



RFP No. 2025-1047

Port of Olympia 2025 Economic Benefit Study

Submittal: October 31, 2025

 **BERK**

October 31, 2025

Attn: Mike Reid, Contract Manager
Port of Olympia
SENT VIA EMAIL

RE: RFP No. 2025-1047 Port of Olympia 2025 Economic Benefit Study | PROPOSAL

Dear Mike and the Consultant Selection Panel,

BERK Consulting, Inc. (BERK), partnered with High Peak Strategy (HPS), is pleased to provide our proposal and qualifications for the Port of Olympia 2025 Economic Benefit Study. We understand the important role of this study to not only quantify the Port's vital economic role but also to communicate a clear narrative for the Port's many stakeholders. This narrative will demonstrate value and public accountability, help the Port attract funding, and support its economic development initiatives.

Our interest in this project is driven by our commitment to translating complex regional economic data into accessible, compelling community narratives. We combine the technical ability to produce defensible economic modeling with the storytelling expertise necessary to effectively communicate the Port's value. Our team has the following qualifications that will be key to the success of this project:

- **Extensive expertise in economic impact analyses.** Our team has deep knowledge of the specific data sources and tools required for high-quality economic impact analysis. We will ensure that the study utilizes a sound and transparent methodology to update and extend the Port's past economic impact study, deliver a fully reproducible analysis, and allow for easy comparison to other ports.
- **Communication and storytelling.** We are adept at combining the power of data with the craft of storytelling and professional design capabilities. Our team will deliver a compelling narrative that connects people to the topic, within a well-laid-out, visually engaging final report that maximizes accessibility and impact.
- **Collaboration and thought partnership.** We commit to working collaboratively with Port staff in the initial phases to define the core objectives and expected outcomes of the study. Our process will be fully transparent, ensuring the Port is informed and engaged at every decision point, from methodology design to final report presentation.

We look forward to discussing this project with you in detail. In the interim, more information about our firm, approach, team, and client satisfaction can be found on our website: www.berkconsulting.com.

Sincerely,



Brian Murphy, Principal
BERK Consulting, Inc.



Madalina Calen, Project Manager
BERK Consulting, Inc.

Narrative

Team Qualifications

The BERK and High Peak Strategy team possesses decades of combined experience in executing rigorous economic impact analyses for public ports, regional airports, and major industry organizations across the Pacific Northwest. Our core capability lies in developing transparent and reproducible methodologies, utilizing input-output models like IMPLAN to accurately quantify direct, indirect, and induced economic effects. We excel not only at calculating primary metrics, such as jobs, labor income, and business output, but also at performing critical secondary analyses, including assessing job quality and social, cultural, and community benefits to deliver a comprehensive, trustworthy, and actionable picture of benefits and contributions.

The BERK team will be led by **Madalina Calen**, a Senior Economist with over a decade of experience leading economic impact studies throughout the region for different industries and organizations, including maritime, aerospace, tourism, and entertainment. **Oliver Hirn** will provide analytic support. **Dr. Spencer Cohen** from High Peak Strategy will provide strategic advice and analysis support to the project team related to economic impacts of port activities. BERK Principal **Brian Murphy** will serve as Principal in Charge and have final authority for the project deliverables.

Our firms are currently working on an economic impact study for the Port of Bremerton. We frequently collaborate on economic and financial analysis studies throughout the region, working seamlessly and efficiently as a project team. More about each firm is below.

BERK is an interdisciplinary consultancy integrating strategy, planning, and policy development; financial and economic analysis; and facilitation, design, and communications. Founded in 1988, our passion is working in the public interest, helping public and nonprofit agencies address complex challenges and position themselves for success. Our Mission is: *Helping Communities and Organizations Create Their Best Futures*. Our website is www.berkconsulting.com.

High Peak Strategy LLC was founded in 2020. Our mission is to provide analysis and insights that drive executive and policy decision-making. Analytic rigor, transparency, and client accessibility are the pillars of our approach. We specialize in international trade, ports, regional economic development, and labor force economics. Our services include economic impact analysis, industry research, trade analysis, labor force analysis, and economic development strategy. Our website is www.highpeakstrategy.com.

High Peak Strategy LLC works with a diverse range of clients, including ports, corporations, economic development organizations, engineering firms, industry and trade associations, and local governments. We have worked with clients across the U.S. and abroad, including in Washington, California, Texas, Louisiana, Arizona, Nevada, Colorado, Georgia, North Carolina, Florida, and the Asian Development Bank.

Key Staff Experience



Madalina Calen (Project Manager + Lead Economist, BERK) is a Senior Economist specializing in community development and transportation economics. Her expertise includes economic and fiscal impact analysis, cost-benefit analysis, and feasibility studies. She is passionate about using data and engaging communities to drive social and economic change.

Madalina has over a decade of public sector consulting experience, which includes economic analysis for local governments, state agencies, and economic development organizations. At BERK, Madalina is leading economic and fiscal impact analysis for a study of tourism impacts in Chelan County. In a previous role, Madalina worked on several economic impact studies, including the Economic Impact of Ports in Washington State for the Washington Public Ports Association, the Maritime and Clean Economy Economic Analysis for Washington Maritime Blue, the Economic and Social Impact and Reach of Washington Agricultural Fairs for the Washington State Department of Agriculture, and the economic impact of the Port of Seattle's maritime and aviation business, including the Sea-Tac International Airport, maritime cargo, and commercial fishing and recreational boating.

Before moving to Washington, she worked as a Transportation Economist at a consultancy in Glasgow, Scotland. She has a Master of Science in Operational Research from the University of Strathclyde and a Master of Science in Economics from the University of Amsterdam. She earned a Bachelor of Science in International Economics and Business from the Academy of Economic Studies in Romania.



Brian Murphy (Principal in Charge, BERK) is a Principal at BERK with over 25 years of experience in public policy consulting. His expertise includes facilitation, strategic and business planning, economic development and market analysis, and management consulting. Brian has worked on economic impact, return on investment, and community benefits studies statewide and nationwide, including projects for Alaska Airlines, the City of Edmonds, and multiple library systems. He is currently serving as Project Manager for a tourism impact study for Chelan County.

Brian joined the firm in 2002 and is a skilled manager of complex analytic and planning projects with many moving pieces and nuanced policy choices. Brian received a B.A with Honors from UC Santa Cruz and an M.B.A from the University of Washington, where he led the school's Net Impact chapter. Previously, he was a program director for Volunteers in Asia, a non-profit cross-cultural exchange organization based at Stanford University. He is a 2003 graduate of Leadership Tomorrow.



Oliver Hirn (Analyst, BERK) specializes in financial and economic analysis for local government agencies. He is currently working on economic impact studies for the Port of Bremerton and Chelan County. Prior to joining BERK, he worked with a local human services organization in its fundraising and grant writing department. During graduate school, he worked on public sector financing and financial modeling projects for several local jurisdictions. Oliver has a Master of Public Administration from the Evans School of Public Policy & Governance at the University of Washington and a Bachelor of

Business Administration from the University of Notre Dame.



Dr. Spencer Cohen (Strategic Advisor + Economic Impact Analysis Support, HPS) is principal and founder of High Peak Strategy LLC. He brings 15 years’ experience in economic consulting, serving clients across the U.S. and abroad. Dr. Cohen is a leading expert in port and trade economics, economic impact modeling, labor market analysis, and regional economic development. Prior to establishing High Peak Strategy LLC, he held senior economist and policy advisor positions in consulting and state government.

Dr. Cohen holds a PhD in geography from the University of Washington, where his research examined land markets and local government finance in China. Spencer serves on the board of the Seattle Economics Council and is an affiliate professor in the University of Washington Department of Geography. He holds a BA in mathematics and history (double major) from the University of Connecticut and an MA in China Studies from the University of Washington.

Related Project Experience + Work Samples

Port of Bremerton Facilities Economic Impact Study

BERK is currently working with the Port of Bremerton to update their 2019 Economic Impact study. Our approach includes research, two online surveys with marina and airport tenants, and interviews to gather direct spending figures for the Port of Bremerton airport, marina, and industrial park. BERK is also estimating the impact of spending by cruise ship passengers arriving at the Port of Bremerton and spending by event organizers, participants, and attendees at community events sponsored and hosted by the Port. The indirect and induced economic and fiscal impacts of this direct investment will be estimated using the Washington State Input-Output Model. BERK is ensuring consistency in methodology with the prior study and providing a comparison to 2019 study results. Economic impacts are estimated for Kitsap County and Washington state and broken down by industry. In addition to the economic impacts, our team will include a qualitative assessment of the social and community impacts of the Port of Bremerton to round out the story. The total budget for this study is \$75,000.

Port of Seattle Sea-Tac International Airport Economic Impacts

Madalina served as lead analyst for the Sea-Tac International Airport Economic Impacts study. The study quantified direct and secondary jobs, labor income, and business and tax revenues across several categories of airport operations and off-site visitor spending activities. Analytics profiled the impacts of the airport on six South King County cities surrounding the airport, including the City of SeaTac. The study included data analysis, stakeholder interviews, an intercept survey, as well as infographics and design to convey the airport’s impacts. The analysis of economic and fiscal impacts used the Washington State Input-Output model, with customizations to localize the model to economic conditions within each of the six cities. This work was conducted while Madalina was with another consulting firm.



- Final report is available [online here](#).

Chelan County Tourism Impact Study

BERK has been engaged by Chelan County to conduct a comprehensive evaluation of the impacts of tourism. BERK is assessing the economic, fiscal, sociocultural, environmental, and community impacts of tourism on Chelan County, as summarized in the graphic. The results of the study will inform strategies to enhance the positive impacts of tourism while mitigating negative impacts.



City of Ferndale and Port of Bellingham Grandview Sewer Sewer Expansion Economic Analysis

BERK led a study to assess the economic benefits to utility ratepayers of different development scenarios in the Grandview Area (located to the north of Ferndale). The study aimed to inform the City of Ferndale’s and Whatcom County’s long-term vision for the area, inform the city’s plan for growth over the next 20 years, and consider the value of utility investments (sewer expansion) to current utility ratepayers. The study included a land capacity analysis to assess the development capacity and limitations of the area; an economic and market analysis to assess market demand for industrial, office and retail development in the area and inform development of growth scenarios, and financial analysis to evaluate the feasibility of sewer expansion. Stakeholder outreach in the form of two open houses and interviews was conducted to inform the study and validate findings from the market analysis. Lastly, BERK provided recommendations for future action related to the Grandview study area, which will include an action plan and provisions for risk management strategies, acknowledging the range of possible outcomes.

Puget Sound Regional Council Washington State Space Economy Study + Update

BERK completed studies of the regional and statewide space sector for PSRC in 2018 and 2022. The studies provided an overview of the space economy and major global trends, local and statewide economic impacts, a competitive analysis against other regions, and an assessment of potential strategies to bolster the strength of the state and the Central Puget Sound Region in commercial space. The assessment of the regional economic impacts of space-related activities was conducted using the IMPLAN package. BERK also supported PSRC in developing a two-page summary of the key findings from the 2022 study.

- The project materials are available [online here](#).

Alaska Airlines Economic Impact Analysis

BERK worked with Alaska Airlines, the fifth-largest air carrier in the United States, to provide an assessment of the economic impacts associated with the operations of Alaska Airlines and the other Alaska Airline Group (AAG) companies on the state of Washington and the Seattle region. The analysis was conducted using the IMPLAN economic impact model, and data provided by Alaska Airlines. Impacts analyzed included jobs, business revenues from operations of AAG companies, total cargo revenue, and corporate donations. BERK also developed a one-page summary of findings to provide a simple and accessible communication product for future outreach.

- Final report is available [online here](#).

City of Redmond Southeast Market Study

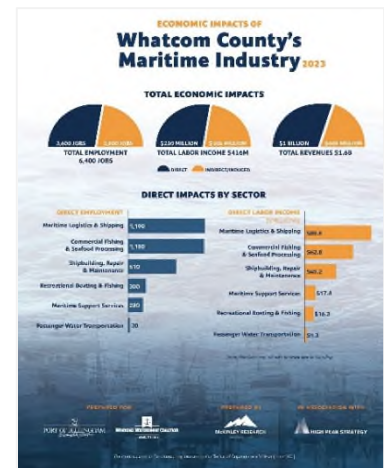
BERK is currently working with the City of Redmond to develop a market study for the Southeast Redmond Manufacturing & Industrial Center (SE-MIC). The study began with an analysis of existing conditions and market drivers to support the application for Countywide Industrial Center designation with King County. Currently, the BERK team is analyzing several industries and clustering opportunities to assess their potential for expanding or locating in the SE-MIC and will identify several potential sites for business development related to these opportunities. Lastly, BERK will develop economic development strategies to strengthen the area for both existing and emerging businesses and achieve the level of growth anticipated in the Comprehensive Plan.

- Existing Conditions and Market Drivers Report is available [online here](#).

Port of Bellingham Whatcom County Maritime Economic Impact Study

Spencer worked with McKinley Research Group to produce an economic impact analysis for the Washington state maritime sector in Whatcom County, WA. The analysis includes detailed impact assessments for maritime logistics and shipping, commercial fishing and seafood processing, shipyards, recreational boating, and various maritime services.

- The project materials are available [online here](#).



Washington Maritime Federation Economic Impact Study Update

Spencer worked with McKinley Research Group to produce a statewide economic impact analysis for the Washington state maritime sector. The analysis includes detailed impact assessments for maritime logistics and shipping, commercial fishing and seafood processing, shipyards, recreational boating, and various maritime services.

- The project materials are available [online here](#).

Washington Public Ports Association Marine Cargo Forecast

Spencer served as lead economist, working with McKinley Research Group, EBP US, and the Kemmsies Group to produce a forecast of marine cargo flows through Washington state ports to 2045, including by mode, and capacity constraints. The Marine Cargo Forecast report includes an analysis of cargo trends, a cargo forecast through 2045, modal split analysis (i.e., trucks, rail, transload, barge), and a port-level assessment of challenges and opportunities. He also developed port profiles for all cargo seaports and riverports (including the Port of Olympia) that summarize data and information on port revenues and employment, marine cargo facilities, marine cargo operations and trends, and planned cargo projects. Findings will inform strategic planning and state legislative investment policy.



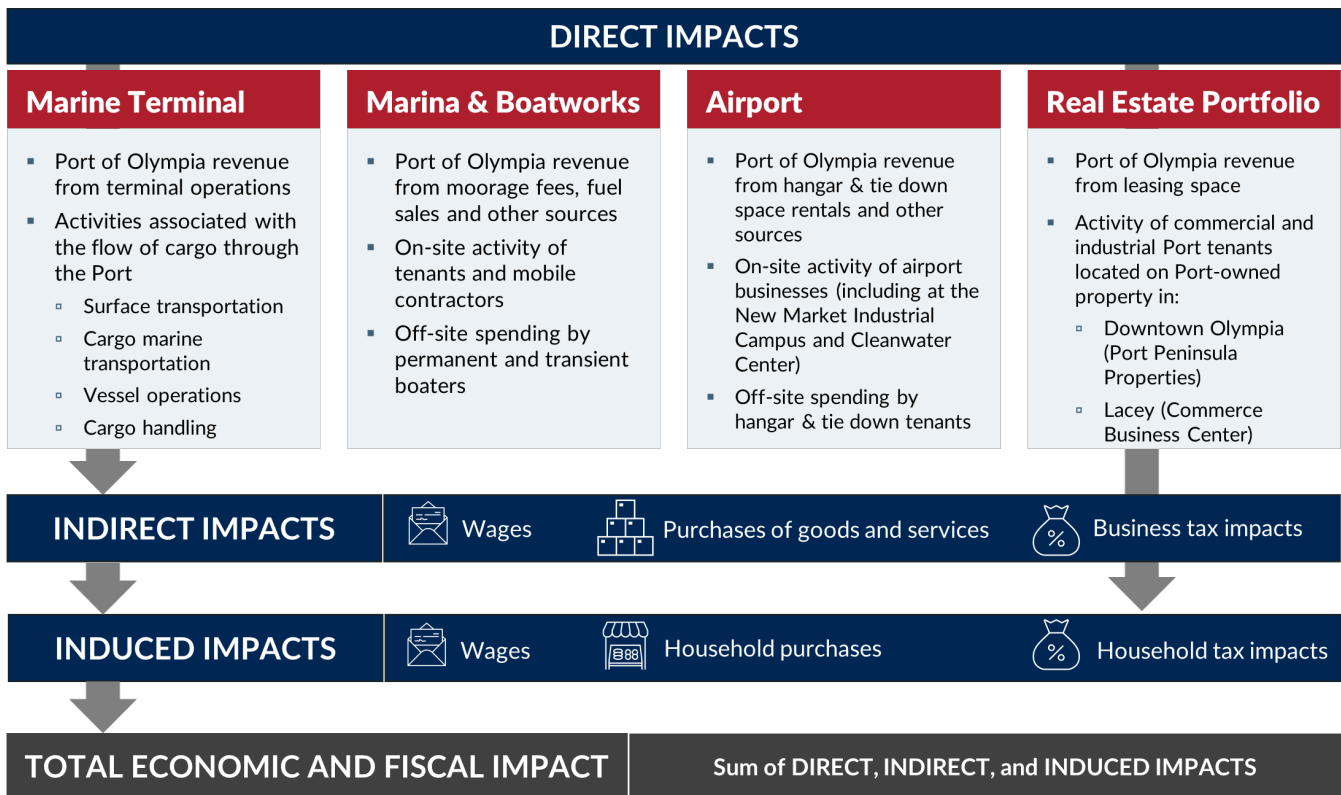
- The project materials are available [online here](#).

Project Approach

The Port of Olympia is one of only six ports in Washington that owns and operates four distinct business lines: a specialized break bulk marine terminal, the Swantown Marina and Boatworks, the Olympia Regional Airport, and a diverse commercial and industrial real estate portfolio. These business lines directly generate economic activity as summarized in the graphic below under direct impacts. They also support additional economic activities through 1) operations and upstream business-to-business transactions (indirect impacts); and 2) the spending of worker earned income associated with Port activities on various types of household consumption (induced effects).

BERK will model the sum of these impacts – direct, indirect, and induced – through use of an industry-standard input-output modeling approach. We recommend using the Washington State Input-Output (I/O) Model as the primary analytic tool for computing these impacts. It is custom built and published by the Washington State Office of Financial Management and provides a much more accurate representation of the Washington state economy than REMI II or IMPLAN. However, we are also experienced users of RIMS II and IMPLAN and can use one of those models if the Port prefers.

Port of Olympia Economic and Fiscal Impacts



The results of the economic and fiscal impact analysis will be estimated across the four dimensions listed below. Taken together, these provide a comprehensive view of the economic footprint of the Port of Olympia, demonstrating its pivotal role in driving economic activity and prosperity in the region.

- **Employment:** provides an indication of how many residents are employed because of the Port’s activity within the region.
- **Labor income:** illustrates the Port’s contribution to household incomes and living standards.

- **Business revenue:** reflects the value of goods and services produced as a result of the Port's operations and the value of intermediate products used by Port industries.
- **State and local taxes:** measure the tax revenue to state and local governments from the operations of the Port and Port-related industries.

Task 1: Project Kick-off and Ongoing Project Management

Throughout the project, we will coordinate with Port of Olympia staff to ensure that we meet project expectations and adhere to the budget and schedule as planned. Our team will facilitate a **kick-off meeting** with the Port of Olympia project team to build a common understanding of the ultimate goals of this work and how we will advance the work plan. As part of this effort, we will discuss overall project goals, scope, and timeline; proposed methodology and any refinements; data sources and requests for data and information; stakeholders to interview; project deliverables, including expectations for review; and communications protocols for the remainder of the project. We will also set up a **regular meeting schedule** for coordination with the Port of Bremerton project manager and other designated staff to communicate progress, review interim analysis, and address any project challenges as they arise.

Deliverables: Project kick-off agenda and meeting materials; Final project schedule.

Schedule: Weeks 1 - 16

Task 2: Direct Impacts Analysis

Building upon the frameworks used in the 2016 and 2021 studies, our team proposes the following methodology for estimating direct impacts for each of the Port's four business lines, including any visitor industry impacts (such as off-site spending by recreational boaters). This approach will be finalized following conversations with the Port regarding available data and any changes to Port footprints and activities since 2021.

2.1 Economic Impact of Marine Terminal

The Port of Olympia's 66-acre Marine Terminal—featuring break bulk/container yards, log export, on-dock rail, and deep-water berths—drives economic impact by requiring labor for cargo handling and logistics, directly generating jobs, income, and revenue in transportation, warehousing, and marine services. The BERK team will estimate these impacts alongside Port operational effects, as detailed below.

Source of Impact	Method/Data Source
Port revenues from operations related to the marine terminal	Request the number of jobs, revenue, labor income for the Port of Olympia that are related to marine terminal operations.
Activities associated with the flow of cargo through the Port in sectors such as surface transportation, marine transportation, vessel operations, cargo handling etc.	<p>Assemble a list of businesses in related sectors with associated unique business identifier codes using data from the Port of Olympia, private sources such as ESRI Business Analyst, industry association member lists, and other supplemental sources.</p> <p>Submit the list to the Washington State Employment Security Department (ESD) for custom employment totals by sector.</p> <p>Calculate average gross business income per worker and average wage per worker by industry using data from the Washington State Department of Revenue (DOR) and U.S. Bureau of Labor Statistics (BLS) and multiply by the number of direct jobs from ESD.</p>

As part of this subtask, the BERK team will also conduct an analysis of marine cargo activity over time at the Port of Olympia to describe recent trends in types of cargo and commodities handled, cargo volumes, cargo value, vessel traffic, and other metrics of interest. This will also include an assessment of the impact of the tariffs on cargo activity at the Port of Olympia.

2.2 Economic Impact of Marina and Boatworks

Swantown Marina and Boatworks, a full-service public harbor with over 700 slips and haul out and boatyard facilities, generates direct economic impact through several distinct activities, which the BERK team will estimate as summarized below.

Source of Impact	Method/Data Source
Port revenues from moorage fees, leasing of slips, fuel sales, parking, dry and mini storage space rental, etc.	Request the number of jobs, revenue, labor income for the Port of Olympia that are related to marina and Boatworks operations.
On-site activity of tenants and various mobile contractors located at Boatworks who directly create employment and business revenue in marine repair, maintenance, and specialized retail trade sectors	<p>Assemble a list of businesses in related sectors with associated unique business identifier codes.</p> <p>Submit the list to the Washington State Employment Security Department (ESD) for custom employment totals by sector.</p> <p>Calculate average gross business income per worker and average wage per worker by industry using data from the DOR and BLS and multiply by the number of direct jobs from ESD.</p>
Off-site spending by permanent and transient boaters on items like food, lodging, retail goods, and entertainment in relation to being a moorage tenant or visiting the marina	<p>Derive spending profiles per permanent and transient boaters using data and information from published studies on the impact of recreational boating (e.g. Economic Impact of Washington's Maritime Industry, Economic Impact of Port of Skagit marinas) and data on visitor spending by county from State of Washington Tourism.</p> <p>Apply the average spending per boater by industry to the total number of permanent and transient boaters received from the Port of Olympia to estimate total expenditures by industry.</p>

2.3 Economic Impact of Olympia Regional Airport

The Olympia Regional Airport offers a range of services, including aircraft maintenance, flight instruction, hangars, and land/buildings for lease, all of which create direct economic impacts that the BERK team will estimate as follows.

Source of Impact	Method/Data Source
Port revenues from hangar and tie down rentals, leasing airport property to businesses, charging fees for services like landing and fuel and other sources	Request the number of jobs, revenue, labor income for the Port of Olympia related to airport operations.
On-site activity by businesses located on airport property (including at the Newport Industrial Center and Cleanwater Center in Tumwater)	<p>Assemble a list of businesses in related sectors with associated unique business identifier codes.</p> <p>Submit the list to the Washington State Employment Security Department (ESD) for custom employment totals by sector.</p>

Source of Impact	Method/Data Source
	Calculate average gross business income per worker and average wage per worker by industry using data from the DOR and BLS and multiply by the number of direct jobs from ESD.
Off-site spending by hangar and tie down tenants on items like food, lodging, retail goods, and entertainment in relation to being an airport tenant	Derive spending profiles for airport tenants using data and information from similar published studies and data on visitor spending by county from State of Washington Tourism. Apply the average spending per tenant by industry to the total number of hangar and tie down tenants from the Port of Olympia to estimate total expenditures by industry.

2.4 Economic Impact of Commercial & Industrial Real Estate Portfolio

The Port’s real estate portfolio consists of a wide range of commercial (office, retail, etc.) as well as industrial properties. BERK will estimate the economic impact as follows:

Source of Impact	Method/Data Source
Port revenues from leasing out space at Peninsula Properties and Lacey Commerce Business Center	Request the number of jobs, revenue, labor income for the Port of Olympia related to real estate operations.
On-site activity by businesses located on Port property at Peninsula Properties and Lacey Commerce Business Center	Assemble a list of businesses in related sectors with associated unique business identifier codes. Submit the list to the Washington State Employment Security Department (ESD) for custom employment totals by sector. Calculate average gross business income per worker and average wage per worker by industry using data from the DOR and BLS and multiply by the number of direct jobs from ESD.

Deliverables: Direct economic impacts by the four distinct Port business lines, with breakdowns by economic sector.

Schedule: Weeks 1 - 8

Task 3: Stakeholder Interviews

BERK proposes conducting up to 10 interviews with Port tenants and users to better understand their operations and potential impact and refine preliminary direct impact estimates. We will work with Port staff to identify interviewees, develop interview questions, and coordinate introductions through the Port as needed.

Deliverables: Interview questions and interview findings summarized in the report

Schedule: Weeks 2 - 5

Task 4: Total Economic and Fiscal Impacts Analysis

The estimated direct economic impacts from Task 2 will be entered into the input-output model to generate indirect and induced impacts. Fiscal impacts will include direct taxes paid by Port tenants, as well as additional estimated state taxes paid through upstream business-to-business transactions (indirect) and household spending among tenant workers and suppliers (induced). For direct taxes, we

will consult with the port and DOR, including a custom data request to the DOR based on company records. Indirect and induced-supported taxes will be estimated through computed ratios of effective tax rates per industry.

Economic and fiscal impacts will be estimated for 2025 (depending on data availability), for Thurston County and by city. BERK will start out with a county-level model for impacts and then allocate the impacts by city (based on each jurisdiction's share of countywide employment by industry).

BERK will provide a **comparison of economic and fiscal impact results** to the 2016 and 2021 economic impact studies and an explanation of what has changed and why. We will also **compare results to other Ports** for which comparable economic impact studies have been conducted and data is available.

Lastly, an important component of the economic impact analysis is the **evaluation of job quality**, moving beyond simple job counts to assess the value provided to the local and regional economy. Port of Olympia activities are highly concentrated in sectors that support high-wage, family-supporting employment, notably in longshore labor, specialized marine trades, and skilled aviation professions. Our team will provide an analysis of the type of occupations and their wages.

Deliverables: Total economic and fiscal impacts by the four distinct Port business lines; Comparison of results to past studies and to the impacts of other Ports from comparable studies.

Schedule: Weeks 9 - 12

Task 5: Port Users Benefits Analysis

Our team will also assess and quantify, when applicable, the benefits associated with users of the Port's facilities, for example, the use of Olympia Airport by emergency response services. We will work with Port staff to identify the different categories of users and understand the benefits associated with the use of Port facilities.

One component of this is the **cargo volume user impacts**. The Port of Olympia facilitates the movement of hundreds of thousands of tons of domestic and international cargo each year, including bulk commodity exports (e.g., logs) to East Asia. Commodity-producing regions throughout Washington benefit from access to the port for the export of these goods, which in turn support capital inflows and employment. We will assess the cargo volumes over time and estimate the number of Washington-based jobs supported directly by these (primarily export) volumes, leveraging data from the U.S. Census Bureau (USA Trade Online), output-per-worker estimates by industry, and commodity production data series published by the U.S. Department of Agriculture, as well as other state and federal sources.

Deliverables: Benefits associated with "users" of the Port's facilities

Schedule: Weeks 11 - 13

Task 6: Draft and Final Report Development (including Communication Plan)

Our team will work with Port Communications staff to develop a **communication plan** and a compelling, accessible **report** for sharing findings from this study with different audiences, including the legislature, local decision makers, and members of the public. We will blend quantitative data, narrative, and visual elements to describe the economic, fiscal, and community contributions of the Port of Olympia in clear non-technical language. Key data will be summarized through informative, well-designed graphs, charts, and other infographics. The report will also include a technical appendix detailing the methodology and

all data sources used. We will submit a draft report to the Port for review and incorporate feedback in the final report.

The BERK team will also produce a **one- to two-page summary** to illustrate the economic and fiscal impacts and distill the findings of the study into something that can be used for different applications and is easily digestible for all audiences. Lastly, our team will develop **presentation materials** and provide one final presentation of findings to the Port Commission in a public meeting.

Deliverables: Draft and final report (including technical appendix); Communication plan; One- to two-page summary of economic and fiscal impacts; One presentation of findings.

Schedule: Weeks 11 - 16

Optional Task 7: Community Impacts and Vignettes

The Port of Olympia has impacts extending beyond its traditional port functions. The Port develops and operates many public amenities and actively participates with many community organizations in programmatic economic development. The Port hosts and promotes various events that attract visitors to the area to support tourism and trade. The Port also makes strategic investments in infrastructure and public amenities, such as transforming the Port Peninsula into a “Destination Waterfront”. BERK can include a qualitative assessment of the community impacts of the Port of Bremerton to round out the story and understand the impact beyond the economic impact numbers. The interviews in Task 3 can also be used to gather information to support the community impacts assessment.

BERK can include storytelling vignettes throughout the report that go beyond the numbers to animate and personalize the Port’s story. For example, these might feature particularly dynamic or growing businesses on Port property, recent Port investments, and their benefits to the community and local economy. The topics of these vignettes would be determined in collaboration with Port staff.

Optional Task 8: Port Events Impacts

The Port of Olympia hosts and promotes a variety of events year-round, including large annual festivals like Olympia Harbor Days and the Olympic Air Show, as well as seasonal activities such as Movies at the Marina and Summer Nights at the Port. Local events create economic impact through spending by event organizers, vendors, and other participants, and attendees on things like food, lodging, and merchandise. The events also boost tourism, support local business, and enhance community identity. BERK can estimate the economic and fiscal impact of these events on the local economy.

Estimated Schedule for Completion + Commitment of Availability

Our team can complete the proposed scope of work in approximately four months. The estimated duration of each task is included under each task in the project approach section previously. We will work with Port staff to finalize a project schedule following the kick-off meeting.

Staff Availability. We confirm that the staff included in this proposal have the capacity and capabilities needed to deliver this project on time and on budget.

Cost Proposal

The table below outlines our anticipated level of effort by staff person by task. This initial estimate is based on the scope of work included in this proposal and our current understanding of the project needs. We are flexible in our approach and happy to refine this estimate after more conversation with the Port.

	BERK Consulting				HPS	Total Hours and Estimated Cost by Task
	Madalina Calen Project Manager + Lead Economist	Brian Murphy Principal in Charge	Oliver Hirn Analyst	Ruby Barnes Designer	Spencer Cohen Strategic Advisor + Economic Impact Analysis	
2025 Hourly Rate	\$195	\$260	\$150	\$105	\$300	
Task 1: Project Kick-off and Ongoing Project Management						
Project Kick-off Meeting	2	2	2		2	
Ongoing Communication + Coordination (~4 months)	10					
Subtotal	12	2	2	0	2	18 \$3,760
Task 2: Direct Impacts Analysis						
2.1 Economic Impact of Marine Terminal	10		20		6	
2.2 Economic Impact of Marina and Boatworks	10		16		4	
2.3 Economic Impact of Olympia Regional Airport	10		16		4	
2.4 Economic Impact of Commercial & Industrial Real Estate Portfolio	6		12		4	
Subtotal	36	0	64	0	18	118 \$22,020
Task 3: Stakeholder Interviews						
Prepare, Schedule, and Conduct Interviews (up to 10)	10		16		1	
Subtotal	10	0	16	0	1	27 \$4,650
Task 4: Total Economic and Fiscal Impacts Analysis						
Total Economic and Fiscal Impact Modeling (including impacts by city)	16	2	16		9	
Comparison of Results	6		10		2	
Evaluation of Job Quality	6		8			
Subtotal	28	2	34	0	11	75 \$14,380
Task 5: Port Users Benefits Analysis						
Cargo Volume User Impacts	6		8		2	
Other User Benefits	4		8		2	
Subtotal	10	0	16	0	4	30 \$5,550
Task 6: Draft and Final Report Development						
Draft + Final Report (incl. Technical Appendix)	14	2	20	8	6	
Communication Plan	4	2	4			
One-page Summary of Impacts	4	1		5		
Presentation of Findings	6	1	10		2	
Subtotal	28	6	34	13	8	89 \$15,885
Total Estimated Hours	124	10	166	13	44	357
Cost (Hours*Rate)	\$24,180	\$2,600	\$24,900	\$1,365	\$13,200	\$66,245
Subtotal Consultant Cost						\$66,245
Estimated Project Total						\$66,245
Optional Items						
Task 7: Community Impacts and Vignettes						\$3,800
Task 8: Port Events Impacts						\$4,800

References

Reference 1: City of Ferndale/Port of Bellingham Grandview Sewer Expansion Economic Analysis (2024)

- Reference: Jori Burnett, City Administrator, City of Ferndale, 360-685-2351, joriburnett@cityofferndale.org
- Staff person: Madalina Calen
- Working Relationship: Jori served as the Project Manager for the client and interfaced directly with Madalina. Madalina was the Lead Economist for the project and Ariel provided analytic support.
- Communication Style: Regular and frequent communication via email and phone were essential to the success of the project. Meetings with City/Port Staff, the public, and/or stakeholders were typically conducted in-person or via hybrid format.
- Scope of Work: Land capacity analysis; economic and market assessment; development feasibility; and stakeholder engagement and outreach. See project examples above for more detail.
- Project Budget: \$129,045

Reference 2: Chelan County Tourism Impact Study (current)

- Reference: Ron Cridlebaugh, Economic Services director, Chelan County, 509-667-6883, ron.cridlebaugh@co.chelan.wa.us
- Staff persons: Brian Murphy, Madalina Calen
- Working Relationship: Brian is serving as Project Manager, and Madalina as Lead Analyst for the economic and fiscal impacts, working in collaboration with the County project team.
- Communication Style: This project involves regular internal coordination by the BERK team as well as frequent client check-ins and status updates. The work has been delivered in a hybrid format.
- Scope of Work: Analysis of the economic, fiscal, sociocultural, environmental, and community impacts of tourism on Chelan County. See project examples above for more detail.
- Project Budget: \$214,605

Reference 3: Washington Public Ports Association Marine Cargo Forecast (2024)

- Reference: Eric Fitch, Executive Director, Washington Public Ports Association, 360-763-1179, effitch@washingtonports.org
- Staff person: Spencer Cohen
- Working Relationship: Spencer was the Lead Economist, in partnership with McKinley Research Group, EBP US, and the Kemmsies Group.
- Communication Style: This project included regular, bi-weekly meetings with WPPA staff and the consultant team.
- Scope of Work: As part of a consultant team, Spencer led forecasting, analysis of trends and modes, and an assessment of challenges and opportunities for the port. He also helped developed port profiles. See project examples above for more detail.
- Project Budget: \$300,000



APPENDIX B: ADDENDA ACKNOWLEDGEMENT

SUBMITTERS SHALL COMPLETE AND SIGN THE FORM BELOW

We acknowledge that all Addenda (1 through 1) have been examined as part of the RFP documents.

Company Name:	BERK Consulting, Inc.				
Address:	2200 Sixth Avenue Suite #1000	City/State/Zip Code:	Seattle, WA 98121		
Original Signature:	Authorized Representative / Title (Please Print): Brian Murphy, Prinicipal				
E-mail:	brian@berkconsulting.com	Phone:	206-324-8760	Fax:	N/A

APPENDIX C: BUSINESS ENTERPRISE QUESTIONNAIRE

Please complete the following information:

Is your firm a:

Women Business Enterprise (WBE)? Yes

Minority Business Enterprise (MBE)? Yes

Disadvantaged Business Enterprise (DBE)? Yes

Small Business Enterprise (SBE)? Yes

Veteran-Owned Business (VOB)? Yes

Do you have a certification number? Yes

If yes, please provide certification number and state or entity that issued the number below:

Certificate No.: _____ State or Entity Issued: WA (self-certified)