phases, and adoption process should be summarized.

4. Port Overview and Description

- a) 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 (timber receipts, OSMB maintenance grants, etc.) does the port receive? Are port properties included in the Reedsport Urban Renewal District 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 on potentially unstable resources for funding operations?
- b) Port Policies and Procedures: What is the management structure and what is the division of authority between management and the commission? All policies and procedures should support the port 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, a requirement that the commission follow proper procedures, and 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 sample organizational by-laws.
- c) Commission: Who is on the board, how long have they been on the board, and what are

their backgrounds? Briefly restate what the governances require of commissioners and what their roles and responsibilities are. Have they undergone the required OBDD training? Make recommendations – after interviewing staff and commissioners – of training beneficial to the Port.

- d) 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 – both for staff and the commission – and identify professional development goals for key staff and the commission, as appropriate.
- e) Financial and Market Conditions: Who are the port and the community's competitors (i.e. other ports, other facilities, other communities or regions)? 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 (Examples: recreational fishing in Southern Oregon; local manufacturers looking to expand; small footloose manufacturers looking to relocate from high cost locations; retirees from California, 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? What are the Port's resources (operational surpluses, staff capacity) and assets (industrial land, buildings, other facilities) and what is the trend in the Port's financial condition and capacity? Include total assets, port equity, debt, etc.

5. Defining the Problem and Opportunity:

The intent is to tie the port's development efforts to the economic needs and opportunities of the communities they serve.

- a) District Demographic Profile (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.
- b) District Economic Profile (Workforce, Unemployment, Key Industries): Most of this information can be obtained from the Oregon Employment Division's Regional Profiles.
- c) Trends for Regional, State, and National (if applicable) Key Industries: Which industries are growing, which are mature (flat) and which are declining?
- d) 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.
- e) 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 state and national trends?

6. Policy Context:

Include a threshold statement, such as indicating that the strategic plan has been prepared with funding from OBDD and based on the template found on page 104 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:

- a) Port is committed to following its governances and this strategic plan. The port will create and/or update its Capital Facilities Plan at least every five years, as well as conducting an annual review of each project and its goals and objectives. Provide a process for efficiently conducting an annual review.

- b) 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 responsibility as defined above.
- c) The plan should have flexibility to allow for unanticipated business opportunities that contribute to the port's economic development or revenue enhancement goals.
- d) 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, 16-19.
- e) Statewide Port Strategic Plan Recommendations: How does this plan conform to the Ports 2010: Strategic Business Plan Recommendations?
- f) Other Local and Regional Plans: Reference other community, 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 plan address them?
- g) 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.

- a) SWOT: identify strengths, weaknesses, opportunities and threats.
- b) 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. (Example: bulkhead of the dock underneath Cannery Building is failing. Port is moving to diversify but if the old dock fails it could lose a key asset.)
- c) 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.
- d) District Needs: Given 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 residents?
- e) 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:

- a) Property Goals: (Marine, Industrial, Commercial, Recreational, etc.): background and status, strategic objectives, action plan.
- b) Management Goals: policies and procedures, staffing, staff and board development, emergency management procedures and protocols.
- c) Financial Goals: property acquisition, debt management, depreciation, reserves.
- d) Environmental Goals: background and status, objectives, action plan.
- e) Marketing Goals: background and status, objectives, action plan.

9. Facilities and Business Plan

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

- a) Capital Facilities Plan: Based on property goals and objectives, updated annually as part of budget process to be updated every five years. See companion Scope of Work and Template in this RFP.
- b) Management Plan: Based on management goals and objectives, updated annually as part of budget process. Includes professional and board development goals.
- c) Financial Plan: Based on financial goals and objectives, updated annually as part of budget process. As part of this plan, 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.
- d) Environmental Plan: Based on environmental goals and objectives, updated annually.
- e) Marketing Plan: Based on marketing goals and objectives, updated annually.

10 . Attachments and Exhibits

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

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