



The Northwest Seaport Alliance
Requests for Qualifications
No. 071172
NWSA Gateway Master Planning

Issued by
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RFQ INFORMATION	
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Submittal Date	NOVEMBER 14, 2019 @ 4:00 PM (PST)

PLEASE SUBMIT ALL CORRESPONDENCE AND STATEMENTS OF QUALIFICATIONS VIA E-MAIL DIRECTLY TO THE PROCUREMENT CONTACT LISTED ABOVE AND INCLUDE "NWSA GATEWAY MASTER PLANNING" IN THE SUBJECT LINE

Northwest Seaport Alliance
Request for Qualifications (RFQ) #071172
NWSA Gateway Master Planning

A. PURPOSE

The Northwest Seaport Alliance (NWSA) is soliciting Statements of Qualifications (SOQ) from firms qualified and interested in providing planning consultation services to develop an adaptive Gateway Master Plan (GMP) that will enable the NWSA to optimize cargo growth and development over the next 5, 10, and 20 years.

The plan will cover both NWSA licensed properties and relevant infrastructure that supports cargo operations. It shall provide recommendations for development, infrastructure, and support services to optimize the value of NWSA's marine cargo properties. Coordination with a concurrent project to develop a Port of Tacoma Strategic Plan will be necessary.

The GMP is intended to result in key strategies to guide future development at the NWSA, in support of the strategic plans of the Ports of Seattle and Tacoma. Building on previous facility assessments for both harbors, the GMP is expected to identify specific capital expenditures and priorities, but will not authorize any specific capital expenditures. Projects identified in the GMP will require future individual review and approval by the NWSA, considering available funding and return-on-investment analysis, among other things.

The Alliance anticipates awarding one (1) contract from this RFQ. The period of performance of the contract is one (1) year from the execution of the contract, with an option to extend for two (2) additional one-year terms to provide related services as required. The NWSA Managing Members approval may be required for this contract to be finalized.

The Alliance's Standard Terms and Conditions are included with the Sample Professional Services Agreement (Attachment B). By submitting a SOQ, the Proposer represents that it has read and agrees to be bound by the Alliance's Standard Terms and Conditions. During the question submittal and response period identify any sections you consider onerous, clarify your concern, propose alternative language and describe why it is in the Alliance's best interests to adopt the alternative language.

SOQs submitted with altered or conditioned Terms and Conditions or Bid Documents without prior written agreement from the Alliance will be considered non-responsive and will not be considered for evaluation.

NOTE: The successful respondent may be precluded from competing for, or participating in, any subsequent contracts that are the direct result of or primarily generated by, the work performed under the contract resulting from this procurement.

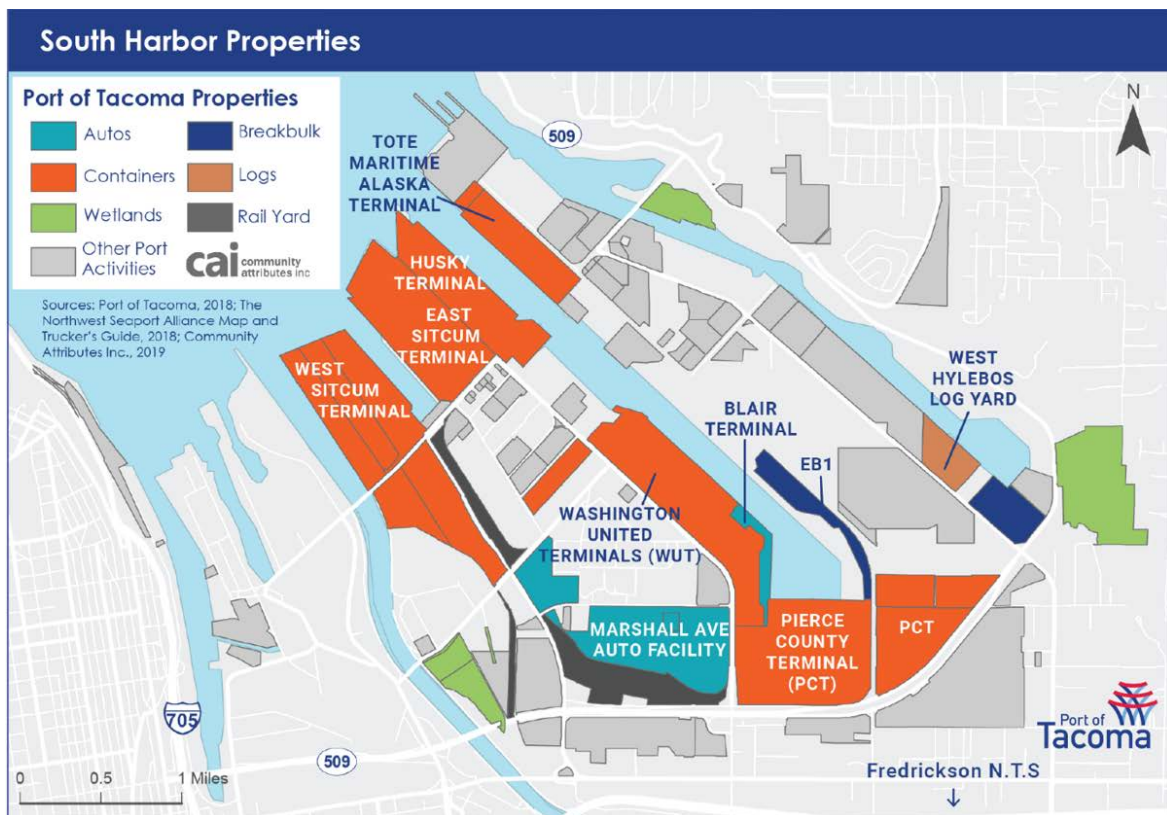
B. BACKGROUND

1. History

The Northwest Seaport Alliance (NWSA) is a marine cargo operating partnership between the Port of Seattle (North Harbor) and Port of Tacoma (South Harbor). The NWSA, as a combined entity, comprises the fourth-largest container gateway in North America. The NWSA manages marine cargo facilities across both ports, including all containerized cargo operations, breakbulk, automobiles, project/heavy-lift cargoes, and some bulk operations.

The North Harbor has five container terminals. Terminal 5 is currently functioning at limited capacity with a major modernization project underway. The portion of Terminal 46 that is under NWSA management currently does not have a tenant. A request for proposals for use of the terminal has been published. There are a variety of properties that provide supporting activities to the container cargo terminals. The BNSF Seattle International Gateway Yard and the Union Pacific Argo Yard provide essential rail services. Terminal 106, south of Harbor Island and on the east side of the Duwamish River, is used as a container support yard. Terminals 107 (west side of the Duwamish) and Terminal 108 (east side of the Duwamish), just north of Terminal 115, offer moorage for barges.





The South Harbor has six container terminals, as well as Blair Terminal where automobiles are offloaded. East Blair 1 (EB1) provides services for roll-on/roll-off (RoRo) vessels and the West Hylebos Log Yard currently provides services for log exports. Terminal 7, on the south end of East Sitcum Terminal and the Blair Terminal provide automobile and RoRo services. The South Harbor is supported by three on-dock intermodal rail facilities and a domestic rail yard handling primarily transload cargo.

2. Drivers for the Gateway Master Plan

Despite recent years of record financial performance and cargo growth, the NWSA faces unprecedented opportunities and challenges related to operational efficiency, facility improvement and/or expansion, and infrastructure connectivity. Nationwide, port congestion is an increasing economic concern, and the impacts felt locally are not unique. The pursuit of congestion mitigation strategies involves all market sectors, including rail, highway, and other support services, and will require significant infrastructure investments from both the public and private sectors.

Like most large institutions, the NWSA is divided operationally into business lines with diverse needs, and goals and objectives for future growth. While this organizational structure is effective for management purposes, it poses challenges for strategic planning, especially land use and development planning. The NWSA needs to develop strategies to identify and determine the best use for its properties in support of long-term development goals, consistent with the NWSA's mission and the strategic visions of both homeports.

C. GOALS AND ASSUMPTIONS

Development of the GMP is intended to result in key strategies designed to guide future projects and development. The Consultant Team must work with the NWSA to

- Identify specific demand thresholds for cargo, industrial development, and additional resources, such that
- Appropriate triggers are defined for planning, programming, and design and construction of the plan elements and respective projects.

We hope to achieve the following with the GMP:

1. Affirm NWSA goals and create:
 - Short and long-range actionable strategies to achieve the goals.
 - Benchmarks and criteria for tracking progress toward the goals.
 - A guide for collective decision-making to achieve the goals.
2. Analyze and consider short- and long-term needs of multiple market sectors.
3. Synthesize and effectively facilitate discussion of tradeoffs, challenges, and opportunities.
4. Provide a framework for maximizing land utilization and, as needed, ensuring appropriate diversification of uses, increasing operational efficiency, and providing for enhanced revenue opportunities.
5. In coordination with homeports, explore possibilities for additional off-dock/inland cargo support facilities.
6. Suggest funding strategy options for future development, such as grant opportunities and public/private partnerships.
7. Provide guidelines for future investment decisions and operational strategies, to include improving and protecting needed road and rail connections.
8. Suggest operations, facilities, infrastructure and support services improvements that adapt to changing technology, cargo trends, regulations, natural and manmade disasters, as well as competition from other seaports.
9. Integrate economic, engineering, environmental, and community considerations into the process for evaluating the impact of development projects and potential future scenarios.
10. Inform land use planning and zoning recognizing that our Gateway relies on a broad system of transportation corridors connecting marine terminals to various privately-owned facilities which comprise a critically important and broad network of cargo-related service industries.

2. The following assumptions provide the framework for the GMP:
 - a. Initial planning efforts will not be constrained but will stay consistent with homeport plans, visions, and policies.
 - b. Optimal utilization will be the goal, and the GMP will include actions needed to make that happen.
 - c. Land use and land utilization will be considered distinctly, while keeping in mind threats to existing supporting land uses.
 - d. Conceptual planning for NWSA terminals should be focused on maximizing lease potential.
 - e. The GMP will include a framework for determining highest and best use.
 - f. The GMP will include a long-term goals and short-term action steps.
 - g. The GMP will include illustrative maps and other graphics for publication and reference.
 - h. The GMP will include scenarios and associated financial plans.
 - i. The GMP will help guide decisions about grant application opportunities by outlining project priorities.
 - j. The GMP will consider outside the gate infrastructure and support services.
3. The anticipated start date for the Consultant Team contract is January 2020. The NWSA intends to receive final deliverables by December 2020. The consultant should include a reasonable schedule in their proposal to meet these milestones showing start and end dates for each Task and any critical path milestones.

D. SCOPE OF SERVICES

1. Project Team

- a. Project work will be guided by the NWSA Planning team, a team of three planners with skills in land use, transportation, and facility planning. This project will require collaboration with various representatives from the NWSA Commercial, Operations, Facilities, and Finance departments. The NWSA also has access to some staff resources at the Port of Seattle and Port of Tacoma.
- b. The NWSA Senior Facility Planner will act as the main point of contact for the consultants and will be responsible for coordinating review of consultant deliverables.

2. Project Administration and Management

The following tasks will be required throughout the duration of the project:

- a. Develop and, as necessary, update a project scope, schedule, and budget. This will include critical path elements, known constraints, milestones, reviews and deliverables.
- b. Prepare, and comply with, a project management and quality control plan.
- c. Manage the study scope, schedule, and budget.
- d. Provide contract administration/progress reports for each billing period, including the status of individual tasks, meetings attended, and action or information needed from the NWSA.
- e. Facilitate, prepare agendas and presentation materials, and notes for, meetings with internal leadership and staff, as well as select external stakeholders.
- f. Meet with NWSA staff regularly to review and discuss findings.

3. Relevant Document Review

- a. To the extent possible, the effort will draw on existing plans and analyses prepared for the homeports, and the NWSA itself.
- b. Review, and as needed, summarize existing documents and data. Identify information, data and analysis gaps. With guidance from NWSA, reach out to additional organizations as needed for information and data.
- c. Update information and data as necessary, including market changes, and outlook for major commodities.

4. Stakeholder Engagement

- a. In coordination with the NWSA Commercial team, interview, or carry out focus group meetings with Managing Members, current NWSA tenants, key staff, and carriers and shippers, to assess near and long-term outlook for current and new cargoes.
- b. Work with NWSA and port staff to establish a process for engaging the NWSA Executive Team, NWSA Managing Members, and select cargo community stakeholders to:
 - 1) Facilitate affirmation of homeport visions, guiding principles, and NWSA strategic goals.
 - 2) Affirm and document current and potential strengths, weakness, opportunities, and threats (SWOT) analysis utilizing existing NWSA data and information.

- c. Develop a priority list of challenges and key questions to address over the course of plan development, for the NWSA and, to the extent appropriate, for each harbor.
- d. Prepare public meeting presentation materials, including illustrative maps, and other graphics.
- e. Coordinate effort with other entities as needed, including but not limited to local, regional, and state governments.

5. Capacity Assessment

- a. Work with NWSA staff to review and update the existing market analysis. Analysis shall capture high level cargo trends and projections. These findings shall help inform the scenario development and help identify facility and infrastructure needs for certain cargo types, such as a growing need for additional reefer capacity.
- b. Work with NWSA staff to review and, as appropriate, revise existing capacity assessments for the marine cargo terminals for both harbors. This assessment will be both quantitative and qualitative and will consider: waterside access, terminals, power and stormwater utilities, landside access, technology, and other support services, or facilities.

Subtasks include:

- 1) Review and compare capacity and current/projected demand to determine current utilization and timing of capacity shortfalls.
- 2) In coordination with homeports, assess inland development opportunities to address capacity shortfalls, and to support short-distance rail cargo movement.
- 3) Identify opportunities to incorporate emerging technologies and infrastructure to anticipate market demands, improve efficiency, and enhance long-term resiliency.
- 4) Determine any supportive businesses, services, or additional alternative cargo/maritime businesses beneficial to the NWSA for attraction or expansion.
- 5) Identify potential for support or added-value services for NWSA industrial properties and current facilities.
 - a. Identify solutions to address capacity shortfalls.
 - b. Consider cargo compatibility with non-maritime commercial uses.
 - c. Quantify investment requirements of terminal capacity solutions and prioritize according to corresponding benefit and cost criteria and KPIs.

6. Resiliency, Climate Adaptation, and Sustainability Analysis

- a. Building on existing work, assess the magnitude of forecasted climate change impacts on NWSA facilities and the supporting infrastructure.
- b. Assess the potential effects of state policy and regulatory emphasis on carbon emissions and other environmental impacts.
 - Prepare a high-level sustainability assessment as input into the GMP.
 - Identify critical infrastructure and document vulnerabilities.
 - Make recommendations to improve the resiliency of NWSA facilities and supporting infrastructure. Recommendations shall improve the port's ability to maintain operations into the future and quickly resume normal operations in the event of a disaster.

7. Scenario Development

- a. Based on the work outlined above, develop three scenarios that will help the NWSA address potential changes in the industry, the political environment, and other factors over which the NWSA does not have control.
- b. Develop a GIS-based, interactive map of NWSA facilities, waterways, inland transportation connections, and supportive land uses in Seattle and Tacoma's (and, to a lesser extent, the region's) manufacturing and industrial centers, illustrating current and potential future uses.
- c. Work with NWSA staff to evaluate the scenarios. Rank scenarios based on cost, opportunity, and ability to meet NWSA's benchmarks, KPIs, and goals. As appropriate, existing development cost and engineering estimates will be utilized. Subtasks include:
 - 1) Determine the cascading effects and likelihood of the scenarios in supporting the growth and/or reconfiguration of container, break bulk and auto cargo services.
 - 2) For each scenario, quantify rough order magnitude (ROM) changes to capital investment requirements for NWSA facilities redevelopment, enhancement, or new development. Outline options for project sequencing. Include required transportation and support service needs, and identify opportunity costs.
- d. Work with the NWSA staff to develop strategies for implementation of the scenarios.

8. Capital Investment Program

- a. Refine capital project needs and outline capital program critical path projects and key milestones for the scenarios.

- b. Prioritize NWSA, landside access and support services projects based on the scenario development.
- c. Develop a capital program, consistent with NWSA goals. The capital program shall outline the timing of expenditures in conjunction with the timing of GMP implementation.
- d. Develop funding strategies, including grants and partnerships, for project delivery and asset management.
- e. Establish guiding principles for property acquisition and disposal.
- f. Develop an approach to quantitatively compare projects and strategies during the iterative development of the GMP. Review, and as appropriate, recommend adjustments to existing benchmarks and key performance indicators used to measure the NWSA's progress toward desired outcomes.

9. Gateway Master Plan Document

- a. Submit a draft Table of Contents including a list of figures and graphics prior to document draft development, for NWSA staff review.
- b. Coordinate plan branding and design with NWSA Communications and External Affairs.
- c. Submit a draft Gateway Master Plan and final Gateway Master Plan with executive summaries (see Deliverables section below).
- d. Present draft and final plan to the Executive Team and Managing Members.

E. DELIVERABLES

All work products completed by the Consultant Team must be transferred to the NWSA via electronically prior to project closeout. Work shall be submitted in a pre-determined format and development files shall be shared with NWSA in their native file format (editable files such as a spatial databases or Creative Suite graphics).

Any software programs used for market analysis, spatial planning or scenario building should be discussed in the Consultant Team proposal and will be negotiated with the NWSA for accessibility and use in future updates. All work products will be the intellectual property of the NWSA. Final deliverable formats shall be agreed upon with the NWSA.

- 1. Memorandum documenting the results of the strategic assessment.
- 2. GIS-based, interactive map of NWSA facilities and supporting infrastructure and land uses in Seattle and Tacoma.
- 3. Illustrative maps and other graphics for use in presentations, the plan itself, and other communication as appropriate.

4. Cost estimates for potential land acquisition.
5. Documentation of:
 - a. Updated market analysis
 - b. Results of facilities evaluation and capacity assessment
 - c. Alternative cargo scenarios
 - d. Development alternatives
 - e. Capital program including financial strategy options
6. Master Plan draft and final document
7. Presentation materials and presentations

F. QUALIFICATIONS

Desirable qualifications include, but are not limited to:

1. Demonstrated maritime cargo terminal planning, design, and engineering expertise.
2. Ability to develop marine terminal operational strategies that can adjust to emerging technology and changing operational demands.
3. Understanding of supporting infrastructure needs for marine terminals such as utilities and inland connections.
4. Freight transportation modeling capability and experience.
5. Understanding and expertise in port and supply chain economics.
6. Familiarity with climate change impacts and modeling for port terminals.
7. Ability to think strategically and address broader economic, political, and environmental factors, risks and opportunities over which the NWSA does not have control.
8. Superior capability to produce graphics, user friendly adaptable reports, and presentation materials.
9. Experience facilitating meetings and building consensus with diverse teams that include a variety of professional staff, key stakeholders, and government officials.

G. SOQ ELEMENTS & EVALUATION CRITERIA

SOQs should present information in a straightforward and concise manner, while ensuring complete and detailed descriptions of the firm's (to include the prime, key team members, and major sub-consultants) ability to meet the requirements and provide the required services of this RFQ. Emphasis will be on completeness of content. The written SOQs should be prepared in the sequential order as outlined below.

SOQs are limited to 12 numbered pages (8 ½ by 11 inch) excluding the cover letter and appendices. All pages shall be in portrait orientation with one (1) inch margins. Font size shall be eleven (11) point or larger. SOQs that do not follow this format may be rejected.

The cover letter shall include the RFQ Title and Number, Name, Title, Email Address, Phone Number, and current Address of the submitting Firm's main contact and include the following information:

- Describe any claim submitted by any client against the prime firm within the past two (2) years related to the professional services provided by the firm or its key personnel. For purposes of this request, "claim" means a sum of money in dispute in excess of 5% of the firm's fee for the services provided.
- Any real or perceived conflicts of interest for team members, inclusive of the prime, sub-consultants, and key team members.
- A statement indicating acceptance of the Alliance's Terms and Conditions and acknowledgement of any addenda issued.

SOQs are to address, and will be evaluated upon, the following criteria:

H. INITIAL EVALUATION PHASE

1. Qualifications & Experience..... 35 PTS

- Identify the proposed team (to include working titles, degrees, certificates and licenses), demonstrate the team's experience in performing the requested services and describe how the team meets or exceeds the required qualifications.
- Resumes of the key individuals may be included as an appendix and are not included in the total page count. Resumes are to be limited to one (1) single-sided, letter-size page. Resumes exceeding this limit will not be reviewed.
- The Alliance will evaluate the experience, technical competence, and qualifications of the key personnel identified, their project specific roles and responsibilities, and overall organization of the Project Team. Emphasis will be placed on experience and expertise in performing work of similar scope and complexity in the Pacific Northwest and on the West Coast.
- Include a list of recent contracts/projects completed in the last three (3) years, to include a point of contact, contact information (phone and email), and brief description, for services relevant to the items listed in the Scope of Services as performed by the key personnel. Only projects completed by key members of the project team will be considered.

2. Project Approach Narrative..... 65 PTS

SOQs should clearly outline the team's recommended approach and methodology for:

- Accomplishing the Scope of Services. Clearly describe the approaches and methods that will be used to accomplish the tasks required in the Scope of Services. Include a summary of innovative ideas and suggestions for enhancing the scope of services.
- Schedule. Provide a tentative schedule depicting how the scope of services will be accomplished in the timeframe discussed in the scope of services.

- Coordination & Communication. Provide a plan for communications and coordination between the Project Team, the Alliance's Project Manager, and the various Stakeholders.
- What risks beyond your control do you see in providing this service, and how would you mitigate them?

I. FINAL EVALUATION PHASE (if applicable)

1. References 50 PTS

Reference checks may be performed on the selected firm, if based directly on the SOQs received, or on shortlisted firms if interviews are being requested. The Alliance may evaluate the reference checks to assess the proposed firm's overall performance and success of previous, similar work. Reference checks may also be utilized to validate information contained in the SOQ.

2. Interviews (as requested by the Alliance)..... 100 PTS

If an award is not made based on the written evaluations alone, interviews may be conducted with the top-ranked Proposers. Failure to participate in the interview process will result in the Proposer's disqualification from further consideration. Travel costs for the interview will not be reimbursed.

ATTACHMENT A – INSTRUCTIONS FOR PROPOSING

ATTACHMENT B – SAMPLE PROFESSIONAL SERVICES AGREEMENT