



**COMMISSION
AGENDA MEMORANDUM**

Item No. 61

ACTION ITEM

Date of Meeting December 10, 2019

DATE: November 22, 2019

TO: Stephen P. Metruck, Executive Director

FROM: Christina Billingsley, Sr. Program Manager Environmental Engagement
Sally del Fierro, Director Community Engagement

SUBJECT: Two Indefinite Delivery/Indefinite Quantity (IDIQ) contracts to support Duwamish Valley Community Equity Program activities promoting capacity building and green career pathways

Total estimated contract costs: \$850,000

ACTION REQUESTED

Request Commission authorization for the Executive Director to execute two indefinite delivery, indefinite quantity contracts for the Duwamish Valley Community Equity Program to promote capacity building (“Contract 1”) and green career pathways (“Contract 2”) with a total estimated value of \$850,000 and contract periods of up to five years. No funding is associated with this authorization.

EXECUTIVE SUMMARY

Resolution 3767, the Duwamish Valley Community Benefits Commitment Policy Directive, guides the implementation of the Duwamish Valley Community Equity Program (DVCEP) and other Port operations that impact the Duwamish Valley Community (Community). These two IDIQ contracts enable the Port to immediately implement two action areas stated in Resolution 3767’s 2020 Work Plan: “support formalization of PCAT structure, leadership development, and collaboration with the Port” and “continue the Port’s maritime habitat stewardship program”.

JUSTIFICATION

In 2011, the Port’s Century Agenda called for the Port of Seattle to create opportunity for all, steward our environment responsibly, partner with surrounding communities, and conduct ourselves with accountability and transparency. Since 2016, Port staff and Duwamish Valley community members have worked together to support these core values. This contract enables Port staff to continue engaging the Duwamish Valley community using best practices in equity and inclusion.

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Contract 1: In 2017, the Port Community Action Team (PCAT) was established to ensure that representatives from the Duwamish Valley neighborhoods of South Park and Georgetown could meaningfully engage with the Port. As part of a first-ever pilot contract to advance equitable engagement principles, PCAT members have acted as community-based consultants and are compensated for contributing their expertise. For example, the PCAT provides training and coaching to Port staff on inclusive engagement practices and cultural competency that directly impact the effectiveness of achieving Century Agenda goals. This IDIQ sustains the PCAT and ensures the Port’s ability to continue equitable engagement best practices with community partners.

Contract 2: The Duwamish River Stewardship and Inclusive Green Economy Pilot Project was a one-year pilot project to achieve the Port’s Century Agenda environmental and sustainability commitments to restore, create, and enhance an additional 40 acres of habitat in the Green/Duwamish Watershed and Elliott Bay, partner with near-Port communities, and provide economic opportunities for all. The pilot project, which launched on Earth Day 2019, resulted in over 90 youth and a dozen Duwamish Valley adult community members receiving hands-on training and mentorship on habitat stewardship skills and riparian shoreline restoration techniques. The pilot project was an anti-displacement and environmental stewardship innovation that sought to enable those that live nearest to the Duwamish River to gain the expertise needed to participate in a viable career pathway while restoring this ecologically critical area of the watershed.

Diversity in Contracting

The Diversity in Contracting Department has been contacted regarding these procurements and Contract 1 has an aspirational goal of ten percent established for women- and minority-owned business enterprise. Contract 2 is under review.

DETAILS

These contracts will enable the Port to begin immediate implementation of Resolution 3767, which ensures that the Port’s collaboration with the Community achieves three shared goals:

- Goal 1: Community and Port Capacity Building for Ongoing Collaboration
- Goal 2: Healthy Environment and Communities
- Goal 3: Economic Prosperity in Place

After referencing CPO-1 Policy, staff have identified that IDIQ contracts are most appropriate for the needs of the DVCEP for three reasons: the specific work tasks necessary to meet the given objectives cannot be clearly defined in advance to allow normal procurement procedures; resources are needed to be available on an “on call” basis to perform the work in a timely manner to meet the needs of the Port; and the time and cost associated with procuring the services associated with each service directive is significant in relation to the cost of the work.

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Contract 1’s consultant provides capacity building trainings for community partners and Port staff, provides technical assistance and translation services, facilitates community events and meetings, supports community leaders and organizational development for the Port Community Action Team, and assists community members’ equitable participation in shared decision-making processes with the Port.

Contract 2 enables the Port to immediately build on the Port’s successful “Duwamish River Stewardship and Inclusive Green Economy Pilot Project”. This contract’s consultant expands the pilot project into a multi-year initiative, increases diverse workers’ access to green jobs by providing on-the-job training, and provides intentional outreach focused on the recruitment and training of youth, women, people of color, LGBTQAI+, veterans, and other underserved community members.

Service directives will span over the life of the contracts, which are expected to be up to five years.

Scope of Work

Contract 1 enables Port staff to continue collaborating with key Community stakeholders to achieve mutual benefit. The scope of work consists of four principle tasks:

- (1) Strategic consultation to the Port and the PCAT
- (2) PCAT coordination and community engagement activities
- (3) PCAT leadership and organizational development
- (4) Implementation of Resolution 3767 – Duwamish Valley Community Benefits Commitment

Contract 2 supports Port staff in building the inclusive green economy as it relates to multiple maritime environmental strategies (ie: habitat restoration). The scope of work consists of four principle tasks:

- (1) Project management
- (2) Habitat steward recruitment, training, and career development
- (3) On-site field training for youth and adults
- (4) Problem solving and innovation

Schedule

Activity

Commission authorization	2019 Quarter 4
Contract execution	2020 Quarter 2
Service directives issued	2020 Quarter 2 through 2025

Cost Breakdown

	This Request	Total Project
From yearly expense budgets	\$0	\$850,000

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Total	\$0	\$850,000
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ALTERNATIVES AND IMPLICATIONS CONSIDERED

Alternative 1 – Port staff conduct all community engagement and job training activities.

The Community Engagement Team at Port of Seattle will conduct all trainings, project management, leadership development, PCAT support, habitat stewardship planning, curricula development, hands-on training, green career pathway development, recruitment event planning and execution, and other program activities. Existing staff would be able to perform a small portion of the necessary work. There would be at least one additional Port position needed to provide the full staffing required.

Cost Implications: \$100,000 - \$200,000 per year. At least one additional full-time staff would be needed to ensure the Port’s adequate implementation of 2020 work plan action items stated in Resolution 3767.

Pros:

- (1) Contract administration needs would decline over the course of the DVCEP.
- (2) New employees will gain significant community engagement experience and relations in Duwamish Valley.

Cons:

- (1) In both contracts, the equitable engagement model championed by the DVCEP would not be able to function in the same way, as Port staff need the flexibility of external consultants to serve the PCAT using equity and inclusion best practices. Further, the Community prefers working through a non-Port staff external advisor, it reduces the risk of bias towards the Port and improves trust in the partnership.
- (2) In both contracts, Port staff taking on all roles of the DVCEP on behalf of the Community does not build capacity. A core tenant of Resolution 3767 is that the Duwamish Valley partners represent themselves and participate in an equitable way. This alternative undermines equity principles.
- (3) In both contracts, Port staff would not have capacity to ensure high-quality internal and inter-agency alignment with stated goals.
- (4) For Contract 2, the Port does not have existing staff with the level of experience and knowledge for what is needed for Contract 2: a combination of technical ecological knowledge about habitat stewardship and the equitable community engagement strategies that serve as foundation for the DVCEP.
- (5) This alternative is more costly than other alternatives.

This is not the recommended alternative.

Alternative 2 – Port provides smaller Category 1 contracts to multiple consultants for limited scopes of work.

Cost Implications: Multiple consultants would take on a limited scope of the work, costing up to \$50,000 every year per consultant. At least one additional part-time staff would be needed to fill

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the administrative and project management gaps, which may cost between \$40,000 to \$80,000 each year).

Pros:

- (1) Contract administration needs would decline.
- (2) The consultants would take on limited scopes of work which may result in a higher quality of deliverables.
- (3) This alternative creates opportunities to outreach for WMBE, non-profit, and Duwamish Valley contractors.

Cons:

- (1) This alternative requires Port staff to significantly increase administrative oversight and coordination of multiple disparate contractors that seek to achieve common outcomes.
- (2) Contract administration needs would increase with more frequency over the course of the DVCEP. This alternative creates inefficiencies for Port staff to train up and onboard new consultants to take on and close out specific deliverables every year.
- (3) Managing multiple consultants conducting limited scopes of work increases strain on limited community capacity to engage with the Port. This alternative undermines equity principles.
- (4) Port staff would not have capacity to ensure high-quality internal and inter-agency alignment with stated goals.
- (5) This alternative is more costly than other alternatives.

This is not the recommended alternative.

Alternative 3 – Scope of work completed through two IDIQ contracts in coordination with Port staff

Cost Implications: \$850,000 over the course of up to five years.

Pros:

- (1) Existing Port staff would be able to focus on the Port’s institutional implementation of Resolution 3767, while the consultant would be able to do complementary work needed to sustain community participation.
- (2) The equitable engagement model championed by the DVCEP would be able to function in the same way, as Port staff need the flexibility of an external consultant to serve the PCAT using equity and inclusion best practices. Further, the Community prefers working through a non-Port staff external advisor, it reduces the risk of bias towards the Port and improves trust in the partnership.
- (3) This alternative creates opportunities to outreach for WMBE, non-profit, and Duwamish Valley prime and sub-contractors.
- (4) Contract administration is more efficient and requires less staff resources compared to other alternatives.
- (5) Lowest cost alternative.

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Cons:

- (1) Capacity building would be needed to educate Community partners on IDIQ processes and accounting.
- (2) Requires ongoing coordination between consultant and Port staff to outcomes are met.

This is the recommended alternative.

FINANCIAL IMPLICATIONS

<i>Cost Estimate/Authorization Summary</i>	Capital	Expense	Total
COST ESTIMATE			
Original estimate	\$0	\$850,000	\$850,000
AUTHORIZATION			
Previous authorizations	0	0	0
Current request for authorization	0	0	0
Total authorizations, including this request	0	0	0
Remaining amount to be authorized	\$0	\$850,000	\$850,000

Annual Budget Status and Source of Funds

Funding for service directives under this contract will be from projects that have already been authorized (ie: Duwamish Valley Community Equity Program) or from authorized division operating budgets. Consequently, there is no funding request associated with this request.

ATTACHMENTS TO THIS REQUEST

None

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

- November 19, 2019 – Commission introduction of Resolution 3767, Duwamish Valley Community Benefits Commitment Policy Directive
- October 29, 2019 – Energy and Sustainability Committee approves Introduction of the Policy Direction to the full Commission
- May 28, 2019 – Commission establishment of Motion 2017-07, Duwamish Valley Community Equity Program
- April 10, 2018 – Commission authorization for funding to continue EPA Pilot Project activities with Community