

Attachment A

Port of Coupeville – Comprehensive Scheme of Improvements and Strategic Plan

Scope of Services

PROJECT UNDERSTANDING AND APPROACH

This scope of services provides the work program for Community Attributes Inc. to lead production of the Port of Coupeville’s comprehensive scheme of improvements and strategic plan. The scope of services allows CAI to collaborate with staff from the Port of Coupeville to produce a comprehensive scheme of improvement and strategic plan suitable for adoption by the Port Commissioners.

In collaboration with the public, Port staff, and the Port’s stakeholder working group, we will develop a strategic vision and implementable plan that reflects local perspectives, generates support, and identifies solutions for the Port and its regional partners. In-depth analysis coupled with community participation will play a vital role in developing goals and objectives that are meaningful and actionable.

Greenbank Farm

The long-standing community goal for Greenbank Farm has been to ensure the preservation of the pastoral farmland, historic building and scenic nature of the property. In addition to this, the Port is interested in what economic activity might be facilitated at the farm. A variety of uses are being contemplated, include additional events, business incubator space and other commercial uses. This is in addition to the ongoing agricultural uses on the property. Important for any future development of the site is community input and consensus.

Coupeville Wharf

The Coupeville Wharf is the only public moorage on Penn Cove and serves as a major tourist draw and economic hub for the City of Coupeville. In addition to transient moorage, the wharf features a fuel dock and a building that houses shops, a restaurant, and restrooms. The Warf is well used and occupied by a variety of commercial tenants. Future planning for the Warf will need to account for needed capital investments as well as support future strategies to best leverage the unique asset.

PROPOSED WORK PLAN

Task 1. Market and Facility Assessment

This task will consist of an overall economic and market assessment to surface opportunities for the Port and ensure that the plans align with local and regional market opportunities. In addition, CAI will conduct a review of the Port's existing facilities to ascertain information on planned and required maintenance and future capital outlays, operations and the Port's overall budget.

- Gather applicable real estate and economic data with a focus on identification of local and regional trends related to industry and cluster growth, including workforce data, to inform potential strategies and investments
- Conduct a site tour of the Port's existing facilities
- Conduct a review of the Port's finances including current and projected revenues and expenses
- Inventory planned maintenance and construction projects as well as existing facility studies and assessments

Deliverables: Market and Facility Assessment

Meetings: One (kick-off meeting and site tour)

Schedule: May/June

Task 2. Stakeholder Working Group and Public Outreach

CAI will approach engagement at two levels. We will organize stakeholder working group to actively engage in development of the comprehensive scheme and strategic plan. In addition, CAI will support broader community engagement through a combination of public meetings and an online public comment tool.

- In collaboration with Port staff, establish and organize a stakeholder working group consisting of local policy makers, businesses and other interested parties
- Organize and facilitate three meetings with the stakeholder working group
- Conduct an initial public workshop, possibly in conjunction with the first stakeholder working group meeting
- Participate in a second public meeting (as needed)
- Produce mapping and public comment tool for integration into the Port's website
- Review public outreach content gathered through all channels

Deliverables: Meeting materials; public outreach/comment summaries
Meetings: Three stakeholder working group meetings; Two public Meetings (one as needed)
Schedule: June/July/August

Task 3. Comprehensive Scheme of Improvements

This task consists of preparation of a new Port Comprehensive Scheme of Improvements to guide the current and future use and development of Port properties and facilities. The Scheme will address current market and facility conditions, incorporate recommended investment projects, and propose policy initiatives. It will reflect the ideas and contributions of the stakeholder working group and broader community.

- Production of a streamlined Comprehensive Scheme of Improvement that meets the requirements of state code and serves as an actionable roadmap for Port staff and policy makers
- A review of existing facilities with recommendations on how they might be leveraged to spur new economic activity
- Inclusion of budget and funding options and implementation considerations

Deliverables: Draft and Final Comprehensive Scheme of Improvements
Meetings: See Task 2
Schedule: July/August/September

Task 4. Strategic Plan

Preparation of a Strategic Plan that will encompass a new vision for the Port, overarching goals, and supporting objectives. The vision, goals, and objectives will guide the Port's future actions, prioritization of resources and capital investments.

- Leveraging the stakeholder working group, establishment of a vision statement, goals and objectives of the Port
- Inclusion of measurable outcomes, timelines and direct ties with the comprehensive scheme of improvements
- Production of a draft and final strategic plan for the Port of Coupeville

Deliverables: Draft and Final Strategic Plan
Meetings: See Task 2
Schedule: July/August/September

Summary of Meetings

- Three stakeholder working group meetings
- Two public meetings (second as needed)
- One kick-off meeting and facilities tour

Summary of Deliverables

- Market and facility assessment (to be integrated with comprehensive scheme of improvements)
- Stakeholder meeting and public comment summary
- Draft and final comprehensive scheme
- Draft and final strategic plan