



Serving All of Thurston County

Commission Work Session

Monday, May 18, 2026

4:00 PM

Percival Plaza - Olympics Room
626 Columbia Street NW, Suite 1-B
Olympia, WA 98501

The meeting agenda is available on the Port's website as of May 15, 2026.

<https://www.portolympia.com/commission>

AGENDA

- A. Call to Order
- B. Approval of Agenda
- C. Economic Benefit Study – BERK Proposal:
 - Madalina Calen, Project Manager and Lead Economist, BERK
 - Brian Murphy, Principal, BERK
 - Dr. Spencer Cohen, Strategic Advisor and Economic Impact Analysis Support, HPS
- D. Port Peninsula Master Plan Policy Foundations:
 - Paul Brewster, Project Lead, Interim Planning Manager, Thurston Regional Planning Council (TRPC)
 - Chelsea Embree, Associate Planner – Engagement Specialist, TRPC
- E. Evergreen Pool Discussion:
 - William Ward, The Evergreen State College
 - Henry Valz, Community Organizer
 - Paul Simmons, City Manager, City of Tumwater
- F. Adjourn

The public may join the meeting from their computer, tablet or smartphone at:

<https://us06web.zoom.us/j/83919310762?pwd=J6ua9noYIVr5HSowjv4Ujyd42CI6PW.1>

or Telephone: 1 253 215 8782

Webinar ID: 839 1931 0762

Passcode: 724520

No public comment or commission action will be taken at this Work Session.

Port of Olympia Mission

Creating economic opportunities and building community for all of Thurston County through responsible resource use.

COVER MEMO

Briefing Date/Time: May 18, 2026

Staff Contact/Title: Mike Reid, Community and Economic Development Director, 360.764.5395, miker@portolympia.com

Subject: Economic Benefit Study – BERK Proposal

Purpose: Information Only Decision Needed

Overview

The purpose of this work session is to brief the Commission on BERK Consulting’s revised Scope of Work for the 2025 Economic Benefit Study and to review the staff recommendation to move forward with contract development.

Presenters will include the following:

- Madalina Calen - Project Manager + Lead Economist, BERK
- Brian Murphy - Principal, BERK
- Dr. Spencer Cohen - Strategic Advisor + Economic Impact Analysis Support, HPS

This item is Advisory; no action is requested today. A contract would return for Commission consideration at a future business meeting.

Background

In October 2025, the Port issued RFP 2025-1047 – 2025 Economic Benefit Study, seeking a consultant to measure the Port’s economic benefits across all business lines, including direct, indirect, induced, and user-based benefits. The RFP outlined required components, submittal requirements, and evaluation criteria such as completeness, depth of methodology, clarity, accuracy, qualifications, and ability to perform the work.

The Port received seven proposals. A review committee consisting of Port staff and members of the Port's Citizen Advisory Committee evaluated all submissions using the RFP criteria and unanimously recommended BERK Consulting as the top proposer.

BERK submitted its proposal on October 31, 2025, detailing team qualifications, past work, and a methodological approach emphasizing transparency, defensible modeling, communication effectiveness, and collaboration.

The Port's 2009, 2014, 2021, Economic Impact Studies were produced by Martin Associates, using a long-established methodology applied across many U.S. ports. Commissioners expressed questions about assumptions regarding job dependence, the handling of indirect/multiplier effects, and broader application of economic benefit studies. To this end staff initiated a series of pre-launch scoping interviews between BERK and the Commissioners to better help frame the project to achieve Commission objectives.

Following these interviews, BERK produced a revised Scope of Work (May 11, 2026) that directly responds to Commission priorities.

At the May 18 work session BERK will review the results of their Commission interviews and discuss the scope of the project.

Documents Attached

- BERK Consulting – Revised Scope of Work
- BERK Consulting – Original Proposal
- Commissioner Interview Summary

Summary and Financial Impact

BERK's revised scope includes:

- Direct, indirect, induced, and fiscal impact modeling
- Transparent explanation of multipliers and job classifications
- Qualitative assessment of community value
- Public engagement components
- A communication plan and presentations for the Commission

The total estimated consultant cost is \$85,355.

Affected Parties

- Port business units (Marine Terminal, Airport, Swantown Marina & Boatworks, Peninsula Properties, Lacey Commerce Business Center)
- Tenants and users of Port facilities
- Thurston County taxpayers and jurisdictions

Environmental Considerations

The May 18 Work Session discussion does not authorize any project, development activity, or physical change to the environment. Therefore, no direct environmental impacts are anticipated from this agenda item.

Next Steps/Timeframe

Possible Commission action on this item at the May 26, 2026, Commission meeting.

Port of Olympia Economic Impact Study

Phase II Scope of Work | May 13, 2026

This scope of work presents BERK's revised approach to an economic impact study for the Port of Olympia. The analysis will include:

- Educational information about the role and functioning of the port.
- A clear explanation of direct job creation, economic multipliers, and other factors, as well as a transparent process with opportunities for members of the public and stakeholders to review our results and ask questions.
- A comprehensive assessment of the benefits and costs associated with Port activities. This analysis will include:
 - **Economic and fiscal benefits (Task 2 and Task 3):** the gross change in economic activity (via direct, indirect, and induced impact expressed as jobs, business revenue, and labor income) and taxes generated.
 - **Costs (Task 4):** ongoing and anticipated costs associated with operating and maintaining port assets, including future capital investments.
 - **Community value assessment (Task 5):** qualitative evaluation of the public good provided by the Port to Thurston County taxpayers, including emergency response and preparedness, access to waterfront and other quality of life enhancements.

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 Olympia 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.

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.

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	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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. 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 Washington State Department of Revenue (DOR) and U.S. Bureau of Labor Statistics (BLS) and multiply by the number of direct jobs from ESD.

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.

Another component of this analysis 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.

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.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.
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	<ul style="list-style-type: none"> 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. 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.

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	<ul style="list-style-type: none"> 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 New Market Industrial Campus and Cleanwater Center in Tumwater)	<ul style="list-style-type: none"> 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.

Source of Impact	Method/Data Source
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	<ul style="list-style-type: none"> 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.

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 non-aeronautical real estate in Tumwater	<ul style="list-style-type: none"> 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 non-aeronautical real estate in Tumwater	<ul style="list-style-type: none"> 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.

Economic Impact of Port Events

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 will estimate the economic and fiscal impact of these events on the local economy. The Port of Olympia will provide data on number of events sponsored or hosted by the Port, number of attendees at each event, number and type of vendors, and vendor and event organizer revenue.

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: Direct economic impacts by the four distinct Port business lines and for port events, with breakdowns by economic sector; Interview questions and interview findings summarized in the report.

Task 3: 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 review the results of the comparison with Port staff and discuss the implications of any data shifts and ensure the messaging accurately distinguishes between methodology changes and organic growth. 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.

Task 4: Ongoing and Anticipated Costs Analysis

To provide a balanced economic perspective, BERK will conduct a comprehensive assessment of the economic and fiscal costs associated with the Port's operations and long-term viability. This analysis will rely on data provided by the Port regarding historical, current, and planned expenditures. The analysis will include:

- **Operational costs:** Based on data provided by the Port, BERK will analyze the ongoing costs required to operate Port assets across all four business lines, identifying trends in documented spending and facility upkeep.
- **Capital improvement and infrastructure costs:** Our team will review the Port's existing capital investment plan and related records to summarize the anticipated investments the Port has identified as necessary to keep facilities competitive and functional.
- **Climate change and sea level rise mitigation:** BERK will summarize the costs the Port has identified or projected in existing planning documents for protecting assets from climate-related risks. This includes a review of Port-provided data on necessary investments for sea-level rise adaptation and coastal resilience, with a focus on the 66-acre Marine Terminal and Peninsula properties.

- **Taxpayer impact:** We will also summarize the cost of public support provided to the Port by Thurston County taxpayers.

Deliverables: A comprehensive summary of ongoing and anticipated costs.

Task 5: 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. Additionally, the Port serves as a vital regional hub for emergency services and disaster response, providing critical infrastructure that supports public safety and essential service delivery during crises. BERK will include a qualitative assessment of the community impacts of the Port of Olympia to round out the story and understand the impact beyond the economic impact numbers. The interviews in Task 2 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.

Deliverables: A comprehensive summary of community impacts + vignettes included in the report.

Task 6: Draft and Final Report Development

Our team will work with Port Communications staff to develop 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. To ensure the study meets the highest standards of objectivity and rigor, the consultant team will also collaborate with university representatives to facilitate a review of the study and incorporate their expert feedback and suggestions for improvement.

As part of this task, we will also help the Port develop a **communication plan** to support roll-out of the report's findings and produce a **one- to two-page summary** to illustrate key findings.

BERK will develop **presentation** materials and provide one virtual interim briefing and one in-person final presentation of findings to Port Commissioners.

Deliverables: Draft and final report; Support to develop a communication plan; One- to two-page summary of key findings; Two presentations to Port Commissioners.

Proposed Schedule

Assuming a kick-off date mid-June, BERK can complete the above scope of work within five to six months.

	Start	on	2026					
			Jun	Jul	Aug	Sep	Oct	Nov
Task 1: Project Kick-off + Ongoing Project Management								
Kick-off + Ongoing Communication (~6 months)	1	6	★					
Task 2: Direct Impacts Analysis								
Economic Impact of Marine Terminal	1	4						
Economic Impact of Marina and Boatworks	1	4						
Economic Impact of Olympia Regional Airport	1	4						
Economic Impact of Commercial & Industrial Real Estate Portfolio	1	4						
Economic Impact of Port Events	2	3						
Stakeholder Interviews (up to 10)	2	3						
Task 3: Total Economic and Fiscal Impacts Analysis								
Total Economic & Fiscal Impact Modeling	4	2						
Comparison of Results	5	1						
Evaluation of Job Quality	5	1						
Task 4: Ongoing and Anticipated Costs Analysis								
Costs Analysis	3	2						
Task 5: Community Impacts and Vignettes								
Community Impacts	4	3						
Task 6: Draft and Final Report Development								
Draft + Final Report	4	3						
Communication Plan	5	2						
One-page Summary of Impacts	5	2						
Presentation of Findings (1 virtual + 1 in-person)	7	1						

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	
2026 Hourly Rate	\$200	\$275	\$155	\$110	\$300	
Task 1: Project Kick-off and Ongoing Project Management						
Project Kick-off Meeting	2	2	2		2	
Ongoing Communication + Coordination (~6 months)	12				2	
Subtotal	14	2	2	0	4	22 \$4,860
Task 2: Direct Impacts Analysis						
Economic Impact of Marine Terminal	16		30		8	
Economic Impact of Marina and Boatworks	10		16		4	
Economic Impact of Olympia Regional Airport	10		16		4	
Economic Impact of Commercial & Industrial Real Estate Portfolio	6		12		4	
Economic Impact of Port Events	6		24			
Stakeholder Interviews (up to 10)	6		10		1	
Subtotal	54	0	108	0	21	183 \$33,840
Task 3: Total Economic and Fiscal Impacts Analysis						
Total Economic and Fiscal Impact Modeling (including impacts by city)	16	2	16		8	
Comparison of Results	4		10		2	
Evaluation of Job Quality	6		8			
Subtotal	26	2	34	0	10	72 \$14,020
Task 4: Ongoing and Anticipated Costs Analysis						
Costs Analysis	8		24		4	
Subtotal	8	0	24	0	4	36 \$6,520
Task 5: Community Impacts and Vignettes						
Community Impacts	8		24		2	
Subtotal	8	0	24	0	2	34 \$5,920
Task 6: Draft and Final Report Development						
Draft + Final Report	14	2	26	9	8	
Communication Plan	4	2	4			
One-page Summary of Impacts	4	1		6		
Presentation of Findings (1 virtual + 1 in-person)	8	2	10	2	6	
Subtotal	30	7	40	17	14	108 \$20,195
Total Estimated Hours	140	11	232	17	55	455
Cost (Hours*Rate)	\$28,000	\$3,025	\$35,960	\$1,870	\$16,500	\$85,355
Subtotal Consultant Cost						\$85,355
Estimated Project Total						\$85,355



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 Facility 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

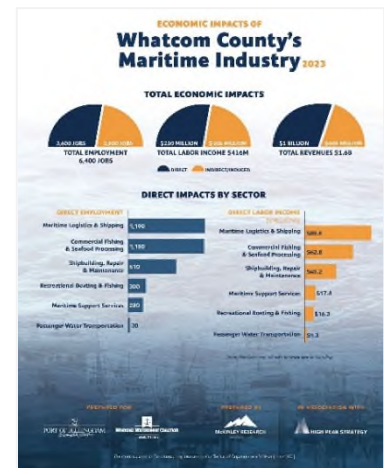
BERK is currently working with the City of Redmond to develop a market study for the Southeast Redmond Manufacturing & Industrial Center (SE-MIC). The study began with an analysis of existing conditions and market drivers to support the application for Countywide Industrial Center designation with King 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.



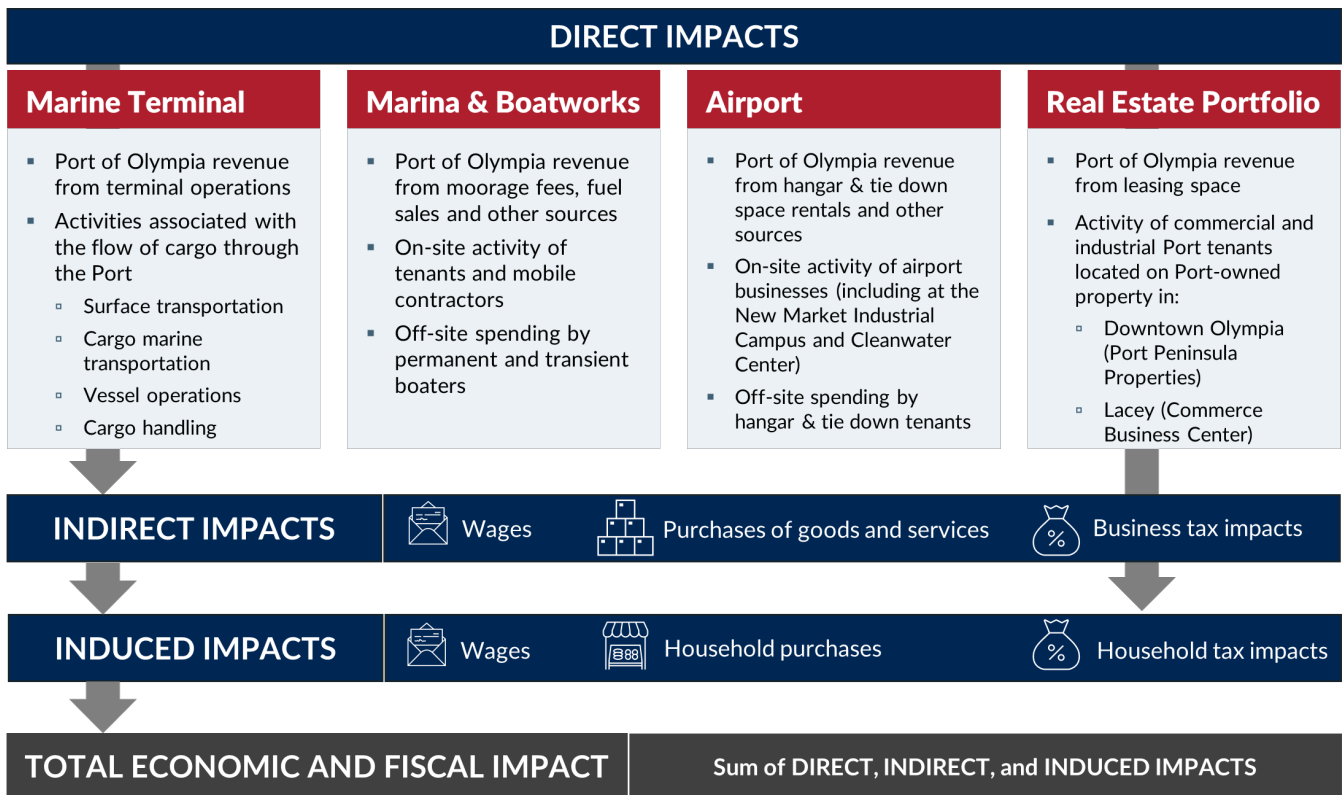
- The project materials are available [online here](#).

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, Principal				
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)

Port of Olympia Economic Impact Study

Summary of Port Commissioners Interviews | May 14, 2026

Introduction

BERK facilitated one-on-one virtual conversations with each of the five Port of Olympia commissioners to understand their expectations for the upcoming economic impact study. The findings in this document aggregate these conversations to help inform revisions to the economic impact study scope of work.

Desired Study Objectives and Outcomes

The interviews with the five Port of Olympia commissioners reveal a diverse set of study objectives and desired outcomes, ranging from measuring traditional job creation to analyzing alternative land use scenarios for Port property. The commissioners want the study to provide factual, data-driven answers to the following:

- **Job Quantification and Categorization:** Several commissioners noted that they want a clearer definition than the previous study provided regarding what represents a direct versus indirect job and a deep dive into job categories and occupations that the Port supports. Beyond just counting jobs, the study must be transparent about the good family wages supported by Port activities.
- **Multiplier Methodology:** Multiple commissioners mentioned the study should explain the methodology behind economic multipliers, how they are calculated, and how Port activity supports broader growth and development. For example, the public should be able to "understand and believe" how the marine terminal creates a ripple effect of jobs beyond just the longshoremen on the docks.
- **Tax Revenue and Geographic Equity:** One commissioner (representing a rural-focused district) specifically requested an analysis of how tax revenues supported through Port activity are distributed across Thurston County, questioning if certain municipalities like Lacey receive fewer benefits than Olympia or Tumwater. They also asked which specific school districts receive Port-related tax funding.

- **Tourism and Downtown Impact:** One commissioner requested that the study explicitly captures how the Marina drives a flow of tourism dollars into downtown Olympia and other surrounding communities.
- **True Costs and Financial Transparency:** Multiple commissioners expressed a need for a rendering of costs versus revenue. One commissioner noted that the Port often promotes benefits without accounting for operational costs and environmental trade-offs.
- **Opportunity Cost and Alternative Uses:** Commissioners are divided on the future of the marine terminal and have differing opinions on what the study should analyze when looking at the Marine Terminal. However, one commissioner warned that a full cost-benefit analysis of "infinite" what-if scenarios could be prohibitively expensive.
 - **Smaller Scale Operations:** One commissioner suggested redefining the terminal away from deep water shipping toward smaller-scale, localized shipments of local products (referencing the Port of Shelton).
 - **Alternative Land Uses:** Some commissioners want to compare the marine terminal's value against alternative uses like a public park (referencing Spokane's Riverfront Park), particularly given the risks of sea-level rise and liquefaction on the peninsula.
- **Environmental Trade-offs:** One commissioner emphasized that the study must account for environmental costs, such as the impact on the food chain, "dead zones" in East Bay due to low dissolved oxygen, and the loss of estuary benefits like flood mitigation.
- **Value of the Port Beyond the Jobs and Business Revenues:** Several commissioners mentioned they would like to be able to tell the full story of the Port's contributions, such as events the Port sponsors or organizes, or the value to the public from having access to the parks and other infrastructure funded by the Port.
- **Port Peninsula Master Plan Economic Impact.** One commissioner suggested the study's focus should be narrowed down to addressing the economic value that can be unlocked through the Port's Port Peninsula Master Plan, which focuses on the Marine Terminal, the waterfront, the Swantown Marina and Boatworks, and other buildings and developable land on the Port Peninsula. This way the study would help shape a strategic conversation about the Port's potential future trajectory rather than be used purely as a communication or marketing tool.

Other Considerations

Public Education and Transparency. Commissioners identified both the process of conducting the economic impact study and the final report as an opportunity to help better inform community members about the following:

- How the Port spends its revenues and what the Port provides to the public with those revenues.
- How the businesses that operate on Port property generate jobs, revenues, labor income, and fiscal benefits for all communities and the county.
- The infrastructure, assets, and amenities provided by the Port and the benefit they provide.
- The Port's potential trajectory over the next 20 years and what that growth means for the region.

Land Use Efficiency and Job Density. One commissioner expressed concern that the Port is not using its land properly, specifically noting that a log yard does not create a high volume of jobs.

Equity of Amenities. While many commissioners support the marina, one commissioner noted they are "not a huge fan" because they believe it primarily impacts only a specific, narrow group of people.

Land Scarcity for Industry: One commissioner noted that while commercial office space is abundant in the area, the study should highlight that manufacturing and industrial businesses cannot easily find land elsewhere; the Port provides a unique home for these sectors.

Identified Study Process Challenges

Numerous commissioners identified expected challenges with the community's trust and adoption of a new economic impact study. Community skepticism that has been brought up by commissioners includes:

- Community members have been skeptical of the direct and indirect economic impact and job numbers provided in the previous study. Critics contend that the Port of Olympia's reported job figures are misleading because they include private-sector employees who happen to work on leased Port land, such as office tenants who would simply relocate within the region if the Port did not exist. These skeptics argue that the Port's actual impact is limited to its direct staff, as marine cargo and general business activity would naturally shift to neighboring ports or private operators without the need for public tax subsidies.
- Some community members believe the Port is hiding financial losses and using tax revenues to cover those losses.
- Community members also felt that the previous report felt "promotional" and did not authentically represent the costs associated with operating the Port. One commissioner emphasized that if the final report shows everything as perfect without any criticism, it will not be viewed as a credible product.

To combat this and help regain trust with the public, some of the commissioners noted that public engagement and public education should be a part of this upcoming economic impact study process. More specifically, commissioners noted a desire for:

- Better public communication about the economic impact study process and findings.
- More clarity in the definitions, assumptions, data sources, and methods used to estimate economic impact. One commissioner said the study should provide "rock solid factual information" and clearly show how conclusions were reached to avoid it becoming "a debate about opinions". The report should build on publicly available data sources and a transparent, analytical methodology that clearly conveys how the Port supports the economy of Thurston County.
- Forming a technical advisory committee of local economic experts from Evergreen State College, St. Martin's University, and South Puget Sound Community College to help validate BERK's methodology. One commissioner suggested that the consultant team could facilitate a meeting with this technical advisory committee and the Planning Commission to review the draft scope of work before it is approved. This strategy would hopefully convey the "local expertise" engrained in the economic impact study and lead to it being better accepted by skeptical community members.
- A joint commissioner and consultant "town hall" or other public engagement format that collects public opinion. One commissioner suggested that this public engagement opportunity should

describe the study's methodology, convey the study's objective nature, and provide an opportunity to answer questions.

Identified Economic Development Opportunities and Challenges for the Port

Port Commissioners were asked to identify what are future economic development opportunities and challenges the port is facing in the next few years.

Potential opportunities identified by commissioners during the interviews include:

- **Marine Terminal Expansion.** One commissioner mentioned there are opportunities to grow vessel traffic and import-export activity at the Marine Terminal, though this would likely require capital investments such as building additional warehouse space and activating the currently underutilized rail line. The commissioner highlighted that while the Port's location at the far southern end of the Puget Sound means ships must pass other terminals to reach it, this can be leveraged as a unique advantage for regional producers. Specifically, it serves as the most accessible "first point on the water" for products originating from Southwest Washington, providing a more efficient logistical path for those local goods.
- **Real Estate and Industry Investment.** Two commissioners identified significant development potential across the Port's property portfolio, provided certain regulatory and logistical hurdles are cleared. A large amount of real estate in Tumwater and around the Olympia Regional Airport is currently on hold. Securing and implementing a Habitat Conservation Plan (HCP) approved by the state (Fish and Wildlife) is viewed as the essential key to unlocking these development opportunities.
- **Strategic Industry Targeting.** Real estate assets should be used to attract employers offering "good family wage jobs". Specific industries of interest include:
 - **Aviation & Energy:** Infrastructure for hydrogen and electric-powered aircraft and utilizing open airport land for solar energy production.
 - **Wood Products:** Expanding the regional forest product industry into mass timber and manufactured homes to help lower regional housing construction costs.
 - **Waterfront Amenities:** Exploring a potential hotel and marine center at Swantown Marina to drive tourism and downtown economic flow.
- **Converting the Marine Terminal to a Park.** One commissioner is interested in exploring whether there are sufficient economic benefits associated with tourism and the environmental restoration to sustain converting the marine terminal into a public park.
- **Renewed Lease Management.** If any long-term land leases are coming to an end, the Port should carefully evaluate market rates for new and renewed land leases. One commissioner noted that current Cost of Living (COLI) adjustments in leases do not account for the actual increase in land value; the Port should look at how to better put land to use as an income generator.

- **Capital Reinvestment from Expiring Debt.** One commissioner highlighted that the Port has three bonds set to expire soon: one next year (2025), one in 2028, and one in 2029. The commissioner views this as a unique financial window where debt service decreases, potentially freeing up capacity for large-scale projects and new initiatives that break from the Port's activities of the last 15 years. A distinct opportunity mentioned is moving beyond traditional job-centric metrics to invest in projects that support regional quality of life, such as a new theater or a new community pool.
- **A High-Speed Electric Ferry.** Commissioners were interested in exploring the viability and economic impact of a high-speed electric ferry facilitating both tourism and regular transit travel from the Port of Olympia to SeaTac or the Seattle area.

Potential challenges identified by commissioners during the interviews include:

- **Public Opposition to Development.** Commissioners noted that there are influential community members who oppose further development. This has challenged the Port's ability to expand economic opportunities in the past.
- **Local Marine Terminal Competition.** One commissioner noted that for ships coming into the Puget Sound region, the Port of Olympia is often farther than other local marine terminals due to its location at the very south of the Puget Sound.
- **Environmental Concerns.** One commissioner has highlighted several environmental challenges for the Port, including:
 - East Bay is described as a "dead zone" because there is zero dissolved oxygen in the water. The Port has had to install aerators at the marina to address this lack of oxygen.
 - The Port's activities are negatively affecting the base of the marine food chain.
 - The historical development of the area resulted in the loss of a natural estuary, which previously provided critical services such as flood mitigation for city streets. The loss of the estuary removed the transition zone where returning salmon adjust their breathing from saltwater to freshwater before spawning.
 - The marina and peninsula are highly susceptible to sea-level rise and liquefaction. The commissioner noted that sea-level rise may occur much sooner and be more severe than currently predicted.
 - There is "legacy pollution" on Port real estate, which creates high costs for any future development or restoration efforts.

COVER MEMO

Briefing Date/Time:	May 18, 2026, 4:00-6:00 p.m.
Staff Contact/Title:	Mike Reid, Community and Economic Development Director, 360.754.5395, MikeR@portolympia.com
Subject:	Port Peninsula Master Plan Policy Foundations
Purpose:	<input checked="" type="checkbox"/> Information Only <input type="checkbox"/> Decision Needed

Overview:

At the May 18 Work Session, TRPC staff will facilitate a Commission discussion to help clarify how the Port’s existing long-range policy direction, including “Vision 2050 Port of Olympia” and “Destination Waterfront” should inform the development of a future Port Peninsula Master Plan scope of work. The discussion is intended to provide high-level guidance to TRPC and Port staff regarding the policy assumptions, areas for further evaluation, and topics that should be addressed through the master planning process.

Presenters will include the following:

- Paul Brewster – TRPC, Project Lead, Interim Planning Manager
- Chelsea Embree – TRPC, Associate Planner – Engagement Specialist

No formal action is requested at this meeting. Commission direction will inform the preparation of a future scope of work for the Port Peninsula Master Plan.

Background:

The Port of Olympia is preparing to initiate a master planning process for the Port Peninsula. The Peninsula is one of the Port’s most visible and complex assets, supporting maritime, industrial, commercial, recreational, environmental, and public access functions. A future master plan is expected to help define the long-term role of the Peninsula, identify community and economic priorities, evaluate opportunities and constraints, and provide a framework for future investment and implementation.

The Port has previously adopted and developed several planning and policy documents that may inform the Peninsula Master Plan, including Vision 2050 and related planning efforts. However, Commissioners have expressed a range of perspectives regarding how existing policy direction should influence the upcoming master planning process (see attached TRPC Memorandum). Some existing goals and actions may provide clear guidance, while others may require updated analysis, community engagement, scenario testing, or refinement.

TRPC has been asked to assist with developing a scope of work for the Port Peninsula Master Plan. Before that scope is prepared, Commission guidance is needed on the role that existing Port policy direction should play in the planning process.

The May 18 Work Session is intended to support that discussion.

Documents Attached:

1. [Port of Olympia Vision 2050 Action Plan \(August 2019\)](#)
2. TRPC Memorandum Peninsula Master Plan – Commissioners’ Perspectives Summary (March 20, 2026)

Summary & Financial Impact:

Paul Brewster and Chelsea Embree from TRPC will facilitate a structured Commission discussion to identify how existing Port goals and actions should inform the Port Peninsula Master Plan scope of work. The exercise will be advisory in nature and is intended to help distinguish between policy direction that should be carried forward, topics that may need additional evaluation, and issues that should be addressed through public engagement or scenario-based planning.

The outcome will help shape the scope, level of analysis, and public engagement approach for a future master planning effort. There is no direct financial impact associated with the Work Session discussion itself. Future financial impacts will be identified when a proposed scope of work, budget, schedule, and consultant or interagency agreements are brought forward for Commission consideration.

Affected Parties:

Affected and interested parties to the Peninsula Master Plan include:

- Port of Olympia Commission
- Port staff
- The broader Thurston County community and Port district taxpayers
- City of Olympia and other local government partners
- Port tenants and leaseholders
- Maritime, industrial, commercial, and recreational users
- Nearby residents and businesses
- Tribal governments
- Environmental and community organizations
- Department of Defense and US Coast Guard
- State and Thurston County Emergency Management

Future phases of the master planning process are expected to include public engagement to gather input from a broad range of interested parties.

Environmental Considerations:

The May 18 Work Session discussion does not authorize any project, development activity, or physical change to the environment. Therefore, no direct environmental impacts are anticipated from this agenda item.

Staff Recommendation:

Staff recommends that the Commission participate in the facilitated Work Session discussion and provide high-level direction to TRPC regarding how existing Port policy direction should inform the Port Peninsula Master Plan scope of work.

Next Steps/Timeframe:

1. **Following the Work Session:**
TRPC and Port staff summarize Commission feedback and identify implications for the draft scope of work.
2. **Draft Scope Development:**
TRPC prepares a draft scope of work describing proposed planning tasks, public engagement approach, technical analysis, schedule, deliverables, and decision points.

3. Future Commission Review:

The draft scope of work and Public Participation Plan is presented to the Commission for review, discussion, and potential action or direction.

4. Master Plan Initiation:

Following Commission approval of the scope, staff and TRPC proceed with the Port Peninsula Master Plan process according to the approved schedule and work program.

A COMMUNITY-INFORMED
PLAN FOR OUR FUTURE

Port Vision 2050 Action Plan



PORT OF OLYMPIA COMMISSION
Resolution 2019-08

A Resolution, of the Port of Olympia Commission, accepting and memorializing the elements of the Port Vision 2050 Action Plan.

WHEREAS, the Port Commission is committed to accepting the Port Vision 2050 Action Plan for organizational focus for the future; and

WHEREAS, the Port Commission confirms their appreciation and gratitude to the numerous Vision Task Force members and Thurston County citizens for the time and effort to develop the Port Vision 2050 Action Plan; and

WHEREAS, the Port Commission desires a document that aligns investment and Port policy considerations with community goals, strengthens partnerships, and establishes a shared-vision for Port focus and impact; and

WHEREAS, the Port Commission desires a document that gives guidance to the Port and acts as a tool to communicate to staff, stakeholders, customers, and the community about visions for the Port of Olympia; and

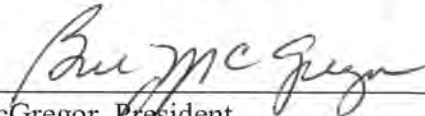
WHEREAS, the Port Commission recognizes that the Port Vision 2050 efforts will continue through the process of setting commission priorities and that the staff will continue to set annual action plans, it is our desire to memorialize the elements that make up the Port Vision 2050 Action Plan.

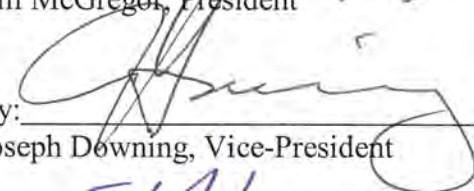
THEREFORE, BE IT RESOLVED that the Port of Olympia Commission accepts the content and material as set forth as Exhibit "A" attached to this Resolution and incorporated herein by such reference is for the purpose of providing a memorializing of our agreement.


THEREFORE, BE IT FURTHER RESOLVED that the Port Commission now wishes to delegate the authority to the Executive Director for planning the implementation of the Port Vision 2050 Action Plan that memorializes the elements in the Port Vision 2050 Action Plan to provide a focus to our efforts, clarity to our planning, and information to our stakeholders.

ADOPTED by a majority of the members of the Port Commission of the Port of Olympia, a majority being present and voting on this Resolution at a regular Commission meeting on August 26, 2019, as attested to by the signatures below of the Commissioners physically present this 26th day of August, 2019.

PORT OF OLYMPIA COMMISSION

By: 
Bill McGregor, President

By: 
Joseph Downing, Vice-President

By: 
E.J. Zita, Secretary

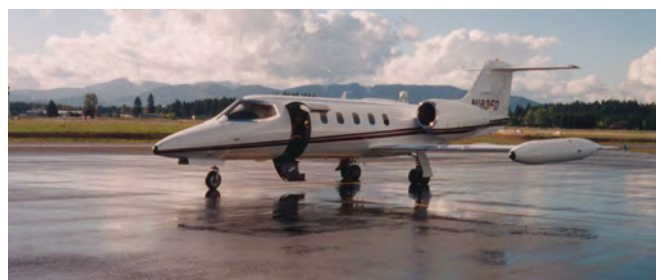
Introduction

Port of Olympia Vision 2050 is both a process and a product. The process engaged thousands of people in the often overlooked or misunderstood role, functions and potential of an institution that has been an integral part of our community's development for nearly a century; the product reflects their shared goals and priorities for the decades to come.

While Vision 2050 represents the Port's most comprehensive public engagement initiative to date, it is not the first time the Port has engaged the community in long-range planning. Most recently, the 1995 Comprehensive Plan, which included a visioning process, led to improvements many people take for granted today, including:

- Formation of Market District which now hosts community gems such as the Farmers Market, Port Plaza, Anthony's Homeport, Mercato, Panowicz and Dancing Goats
- Expansion of New Market Industrial Campus
- Development of the Swantown Boatworks
- Installation of boat launch parking and Billy Frank Jr. Trail
- Creation of the East Bay District, including space for the Hands-On Children's Museum
- Construction of a rail loop track at the Marine Terminal to attract and move larger cargoes
- Westbay Improvements including new wildlife area, and enhanced public access
- Recruitment of Tumwater's Comfort Inn and Guesthouse Inn

Vision 2050 presents a new opportunity to ensure Port focus and investments yield benefits and outcomes that align with community priorities. The Port is grateful to the thousands of residents, customers and visitors who contributed suggestions during this engagement process. We are equally appreciative of the time our diverse Vision Task Force dedicated to sorting, deliberating and converting those ideas into implementable actions. We will aspire to meet the community's priorities for the future and work diligently to ensure we bring this shared and balanced community vision to life.



Vision 2050 Community Engagement Process

Port Olympia Vision 2050 is the result of an iterative, 14-month-long community engagement process. The overarching goal has been to proactively involve the community in shaping long-range Port goals and priority actions. As depicted below, the project launched with an extended “ideation” phase where the public was afforded a range of opportunities to share their personal vision, in their own words.



A diverse, 27-person Task Force analyzed over 10,000 ideas submitted by nearly 1,700 individuals and developed a set of proposed actions under ten umbrella goal areas. The broader community was then invited to review action proposals via an open house and online survey. The Task Force used input from more than 1,000 community review survey respondents to delineate three tiers of community priorities in the action plan. The following provides a summary of outreach activities and approaches:

APPROACHES

- Website
- Online Survey
- Request a Conversation
- Personal Interviews
- Community Events Booth
- Intercept Surveys
- Group Presentations
- Social Media
- Press Releases
- Fact Sheet
- Port Tours

TARGETED OUTREACH

- Audubon Society
- Capitol Land Trust
- Chambers of Commerce
- Climate Action Team
- Farmer’s Market Board
- High Schools & Colleges
- League of Women Voters
- Libraries
- Neighborhood Associations
- POCAC
- Port Commission Meetings
- Port E-Blast List
- Sierra Club
- Swantown Boat Launch
- Thurston Economic Development Council Members
- Thurston Conservation Voters
- Thurston Chamber Members
- Thurston Rotary Groups
- TRPC Email Distribution

MEDIA

- 94.5 ROXY
- Coffee News
- Panorama Interview
- Thurston County Media
- Thurston Talk
- The Olympian
- Thurston Chamber Voice & Social Media
- Seaport Newsletter
- Yelm Chamber
- Facebook
- Instagram
- Twitter
- LinkedIn
- TRPC Social Media

Vision 2050 Community Engagement Process, cont.

COMMUNITY EVENT PARTICIPATION

- BOO-Coda
- Festival of the Steh Chass
- Fire/Police Golf Tournament
- Harbor Days
- Lacey Children's Entertainment
- Lacey in Tune Concerts and Movies
- Music in the Park – at Port Plaza
- Olympia Brewfest
- Olympia Downtown Alliance Third Thursday
- Olympic Air Show
- Summer Splash!
- Tenino Trail Days
- Thurston County Fair
- Tumwater Artesian Brew Fest

PERSONAL INTERVIEWS

- Joe Downing, Port of Olympia
- Bill McGregor, Port of Olympia
- E.J. Zita, Port of Olympia
- Richard Wolf, POCAC Chair
- CM Arnold Cooper, Squaxin Island Tribe
- CM Harry Pickernell, Chehalis Tribe
- Hanford McCloud, Nisqually Indian Tribe
- Eric Johnson, WPPA
- Mayor Selby, Olympia
- Mayor Ryder, Lacey
- Mayor Kmet, Tumwater
- Mayor Fournier, Tenino
- Mayor Foster, Yelm
- Comm. Blake, Thurston County
- Comm. Hutchings, Thurston County
- Comm. Edwards, Thurston County
- Mayor Shaw, Rainier
- Councilor Alan Vanell, Bucoda
- Katie Wojke, Saint Martin's University
- John Carmichael, Evergreen State College
- Dr. Deb Clemens, North Thurston Schools
- Patrick Murphy, Olympia Schools
- John Bash, Tumwater Schools
- Brian Wharton, Yelm Community Schools
- Russell Olsen, PUD

- Bill Adamson, SS Military Communities Partnership
- Jeff Davis, Port Observer
- Marc Fedou, Callisons
- Walt Petit, Pettit Marine
- Mike Thielen, Glacier Aviation
- Jim Thomas, Weyerhaeuser
- Dave Wasson, Batdorf & Bronson
- Mark Williams, Olympia Area Rowing
- Pat Rants, Rants Group
- Josh Stottlemeyer, Stottle Winery
- Sam Merrill, Black Hills Audubon Society

PRESENTATIONS

- Active Community Workgroups
- Coalition of Neighborhood Associations
- East Bay Neighborhood Assoc
- Energy & Climate Workgroups
- Gateway Rotary
- Grand Mound Project Public Mtgs
- High Schools & Colleges
- ILWU Local #47
- Jubilee
- Lacey Rotary
- League of Women Voters
- Local Food Network
- Marine Terminal Log Tenant Mtg
- Olympia Downton Alliance Board Mtg
- Panorama
- Quarterly Advanced Planners Mtg
- Rochester Project Public Mtgs
- STEDI
- TEA Branding & Communications Committee
- Technical Assistance Committee
- Thurston Chamber
- Thurston Regional Planning Council
- Thurston Thrives
- Transportation Policy Board
- Voluntary Stewardship Mtg
- WA State Farm Bureau
- Yelm Business & Real Estate Committee
- Yelm Chamber

Port of Olympia 2050 Vision Statement

The 2050 vision statement encapsulates community aspirations for the institution over the long-term. It does not necessarily reflect how people perceive the way the Port looks, feels and functions today, but what it can become in the future.

The Port is a trusted community institution that actively engages and communicates with the public it serves. It fulfills its primary role as Thurston County's economic engine by stimulating investment, fostering entrepreneurship, and facilitating transportation and commerce regionally and internationally. It is recognized as a cutting-edge leader in sustainable operations. It manages gathering places, recreational venues and other assets that enhance sense of place, and coordinates with partners on critical challenges and opportunities.



Vision Focus Areas

The Vision 2050 Task Force reviewed and organized input under three primary focus areas, including:

1. **Marine Terminal, Waterfront and Community Assets**
2. **Business Development, Infrastructure and Real Estate**
3. **Sustainability, Administration, Communications and Engagement**

Focus areas reflect major community input threads. Within the three focus areas, the Task Force has identified ten goals and proposed 59 specific actions. A summary version of focus areas, goals and actions is outlined below. A detailed implementation plan, including Task Force notes and community prioritization tiers, is provided in the Action Plan Matrix at the conclusion of this document.

Focus Area: Marine Terminal, Waterfront and Community Assets

Goal: Preserve and enhance Thurston County's working waterfront and connection to global trade by diversifying Marine Terminal operations, improving communication and securing community support.

Action Summary

1. Expand information and education about the Port's role in our community
2. Communicate community benefits of marine terminal operations
3. Pursue value-added manufacturing opportunities at marine terminal
4. Complete master plan and permitting for future marine terminal uses
5. Develop military and humanitarian cargo strategies
6. Make physical layout more welcoming around marine terminal
7. Provide information about Port tenants and related benefits or impacts



Marina and Boatworks

Goal: Make investments and improvements that ensure Swantown Marina and Boatworks remains a premier and priority destination for visitors and tenants alike.

Action Summary

8. Add amenities and access to water along peninsula
9. Improve and better-market Marina and Boatworks
10. Increase share of regional boat-based spending
11. Enhance connection between Swantown and core downtown area

Goal: Turn the Port Peninsula into a premier destination by adding attractions, increasing accessibility and maintaining a clean and safe environment.

Action Summary

12. Establish task force to develop waterfront destination opportunities
13. Attract another anchor tenant to port peninsula
14. Add amenities to Port Plaza and Market District
15. Complete market study for sight-seeing boat tours
16. Create waterfront event and destination guide
17. Work with City of Olympia to create more welcoming environment downtown
18. Work with City of Olympia on parking and access strategies downtown



Focus Area: Business Development, Infrastructure and Real Estate

Goal: Leverage the Port’s unique statutory authority to catalyze economic opportunities in partnership with local jurisdictions and economic development organizations.

Action Summary

19. Grow manufacturing, logistics, avionics, real estate, tourism, agriculture, food processing and storage.
20. Create a business and economic development plan with defined priorities
21. Participate in workforce training partnerships
22. Create and support small and emerging businesses
23. Support and invest in regional economic development activities
24. Support sustainable agriculture activities
25. Evaluate and pursue green-energy production alternatives

Non-Trade Maritime Functions

Goal: Explore the potential for Port to serve as a cruise ship destination and regional commuter node.

Action Summary

26. Participate in state-led ferry service studies
27. Explore the potential for offering or hosting water-taxi service
28. Attract cruises and work with partners to maximize visitor experience

Vision Focus Areas, cont.

Goal: Maximize the economic and community value of the Olympia Regional Airport in accordance with FAA Master Plan regulations.

Action Summary

- 29. Research regional airport best practices strategies
- 30. Coordinate with partners on Tumwater development opportunities
- 31. Track feasibility for adding air commuter service
- 32. Evaluate options for tourist, freight and private charter service
- 33. Explore options for making airport an aeronautical research and manufacturing hub
- 34. Support non-air-dependent manufacturing at airport properties

Focus Area: Sustainability, Administration, Communications and Engagement

Goal: Emphasize sustainability in all planning and actions and provide updates to the community.

Action Summary

- 35. Sustain legacy pollution clean-up projects
- 36. Advocate for state investment in Puget Sound water quality efforts
- 37. Distribute and provide updates on Sustainability Plan progress
- 38. Maintain participation in 3rd party sustainability certification programs
- 39. Study and implement key climate adaptation and mitigation actions
- 40. Incorporate environment and remediation in cost-benefit analysis

Administration

Goal: Improve the Port's ability to make decisions, achieve its objectives and mission and implement Vision 2050 recommendations to become an innovative economic development leader.

Action Summary

- 41. Evaluate and implement governance structure improvements
- 42. Explore viability of expanding to five Port Commissioners
- 43. Strengthen communication and trust between Commission and staff
- 44. Be transparent in budget planning and align actions with 2050 goals
- 45. Implement Vision 2050 action priorities
- 46. Update Port planning documents to align with Vision 2050 goals





Goal: Develop a long-term finance strategy that supports the Port’s mission and responsibility to generate sustainable economic and community development.

Action Summary

- 47. Tie tax levy to economic development actions that, as a whole, benefit broader Port district
- 48. Pursue funding scenarios that earn public support
- 49. Develop long-term funding to support family-wage job creation

Goal: Build community partnerships and expand communication and public participation strategies.

Action Summary

- 50. Conduct cost-benefit and public involvement for major decisions
- 51. Communicate community benefits of Port activities
- 52. Preserve and explain the Port’s cargo policy and federal requirements
- 53. Establish interlocal agreement to coordinate cargo handling logistics
- 54. Provide clear and unified messages about Port investments and decisions
- 55. Broaden information and engagement to include the entire district
- 56. Ensure public participation evolves with new techniques and technology
- 57. Create annual events and assets inventory to increase access and use
- 58. Expand Port partnerships with other community organizations
- 59. Develop a Community Recreation, Open-Space and Placemaking Strategy



Vision 2050 Implementation Structure

Successful visioning projects require follow-through. The following sections outline best-practices for vision implementation, reporting and accountability.

Implementation Team

An Implementation Team (IT) will be created to facilitate, track and report on implementation progress. The IT will be comprised of Port staff, a liaison from the POCAC and two non-Port members representing the community. All members and terms of the IT will be selected by the Executive Director. The IT will report to the Executive Director. Key responsibilities include:

- Annual progress report and presentation
- Resource identification and troubleshooting
- Periodic community updates on specific highlights
- Periodic open houses to share and discuss results
- Management of Year-Five update program

Action Owner Assignment

Each action will be assigned, by the Executive Director, to a lead responsible for ensuring the action moves forward. Lead assignments include scheduling, resource identification, oversight and progress reporting.

Action Owner Reporting and Coordination

Each year, action leads will submit a progress report to the Implementation Team. Report categories include status, highlights, challenges, partner support and other relevant information. Progress and highlight information will be shared in the annual report. Challenges will be addressed by the Implementation Team, which may require additional coordination with the action lead and other partners.

Annual Report

The Implementation Team will publish a progress report annually. The report will summarize overall progress, recognize partners and identify highlights or features from each Vision focus area. While the report may be published electronically and distributed to the Port's contact list, print copies should also be produced for display in Port offices and for use in community presentations. Annual report findings will be presented to the Commission annually.

Vision 2050 Relationship to Other Port Guiding Documents

While Vision 2050 includes a distinct community-defined action plan, it will also be used to inform other guiding documents including:

- Scheme of Harbor Improvements
- Strategic Plan
- Environmental Sustainability Plan
- Annual Budget
- Land Use Plan
- Airport Master Plan
- Development Guidelines

The Port will work to incorporate Vision 2050 goals and actions into each of these plans and related policies as they are updated over time.

Action Implementation Phasing

Proposed actions are phased to occur over a thirty-year period to reduce budgetary and other resource impacts. Phasing is based on a variety of factors including Community Review survey results, the Port's internal staffing and funding capacity and sequence logic – i.e. some actions must occur before others can be advanced.

Five-Year Action Plan Update

While the vision and goal areas should be long-range, the action plan should be updated every five years. In addition to facilitating an ongoing connection with the community, periodic updates will enable the Port to add new opportunities, take advantage of evolving approaches and technology, and integrate input from new residents.

Indicators

In the future, the Port may develop progress indicators to measure impact at a more granular level. For now, progress will be measured by the number of actions implemented or underway. Because action leads are providing annual progress reports on their action(s), the Implementation Team will be able to share a wider range of empirical and anecdotal highlights with the broader community.

Action Plan

The detailed action plan begins on the following page. Each action includes a number, set of key words, for easy reference and a priority level based on the community review survey results. In some cases, the Task Force has included additional notes for the implementing partner.



Top-Rated Community Review Actions

1. Sustain legacy **pollution clean-up projects in Budd Bay**
2. Advocate for state investment in Puget Sound **water quality** efforts
3. Work with City of Olympia to create more **welcoming downtown**
4. Be transparent in budget planning and **align actions with 2050 goals**
5. Add **amenities and access to water** along port peninsula
6. Enhance **connection between Swantown and core downtown** area
7. Develop long-term funding to support **family-wage job creation**
8. Evaluate and pursue **green-energy production** alternatives
9. Pursue funding scenarios that **earn public support**
10. Participate in state-led **ferry service** studies and analysis
11. Study and implement key **climate adaptation and mitigation** actions
12. Create and support **small and emerging businesses**

Port of Olympia 2050 Action Plan Matrix

Marine Terminal						
Goal: Preserve and enhance Thurston County’s working waterfront and connection to global trade by diversifying Marine Terminal operations, improving communication and securing community support.						Community Priority Level
#	Action Key Words	Complete Action	Task Force Notes	1	2	3
1	Expand information and education about the Port’s role in our community	Provide information about the Port’s role and legal responsibilities within the broader state and national commerce transportation network, and the value of preserving blue and green collar jobs in our community.			✓	
2	Communicate community benefits of marine terminal operations	Communicate the various ways marine terminal operations benefit Thurston County through a widely distributed annual report.			✓	
3	Pursue value-added manufacturing opportunities at marine terminal	Pursue and implement strategies that create “value-add” opportunities on marine terminal properties including manufacturing and processing.			✓	
4	Complete master plan and permitting for future marine terminal uses	Conduct and implement a marine terminal master plan and streamline the permit process for uses that meet policy goals.	Where appropriate, purchase related equipment to expedite business growth and revenue		✓	
5	Make physical layout more welcoming around marine terminal	Coordinate with US Coast Guard and other partners to identify design solutions that lead to a more welcoming physical layout around the marine terminal area.			✓	
6	Develop military and humanitarian cargo strategies	Identify and implement strategies for receiving and shipping military and humanitarian cargoes.				✓
7	Provide information about Port tenants and related benefits or impacts	In partnership with shipping partners and terminal tenants, provide information to public about value of operations and related efforts to mitigate impacts.	e.g. truck routes, mobility, idling, fuel sources, time of travel, etc.			✓

Marina and Boatworks

Goal: Make investments and improvements that ensure Swantown Marina and Boatworks remains a premier and priority destination for visitors and tenants alike.

Community Priority Level

#	Action Key Words	Complete Action	Task Force Notes	Community Priority Level		
				1	2	3
8	Add amenities and access to water along peninsula	Add launch points, docking locations, storage and other infrastructure to expand water access for smaller boats and recreational vessels.		✓		
9	Enhance connection between Swantown and core downtown area	Facilitate access to the downtown area for visiting boaters and walkers originating at Swantown by adding way-finding signage, walking maps, transportation support (bikes, shuttle), public art or other creative measures.	May be implemented in coordination with marine terminal improvements	✓		
10	Improve and better-market Marina and Boatworks	Identify and implement competitive advantages and marketing that make Swantown Marina and Boatworks a preferred marina and repair destination.	e.g. price structures, new amenities, promote fuel dock in boat magazines			✓
11	Increase share of regional boat-based spending	Increase marketing and events to attract a larger share of regional boat-based spending.				✓

Port of Olympia 2050 Action Plan Matrix, cont.

Destination Waterfront						
Goal: Turn the Port Peninsula into a premier destination by adding attractions, increasing accessibility and maintaining a clean and safe environment.						Community Priority Level
#	Action Key Words	Complete Action	Task Force Notes	1	2	3
12	Work with City of Olympia to create more welcoming environment downtown	Collaborate with the City of Olympia and other partners on strategies to maintain a welcoming environment throughout downtown and the Port Peninsula.	i.e. homelessness, buildings, etc.	✓		
13	Add amenities to Port Plaza and Market District	Add public restrooms, refuse and recycling containers, educational and interpretive displays and other amenities that enhance Port Plaza and the Market District.		✓		
14	Establish task force to develop waterfront destination opportunities	Establish a waterfront Task Force to explore options and develop a marina-based destination concept that offers first-rate shopping and dining, recreation, public art and gathering places while ensuring connectivity with the existing downtown core.			✓	
15	Complete market study for sight-seeing boat tours	Complete a market analysis and seek vendors to offer seasonal recreational, sight-seeing boat tours.			✓	
16	Create waterfront event and destination guide	Create a waterfront destination guide (print/online) that lists activities, amenities and access points in collaboration with ODA and Experience Olympia & Beyond.			✓	
17	Work with City of Olympia on parking and access strategies downtown	Collaborate with the City of Olympia on parking and access strategies to better-accommodate destination visitors.			✓	
18	Attract another anchor tenant to port peninsula	Either separate from or in conjunction with the action above, attract another anchor destination tenant to the Port Peninsula.				✓

Countywide Economic Development and Real Estate Framework

Goal: Leverage the Port’s unique statutory authority to catalyze economic opportunities in partnership with local jurisdictions and economic development organizations.

Community Priority Level

#	Action Key Words	Complete Action	Task Force Notes	Community Priority Level		
				1	2	3
19	Create and support small and emerging businesses	Lead or partner in efforts to create and support small and emerging businesses.	e.g. light manufacturing, commercial kitchen	✓		
20	Evaluate and pursue green-energy production alternatives	Undertake a green-energy production feasibility study to determine options on Port-owned land or via partnerships with other owners or local jurisdictions.		✓		
21	Grow freight logistics, avionics, real estate, tourism, agriculture, food processing and storage, and manufacturing	Increase the Port’s capacity to market core assets and attributes to attract business and job creation opportunities such as intermodal freight logistics, avionics, real estate development, recreation and tourism, agriculture, food processing and storage, and manufacturing.			✓	
22	Create a business and economic development plan with defined priorities	Create a Business and Economic Development Plan that identifies key investment areas and desired outcomes.	Consider retail/commercial-industrial development plan for Tumwater, port role in “naturally made” initiative including brewing-distilling		✓	
23	Support and invest in regional economic development activities	Become an active partner in the Thurston Economic Alliance and identify specific ways to support innovation, start-up businesses, catalyst projects and gap infrastructure investments.	May require trade-offs, where high return on investment projects replace under-performing ones		✓	
24	Support sustainable agriculture activities	Include support for agriculture and local products in the Port’s portfolio of economic development objectives.			✓	
25	Participate in workforce training partnerships	Participate in workforce training partnerships with K-12 and higher education institutions, Pac Mtn Workforce Development Council, local Chambers and the Thurston Economic Development Council.				✓

Port of Olympia 2050 Action Plan Matrix, cont.

Non-Trade Maritime Functions						
Goal: Explore the potential for the Port to serve as a cruise ship destination and regional commuter node.					Community Priority Level	
#	Action Key Words	Complete Action	Task Force Notes	1	2	3
26	Participate in state-led ferry service studies	Continue to track State-led ferry service studies and evaluate the feasibility of the Port's potential role as the southernmost passenger terminal in South Puget Sound.		✓		
27	Explore the potential for offering or hosting water-taxi service	Evaluate the feasibility of establishing a "Mosquito Fleet" water-taxi system that provides limited-scale transportation service for commuters throughout South Puget Sound south of Tacoma.		✓		
28	Attract cruises and work with partners to maximize visitor experience	Attract and host cruise ships and coordinate with partners to ensure a positive visitor experience.			✓	

Airport Functions

Goal: Maximize the economic and community value of the Olympia Regional Airport in accordance with FAA Master Plan regulations.

Community Priority Level

#	Action Key Words	Complete Action	Task Force Notes	Community Priority Level		
				1	2	3
29	Track feasibility for adding air commuter service	Continue to track regional air service feasibility.		✓		
30	Research regional airport best practices strategies	Research strategies used by other airports of similar size to determine best practices and opportunities.			✓	
31	Coordinate with partners on Tumwater development opportunities	Evaluate local government partners' economic development and land use needs and how they might be advanced using Port-owned properties.	Preserve property for long-term, high-priority development goals		✓	
32	Evaluate options for tourist, freight and private charter service	Evaluate options for private charter, tourist and freight transportation.	Coordinate with legislators, state agencies, lobbyists and regional businesses to determine how the airport might serve their needs		✓	
33	Explore options for making airport an aeronautical research and manufacturing hub	Explore options for expanding the Olympia Regional Airport's status as an aeronautical research and component manufacturing hub.			✓	
34	Support non-air-dependent manufacturing at airport properties	Support non-air-dependent manufacturing and services that can take advantage of the airport's/NMIC's geographic amenities and services.			✓	

Port of Olympia 2050 Action Plan Matrix, cont.

Environmental Sustainability						
Goal: Emphasize sustainability in all planning and actions and provide regular updates to the community.					Community Priority Level	
#	Action Key Words	Complete Action	Task Force Notes	1	2	3
35	Sustain legacy pollution clean-up projects	Sustain legacy contamination clean-up projects and, where feasible, participate in new restoration programs with peer institutions and community groups.		✓		
36	Advocate for state investment in Puget Sound water quality efforts	Increase advocacy for state investment to help ensure a clean and thriving Puget Sound.	e.g. Model Toxics Control Act (MACTA) funding and other means	✓		
37	Study and implement key climate adaptation and mitigation actions	Study and implement priority climate adaptation and mitigation strategies in concert with local partners.	Start by completing sea-level response plan in coordination with City of Olympia, LOTT and State	✓		
38	Incorporate environment and remediation in cost-benefit analysis	Ensure equal consideration for environmental impacts (habitat, air, water, noise and air pollution, etc.) when evaluating the cost-benefit analysis of future Port projects or investments, and where appropriate, consider investment in economic development projects that also provide environmental benefits.	e.g. the remediation of brownfields	✓		
39	Distribute and provide updates on Sustainability Plan progress	Widely-distribute and periodically update the Port's Sustainability Plan, developed in cooperation with peer agencies, non-profit organizations and Tribal partners, and provide annual updates to interested parties.	Include info about past practices, current remediation plans and best practices now under consideration			✓
40	Maintain participation in 3rd party sustainability certification programs	Continue Port participation in 3rd party certification programs like Green Marine and Clean Marina and provide annual progress updates to the community.				✓

Administration

Goal: Improve the Port's ability to make decisions, resolve issues, achieve its objectives and mission and implement Vision 2050 recommendations to become an innovative economic development leader.

**Community
Priority Level**

#	Action Key Words	Complete Action	Task Force Notes	Community Priority Level		
				1	2	3
41	Be transparent in budget planning and align actions with 2050 goals	Establish a transparent budgeting and financial accountability process and provide workshops to show how Port is performing and aligning investments with Vision 2050 community priorities.		✓		
42	Explore expanding to five Port Commissioners	Explore potential benefits and impacts of expanding Port Commission from three to five members.			✓	
43	Strengthen communication and trust between Commission and staff	Assess the roles and relationships between the Port Commission, the Executive Director and staff and identify and implement practices that will strengthen the integrity and trust of the Port of Olympia as a whole, both internally and externally, and ensure staff are not diverted from implementing priority projects.			✓	
44	Implement Vision 2050 action priorities	Support the Executive Director with implementing the pending priority recommendations in the Port of Olympia's Vision 2050 Strategy.			✓	
45	Update Port planning documents to align with Vision 2050 goals	Clarify, market, and position the Port's broader economic development strategy by performing a major update to the Port's Strategic Plan following the recommendations of Vision 2050.	Land Use Plan, Comp Scheme of Harbor Improvements, Development Guidelines, Airport Master Plan		✓	
46	Evaluate and implement governance structure improvements	Evaluate the Port Commission's governance structure, agenda and meeting formats and recommend measures to improve the Port's governing processes.				✓

Port of Olympia 2050 Action Plan Matrix, cont.

Funding and Finance								
Goal: Develop a long-term finance strategy that supports the Port’s mission and responsibility to generate sustainable economic and community development.						Community Priority Level		
#	Action Key Words	Complete Action	Task Force Notes	1	2	3		
47	Pursue funding scenarios that earn public support	Evaluate a range of funding scenarios and the package of investments the Port could leverage with additional tax revenue. Include public outreach as a major component of this study to solicit input and establish community support for a potential successful ballot measure, if needed.		✓				
48	Develop long-term funding to support family-wage job creation	Develop long-term funding mechanisms that allow the port to seize opportunities and play a major role in creating family-wage jobs.		✓				
49	Tie tax levy to economic development that benefit broader Port district	Tie any future levy rate hikes or other revenue options to economic development strategies that, collectively, provide positive benefit to the broader Port District.	Show how the Port tax levy compares to other taxing jurisdictions		✓			

Communications, Engagement and Partnerships								
Goal: Build community partnerships and expand communication and public participation strategies.						Community Priority Level		
#	Action Key Words	Complete Action	Task Force Notes	1	2	3		
50	Conduct cost-benefit and public involvement for major decisions	On major investments, identify steps and methods to maintain transparency and communicate decision-making rationale.	e.g. complete cost/benefit analysis and share results in lay terms		✓			
51	Communicate community benefits of Port activities	Expand messaging about the value of investments that may not directly benefit Port but otherwise benefit the community.	Primary responsibility: community economic opportunity vs. Port profit. Compare to peer port performance.		✓			
52	Preserve and explain the Port’s cargo policy and federal requirements	Maintain the Port’s policy to accept all safe and legal cargoes when the Port is adequately equipped to handle those products or materials without undue risk to community safety, per federal requirements, and pursue proactive recruitment of cargoes most likely to generate a positive return on investment.				✓		

Communications, Engagement and Partnerships, cont.

Goal: Build community partnerships and expand communication and public participation strategies.				Community Priority Level		
#	Action Key Words	Complete Action	Task Force Notes	1	2	3
53	Develop a Community Recreation, Open-Space and Placemaking Strategy	Develop a district-wide Recreation, Open Space and Community Amenity Placemaking Strategy to promote involvement of community organizations and increase awareness of the Port's contributions to the community.	Create spaces for public to learn about marine-based industries and services (e.g. LOTT WET Center)	✓		
54	Provide clear and unified messages about Port investments and decisions	Expand or supplement the Port's communications team to craft clear unified messages and discussion points on major decisions and activities for delivery by Commissioners, Port staff, and project partners.			✓	
55	Broaden information and engagement to include the entire district	Increase efforts to inform and engage the entire Port District about the Port's mission, economic development activities and successes for all its lines of business.	Extend info to South County		✓	
56	Ensure public participation evolves with new techniques and technology	Review the Port's public participation plan to identify actions to strengthen training for Commissioners and staff and expand the use of existing and emerging online public engagement technologies.			✓	
57	Create annual events and assets inventory to increase access and use	Create and distribute an annual Port "event series and asset inventory" to help foster sense of community and increase awareness.	Create high-end aerial map depicting properties under Port control		✓	
58	Expand Port partnerships with other community organizations	Recognize and expand the Executive Director's role in establishing, maintaining, and strengthening partnerships across the county that can help mutually beneficial objectives that align with the Port's mission.			✓	
59	Establish interlocal agreement to coordinate cargo handling logistics	Establish an Inter-Local Agreement (ILA) and standing coordination team with City of Olympia, Thurston County, law enforcement and other partners to exchange logistical information, facilitate information-sharing and design public communication and safety strategies.				✓

Acknowledgements

Vision 2050 Task Force

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Josh Cummings, Thurston County

Todd Cutts, Olympia Downtown Alliance

Marc Daily, TRPC

John Doan, City of Tumwater

Ann Freeman-Manzanares, Intercity Transit

Michael Grayum, City of Yelm

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Brad Hooper, North Thurston School District CTE Director, South Sound CTE Advisory Council

Teri Pablo, Yelm Community Schools CTE Director, South Sound CTE Advisory Council

Ray Peters, Squaxin Island Tribe

Drew Phillips, Public-at-Large

Bryan Reilly, Olympia & Belmore Railroad

Chris Richardson, Confederated Tribes of the Chehalis Reservation

Rob Rose, ILWU Local #47

Rhys Roth, Evergreen Center for Sustainable Infrastructure

David Schaffert, Thurston Chamber of Commerce

Bill Sloane, Olympia Yacht Club

Keith Stahley, City of Olympia

Shanna Stevenson, Public-at-Large

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MEMORANDUM

TO: Port of Olympia Commission

FROM: Paul Brewster, Interim Planning Manager, TRPC

DATE: March 20, 2026

SUBJECT: Peninsula Master Plan – Commissioners’ Perspectives Summary

In February 2026, Thurston Regional Planning Council (TRPC) staff conducted individual one-hour interviews with each Port of Olympia Commissioner. Commissioners responded to six questions regarding the Port Peninsula Master Plan process and its anticipated outcomes.

This memorandum summarizes the findings, highlighting areas of alignment as well as key differences in policy priorities and vision. It is intended to help Commissioners better understand where their views converge and where tradeoffs or differing assumptions may require further discussion.

The synthesis and accompanying matrices are designed to support a shared understanding of the range of perspectives shaping the Master Plan. By clarifying these areas of agreement and divergence, this information can help inform more focused, transparent, and productive discussions as the planning process moves forward.

Findings

1. What defines a “ready to implement” Master Plan?

Areas of Alignment

Commissioners generally agree that a “ready” Master Plan should:

- Be grounded in meaningful public engagement and demonstrate clear community benefit.
- Provide a clear vision and direction for the Peninsula’s future.
- Include actionable steps, such as phasing, implementation strategies, and financial considerations.
- Support long-term economic vitality, though approaches to this vary.

Divergent Perspectives

Level of specificity vs. flexibility:

Commissioner Hansen emphasized the importance of a clear and decisive plan to support timely implementation, while Commissioner Vasavada highlighted the need for flexibility to adapt to changing market conditions and opportunities.

Definition of economic success:

Commissioner Hansen focused on industrial job creation and revenue generation, while Commissioner Toompas emphasized broader community benefits, including tourism and equitable access to the waterfront. Commissioner Montano framed success in terms of “community wealth,” balancing economic, environmental, and social outcomes.

Future orientation for the Marine Terminal:

Commissioners expressed differing views on the long-term role of industrial uses. Commissioner Hansen strongly supports maintaining and expanding a working waterfront, while Commissioner Unsoeld expressed interest in transitioning toward smaller-scale, local-serving uses and reducing reliance on traditional deep-water cargo shipping. Commissioners Vasavada and Montano also support maintaining a working waterfront, while emphasizing flexibility and openness to emerging opportunities.

2. What is the role of existing plans and policies (e.g., Vision 2050, Destination Waterfront)?

Areas of Alignment

- Commissioners generally agree that prior planning efforts, including Vision 2050, provide a useful foundation.
- There is recognition that conditions have evolved, and updates or refinements may be appropriate.

Divergent Perspectives

Extent to rely on existing plans as a policy foundation for Port Peninsula Planning:

Commissioner Hansen expressed confidence in Vision 2050 as an adopted and vetted framework, while Commissioners Unsoeld raised concerns about its clarity, assumptions, and public process. Commissioner Toompas acknowledged its value but noted potential gaps in data and community representation.

Continuity vs. reassessment:

Commissioner Montano supported building from prior work, while others suggested the need for a more comprehensive reassessment of key assumptions, particularly related to land use and economic strategy. Commissioner Vasavada expresses support for Vision 2050 as a guiding framework, while emphasizing flexibility to pursue additional opportunities, including improved connectivity and tourism-based passenger-only ferry service.

3. How should the Port approach ongoing projects during plan development?

Areas of Alignment

- Commissioners recognize that decisions made during the planning process may influence long-term outcomes.
- There is general agreement on the importance of clarity in roles, responsibilities, and decision-making authority.

Divergent Perspectives

Proceed vs. pause:

Commissioner Hansen emphasized the importance of maintaining momentum and continuing projects, citing time and economic considerations. Commissioner Montano similarly supported continuing planned activities.

In contrast, Commissioner Toompas expressed interest in pausing or limiting certain developments to avoid constraining future options. Commissioner Unsoeld raised concerns about how current decisions may pre-determine outcomes before a plan is completed.

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Commissioner Vasavada expressed a mixed perspective, supporting continuation of some projects while emphasizing the need for strategic alignment.

Risk and uncertainty:

These differences reflect varying tolerance for market risk, long-term commitments, and the potential for irreversible decisions prior to completion of the Master Plan.

4. What priorities and tradeoffs should guide the Master Plan?

Areas of Alignment

- Commissioners broadly support:
 - Enhancing public access to the waterfront.
 - Advancing environmental stewardship, including cleanup and resilience.
 - Promoting economic development, though approaches differ.

Divergent Perspectives

Industrial uses vs. mixed-use/tourism:

Commissioner Hansen emphasized the importance of preserving and expanding industrial and marine terminal uses, while also supporting destination/recreation oriented activities.

Commissioner Toompas expressed openness to reducing industrial uses and considering rezoning to support tourism and community-oriented development. Commissioner Unsoeld suggested a shift toward smaller-scale, locally owned, and environmentally sustainable uses with greater emphasis on tourism and outdoor experiences.

Commissioners Vasavada and Montano also support industrial uses and expressed interest in a balanced approach that integrates economic activity with broader community benefits.

Economic vs. environmental priorities:

While all Commissioners value environmental considerations, Commissioner Unsoeld placed particular emphasis on ecological restoration and minimizing impacts such as dredging, whereas others highlighted the need to balance environmental goals with economic feasibility.

Who benefits:

Commissioner Toompas emphasized equitable distribution of benefits, while others focused more on regional economic outcomes or revenue generation to support public access to the waterfront and environmental investments. Commissioner Unsoeld emphasized environmental stewardship as a primary driver of future land use decisions, alongside economic considerations.

5. What key questions should the Master Plan answer?

Areas of Alignment

- Commissioners agree the Plan should clearly define:
 - The Port Peninsula’s long-term role in the regional economy.
 - The financial feasibility of different development scenarios.
 - The appropriate mix of land uses on the Peninsula.
 - The balance between future economic development and environmental stewardship.
 - A clear and transparent narrative to communicate the Port’s value to the community.

Divergent Perspectives

Future of industrial activity:

Perspectives differ on whether to maintain, adapt, or reduce traditional marine terminal operations, reflecting broader questions about the Port’s long-term economic strategy for the Marine Terminal District.

Scope of change:

Commissioner Hansen emphasized building from established direction. Commissioner Vasavada also expressed support for the Port’s existing enterprises, while noting the importance of diversifying water-dependent lines of business. Commissioners Unsoeld and Toompas suggested revisiting foundational assumptions related to industrial uses.

6. What are expectations for community engagement?

Areas of Alignment

- Strong consensus on the importance of:
 - Early and meaningful engagement with Tribes.
 - Inclusion of diverse stakeholders, including labor, business, environmental groups, economic development leaders, and the broader community.
 - Improving transparency and accessibility of information.

Divergent Perspectives

Approach to engagement:

Commissioner Toompas expressed interest in expanding outreach beyond traditional methods to reach a broader cross-section of the community. Commissioner Vasavada emphasized engagement with key decision-makers and community leaders. Commissioner Hansen supported broad engagement, including addressing misinformation on the Port’s operations and finances. Commissioner Montano highlighted the importance of clear, accessible data to support public understanding.

Perceptions of prior engagement:

Commissioners expressed differing views on the effectiveness and representativeness of prior outreach efforts associated with Vision 2050.

Cross-Cutting Themes and Considerations

While each question highlights specific areas of alignment and divergence, several consistent themes emerge across the interviews. These cross-cutting considerations reflect the core policy tensions and shared priorities that can help shape the Master Plan.

- **Long-term identity of the Peninsula:** A central tension exists between maintaining a strong industrial maritime role and transitioning toward a more mixed-use, community- and visitor-oriented waterfront.
- **Balancing decisiveness and adaptability:** Commissioners differ on how prescriptive the Plan should be versus how much flexibility it should retain.
- **Timing of decisions:** There are differing perspectives on whether to continue advancing projects during planning or to pause to preserve future options.
- **Trust, governance, and communication:** Underlying several discussions is the importance of clear roles, consistent information, and transparent communication to support effective decision-making and public trust.

Together, these perspectives suggest that while commissioners share many core values—such as economic vitality, environmental responsibility, and public benefit—they differ in how to prioritize and implement them. Clarifying these tradeoffs and areas of flexibility will be essential to developing a Master Plan that is both actionable and broadly supported.

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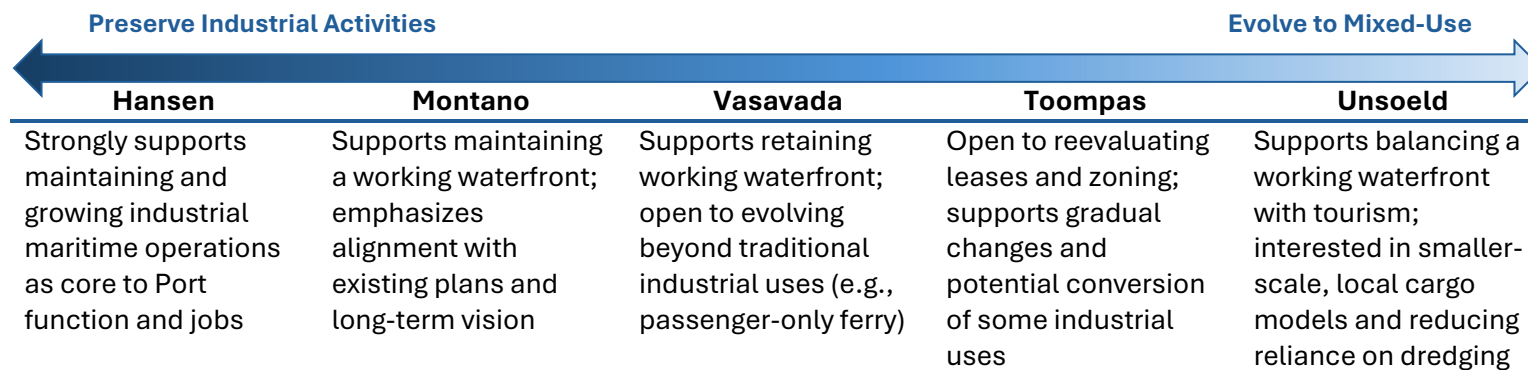
Commissioner Perspectives¹

The following matrices build on these findings by organizing commissioner perspectives across key priority areas. They translate recurring themes and tradeoffs into a visual format to clarify where perspectives align and where they differ along a spectrum.

The matrices summarize the perspectives of the Port of Olympia Commissioners on key issues for the Port Peninsula Master Plan. Each priority area is presented as a spectrum of values and policy priorities, capturing nuances in where commissioners lean rather than fixed positions. By showing areas of alignment and divergence, the matrices highlight the range of perspectives among commissioners. These visualizations are intended to foster understanding of differing viewpoints and provide a tool to guide respectful, informed discussion as the planning process progresses.

Marine Terminal Use: Preserve Working Waterfront vs. Evolve to Mixed Use

The future of the Marine Terminal is a significant topic of community interest, highlighting the competing visions the Commission must weigh. Commissioners vary in their emphasis on preserving jobs and traditional Marine Terminal functions versus pursuing new economic opportunities or alternative community uses.



¹ Positions reflect themes from individual Commissioner interviews and are intended to illustrate relative perspectives across key issues. They do not represent fixed or exclusive positions.

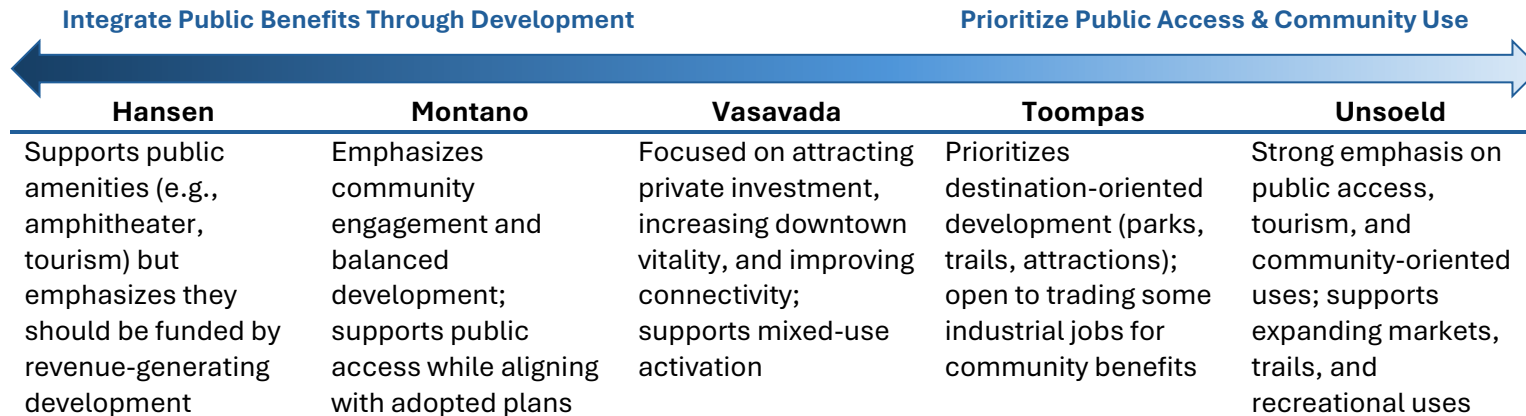
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Public Benefit on Urban Waterfront: Investment Driven vs. Access Driven

The development of the urban waterfront is a key focus for community input, reflecting shared interest in access, amenities, and vitality in Downtown Olympia. Commissioners differ in how they envision achieving public benefits, with some emphasizing funding open space and amenities through revenue-generating development, while others prioritize direct investments in recreation, tourism, and public spaces that can themselves drive broader economic growth.



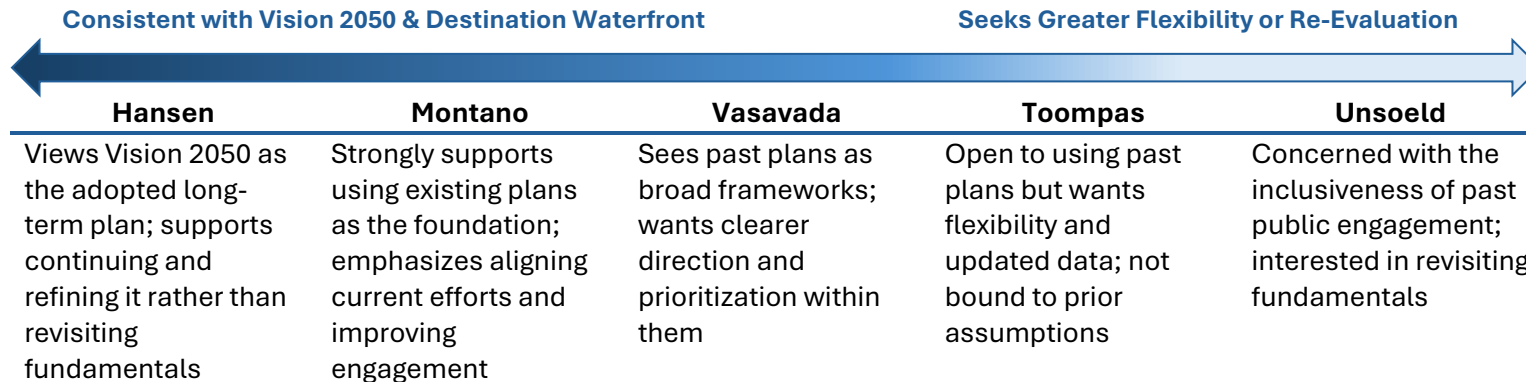
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Guiding Policy Framework: Guided by Existing Plans vs. Prefers Flexibility / Reassessment

How existing plans, such as Vision 2050 and Destination Waterfront, guide Port decision-making is likely to be an important point of discussion to inform how Commissioners want to frame land use scenarios for the Peninsula Master Plan process. Commissioners vary in whether they prefer adhering closely to these plans or allowing flexibility to revisit assumptions, respond to new information, and adapt strategies over time.



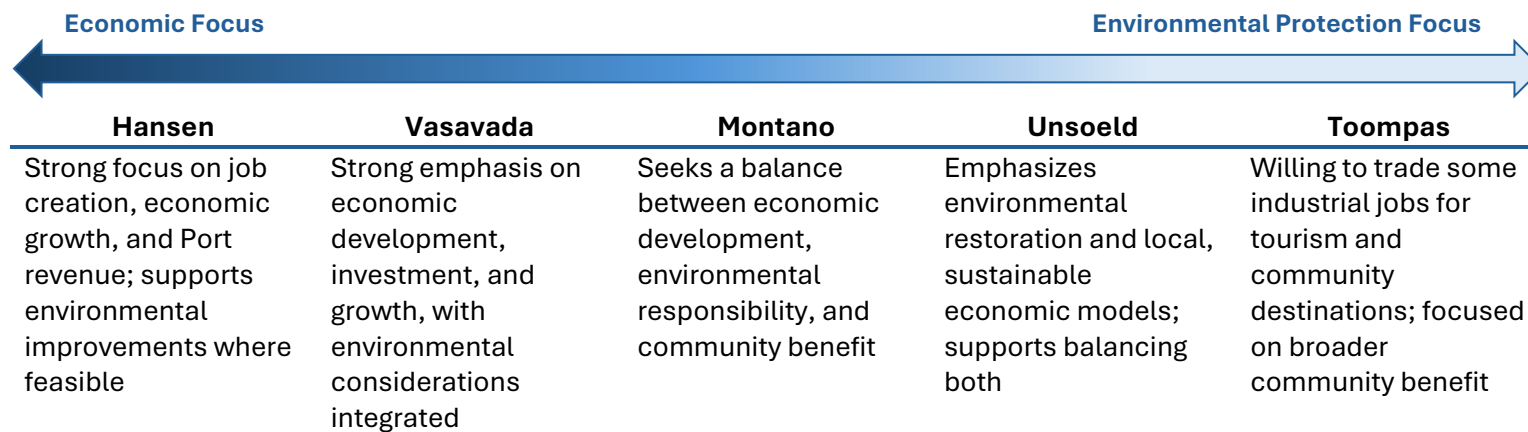
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Strategic Focus: Economic Development vs. Environmental Stewardship

The Port Peninsula faces environmental challenges from historic industrial operations and emerging threats from climate change. Balancing economic growth with environmental protection and resilience will remain a core focus of the Port’s work. Commissioners differ in how they prioritize strategies for economic development, environmental stewardship, and climate mitigation within the constraints of regulatory compliance and the political priorities of their constituents.



Recommended Next Steps

The perspectives summarized in this memorandum highlight both areas of alignment and key differences in how Commissioners want to approach the Port Peninsula Master Plan. As the planning process moves forward, the following next steps are offered to support focused discussion and guide the development of the Plan:

1. Confirm areas of shared direction

Identify where there is clear alignment—such as the importance of economic vitality, environmental stewardship, public benefit, and meaningful community engagement—to establish a common foundation for the Master Plan.

2. Clarify the role of existing plans and policy guidance

Discuss how plans such as Vision 2050 and Destination Waterfront should inform the Master Plan. Commissioners should consider the degree to which these plans serve as a foundation versus allowing flexibility for new ideas and community input, including guidance on the types of scenarios to explore.

3. Identify high-level parameters for scenario development

Provide direction on the range of scenarios that the planning process should evaluate. This includes discussing:

- The balance between industrial, mixed-use, and tourism-oriented options.
- Whether to explore more transformative concepts (e.g., significant expansion of parks or recreation areas) or maintain a balanced approach to future development.
- The level of flexibility to allow community engagement to influence outcomes.

4. Provide guidance on the progression of near-term projects

Discuss how ongoing and near-term projects should be considered during the planning process, including whether to continue, pause, or sequence actions in a way that preserves options for Master Plan recommendations.

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5. Use the matrices as a discussion tool

Use the Commissioner Perspectives Matrices to focus conversations about where perspectives align and where further dialogue is needed. These tools can support shared understanding and identify opportunities for decision making.

COVER MEMO

Briefing Date/Time: May 18, 2026

Staff Contact/Title: Alex Smith, Executive Director
AlexS@portolympia.com

Subject: Evergreen Pool Discussion

Purpose: Information Only Decision Needed

Overview

The Port Commission requested to have scheduled time to be able to discuss and learn more about the potential closure of The Evergreen State College pool.

The Port has invited the following to attend and participate in the discussion:

- William Ward, TESC, will discuss the financial challenges Evergreen is facing with regard to the pool;
- Henry Valz, Community Organizer, will discuss what he and other members of the community would like to propose as a way to keep the Evergreen Pool open;
- Paul Simmons, City Manager of Tumwater, will share background on, and current discussions about, a public facilities district for a new regional aquatics facility.

Background

Members of the community have provided public comment to the Port Commission about the impending closure of the Evergreen State College Pool, and Commissioners have been part of other community discussions around the issue. The Commission would like to learn more about the issue directly from parties involved and asked that staff put the topic on the agenda for the May 18th Work Session.

Scheduled to speak to the Commission at the Work Session is a representative from the Evergreen State College, a key figure in the community organization supporting the pool and trying to find a way to keep it open, and someone integrally involved in efforts to use a public facilities district to fund a new regional aquatic facility.