



**AGENDA REPORT**

**PROPOSED ACTION: Resolution:** Approve and Authorize the Executive Director to: (1) Waive Formal Competitive Procurement Procedures; (2) Execute a Professional Services Agreement with Cambridge Systematics, Inc. to Prepare a Micro and Macro-Economic Development Opportunities Assessment and the Oakland Seaport Plan for a Term Not to Exceed Three Years and a Maximum Compensation of \$880,000; and (3) Execute a Professional Services Agreement with WSP USA, INC. to Update the Seaport Land Use Study for a Term Not to Exceed Three Years and a Maximum Compensation of \$220,750. **(Environmental Programs and Planning and Maritime)**

**Submitted By:** Colleen Liang, Acting Director of Environmental Programs and Planning; Bryan Brandes, Director of Maritime; and Kristi McKenney, Acting Executive Director

Parties Involved:

Cambridge Systematics, Inc., Medford, MA  
 WSP USA INC., New York, NY

Amount:

\$880,000 [Cambridge Systematics, Inc.]  
 \$220,750 [WSP USA INC.]

**EXECUTIVE SUMMARY:**

The Port of Oakland (Port) Seaport Plan (Seaport Plan) will serve as the first comprehensive planning study of the seaport since the former Oakland Army Base Area Redevelopment Plan was approved by the Port and City of Oakland in 2002. The initial goal of the Seaport Plan, to be refined through the planning process, is to define the seaport’s long-range vision and policy goals. Specifically, the Seaport Plan will assess market trends, identify commodity opportunities, evaluate land use scenarios, develop strategies and propose recommendations to work towards achieving long-range land use, capital investment and infrastructure improvement goals (10 to 30-year outlook).

Preparation of a micro and macro-economic development opportunities assessment (market assessment) to be led by Cambridge Systematics, Inc. (Cambridge) will allow Port staff to continue with seaport planning efforts. Findings from this market assessment will be used to refine scenarios that will be evaluated as part of a land use study/model to be performed by WSP USA, Inc. (WSP). These technical studies, along with previously completed technical analyses and Community and Stakeholder input will support the development of the overarching comprehensive Seaport Plan to be also prepared by Cambridge.

**BACKGROUND & ANALYSIS**

In July 2021, Port staff launched the seaport planning process by forming a Seaport Stakeholder Roundtable (SSR). The SSR—comprised of the various community-based organizations, terminal tenants, Maritime stakeholders and local, county, regional, state

and federal partner agencies—served as a forum for Port staff to share information on Seaport operations, development and planning efforts. Between July 2021 through January 2022, monthly SSR meetings were held in which Port staff provided an overview of the seaport planning framework and solicited input on technical studies prepared to inform development of the Seaport Plan. Table 1, *Summary of Seaport Planning Technical Studies* provides an overview and status of each of those efforts.

**Table 1: Summary of Seaport Planning Technical Studies**

#	Study	Description/Purpose	Status
1.	The Economic Impact of The Port of Oakland, 2021	Quantify economic impacts of the Port’s three Revenue divisions.	Completed
2.	Port of Oakland Long - Term Transportation & Circulation Study, 2023	Identify and analyze potential long-term transportation challenges from cumulative Seaport growth and surrounding development.	Underway <i>Existing Conditions Report Completed</i>
3.	Port of Oakland Truck Operations & Truck/ Container Parking Study, 2023	Analyze seaport truck, container & chassis parking facilities and uses and identify potential options/scenarios.	Underway
4.	2021 Land Use Study (Model)	Identify, model and evaluate seaport land use scenarios and performance measures.	Completed
5.	Infrastructure Assessment	Perform infrastructure (utility) condition assessment and identify mid to long-term strategies.	Underway
6.	Sea Level Rise Study, 2023	Conduct vulnerability assessment and model projected sea level rise and ground water intrusion impacts.	Upcoming
7.	Public Truck Charging/Fueling Study, 2023	Evaluate feasibility and identify potential conceptual locations for public drayage truck charging and hydrogen fueling facilities.	Underway

Port staff is preparing to conduct a market assessment and model land use scenarios to support development of the Seaport Plan as follows:

### **Market Assessment – Cambridge**

A market assessment will be performed by Cambridge to analyze current seaport trends, market fluctuations, shifts in the global supply chain, current and future market opportunities, as well as, assess Port customer perceptions/insights on conducting business in Oakland. Findings from this analysis will be used to define and model any new seaport business case land use scenarios and/or refine previously identified land use scenarios prepared as part of the initial land use modeling assessment.

### **Seaport Land Use Study (Model) – WSP**

Port staff has prepared various preliminary land use scenarios using WSP's proprietary Port Rail Intermodal Modeling Environment (PRIME) land use model (LUM). The PRIME LUM is an intermodal facility planning and analysis tool, which will allow Port staff to develop and assess seaport land use patterns, operating modes, logistics, and technology. The PRIME LUM will model Port land uses—container, non-container, logistics support facilities and port rail networks—and provide a summary of key performance indicators (i.e., terminal demand, capacity, throughput, etc.) to facilitate scenario evaluation. This supplemental LUM effort will allow Port staff to refine existing scenarios and identify and evaluate new scenarios based on the completed market assessment, Board, and Stakeholder input.

### **Seaport Plan Development – Cambridge**

Analysis from the technical studies summarized in Table 1, in addition to the findings from the market assessment and modeling efforts, will be used as inputs in the development of a comprehensive Seaport Plan. This planning document will identify the seaport's long-range vision and goals and will serve as a blueprint to help guide the seaport's land use, development, and infrastructure decisions.

The Seaport Plan will identify strategies and recommendations to help the seaport move toward achieving its vision and goals. Seaport planning strategies and recommendations will further be used to inform local, county, regional, state and federal funding and legislative advocacy, capital project development, and priorities for planning initiatives. As the Seaport Plan is developed, Port staff will continue to use the SSR to provide community and maritime stakeholders with a forum to review and provide input on the development of the plan.

### **Waiver of Competition**

Preparation of the market assessment and Seaport Plan requires specialty expertise and knowledge of the seaport industry, global supply trends, future markets, advance freight transportation planning and policy, and objective analysis of complex planning initiatives. Cambridge and its team have specialized expertise in these areas. Specifically, Cambridge has over 50 years of experience leveraging technology and ingenuity and extensive knowledge of assessing and quantifying social and economic impacts of marine cargo, passengers, and freight transportation and services. Cambridge has developed an expansive knowledge of the Port and its stakeholders through work underway with preparation of

competitive grant applications. Additionally, the PRIME LUM is a proprietary software owned by WSP which makes them a sole source consultant to continue to lead the land use scenario modeling process in support of this comprehensive planning effort.

Port of Oakland Administrative Code section 5.12.070.B authorizes the Port to waive formal competitive procurement procedures upon the Board's finding and determination that: (1) such procedures would be "impracticable, unavailing, or impossible;" (2) "it is in the best interests of the Port;" or (3) the Board adopts an alternative competitive procurement procedure that "is in the best interests of the Port considering the complexity, value, and timeline as well as other factors of the contract." Due to the above considerations including WSP's proprietary ownership of the PRIME LUM and Cambridge's comprehensive knowledge of and understanding the Port's unique operating environment and prior planning studies, a waiver of formal competitive procurement procedures to advance these work efforts is necessary.

## OTHER FINDINGS AND PROVISIONS

### ENVIRONMENTAL REVIEW

The proposed action was analyzed under the California Environmental Quality Act (CEQA) and was found to be:

- Categorically exempt under the following CEQA Guidelines Section:

Choose an item.

- Not a "Project" under CEQA, as defined in Public Resources Code § 21065.  
 Other/Notes:

### BUDGET

- Administrative (No Impact to Operating, Non-Operating, or Capital Budgets); OR  
 Operating                       Non-Operating                       Capital

Analysis: There is no budget impact in FY 2024. Expenditures beyond FY 2024 will be included in future Environmental Programs and Planning budget submissions.

### STAFFING

- No Anticipated Staffing Impact.  
 Anticipated Change to Budgeted Headcount.  
Reason:  
 Other Anticipated Staffing Impact (e.g., Temp Help).  
Reason:

### MARITIME AND AVIATION PROJECT LABOR AGREEMENT (MAPLA):

Applies? No (Not Aviation or Maritime CIP Project) – proposed action is not covered work on Port's Capital Improvement Program in Aviation or Maritime areas above the threshold cost.

- Additional Notes:

### LIVING WAGE (City Charter § 728):

Applies?

No (Not Covered Entity) – proposed action involves entity not covered by Living Wage requirements because it is not a covered service provider or tenant, does not employ at least 21 employees, or receive from or pay to Port at least \$50,000.

- Additional Notes:

### SUSTAINABLE OPPORTUNITIES:

Applies? **Yes.**

### GENERAL PLAN (City Charter § 727):

Conformity Determination:

Reason: The proposed action will assist the Port's zero emissions initiatives to prepare for the infrastructure needed to support zero emission alternative fuels and equipment.

No Project – conformity determination not required because proposed action does not change use of or make alterations to an existing facility, or create a new facility.

**STRATEGIC PLAN.** The proposed action would help the Port achieve the following goal(s) and objective(s) in the Port's Strategic Business Plan:

- |  |   |
|--|---|
| <input checked="" type="checkbox"/> Grow Net Revenues        | <input checked="" type="checkbox"/> Modernize and Maintain Infrastructure |
| <input type="checkbox"/> Improve Customer Service            | <input type="checkbox"/> Pursue Employee Excellence                       |
| <input type="checkbox"/> Strengthen Safety and Security      | <input checked="" type="checkbox"/> Serve Our Community                   |
| <input checked="" type="checkbox"/> Care for Our Environment |   |