



**COMMISSION
AGENDA MEMORANDUM**

Item No. 8c

ACTION ITEM

Date of Meeting November 29, 2022

DATE: November 4, 2022

TO: Stephen P. Metruck, Executive Director

FROM: Pearse Edwards, Senior Director External Relations
Clare Gallagher, Director, Capital Project Delivery, External Relations

SUBJECT: Service Agreement for Facilitation and Project Management Services IDIQ Contracts

Contract total: \$1,500,000.00

ACTION REQUESTED

Request Commission authorization for the Executive Director to execute two contracts for facilitation and project management services involving complex business or public policy issues, for a cost not to exceed \$1,500,000 and duration of up to five years. There is no funding request associated with this authorization.

EXECUTIVE SUMMARY

The Port has occasions where an expected need emerges around a complex issue or business project, and it becomes necessary to hire a consultant to provide facilitation services. For External Relations, this has and will continue to involve unanticipated policy developments that require specialized expertise or management of a complex short-term project. These needs also occur Portwide, particularly in stakeholder-focused issues or unique project management scenarios.

Indefinite delivery, indefinite quantity (IDIQ) contracts provide the Port with flexibility to meet business requirements as they arise by issuing individual service directives to accomplish tasks within a general, pre-defined scope of work, on an as-needed basis, for a fixed period, and a maximum contract amount. Port staff met with the Diversity in Contracting Department within the Economic Development Division to set a women- and minority-owned business enterprise (WMBE) goal of 15-percent of contract spending. Funding of services under this contract will come separately from annual operating budgets.

JUSTIFICATION

There are several situations where External Relations or other Port departments may need to retain the services of a consultant. The use of consulting services may occur because they bring unique knowledge or specialized experience that Port staff may not possess. In other

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situations, an issue may emerge unexpectedly, and Port staff might not have the ability to shift other responsibilities to assume this new work. Another example where project facilitation services are valuable is when there are conflicting viewpoints among stakeholders or sensitive issues that require the expertise of a skilled facilitator who may also serve the role as an objective third party.

Over the past three years, the Port has utilized consultants in such circumstances including and managing the due diligence work associated with:

- On-call communications planning and project management services regarding the Biometrics External Advisory Group to help the Port develop public-facing biometrics policies.
- Bi-monthly facilitation and process support for the SEA Stakeholder Advisory Roundtable (StART) meetings and stakeholder membership communications.
- Monthly facilitation and quarterly outreach for the SEA on-demand taxi program.
- Development and facilitation of a multi-jurisdictional community forum in Beacon Hill.

Diversity in Contracting

Procurement for consultants to support this work is covered under separate Commission actions. Diversity in contracting will be included in the procurement for this contract authorization. Procurements have included a minimum of 15% WMBE utilization commitment.

DETAILS

Scope of Work

The consultant will assist the Port in facilitating and/or managing projects that involve complex business or public policy issues.

The consultant assistance may include the activities including:

- (1) Clarifying desired project/issue outcomes
- (2) Identifying key stakeholders
- (3) Assessing stakeholder perspectives
- (4) Framing potential challenges and opportunities

Additional consultant work could also include:

- (1) Meeting facilitation
- (2) Conducting surveys, interviews, developing recommended options, and processes
- (3) Strategies or systems to accomplish the objective of the project or issue

Deliverables will be negotiated at the time of issuance of a service directive and may include:

- (1) Presentation materials, including PowerPoint
- (2) Contact list and summaries of outreach efforts
- (3) Meeting handouts or other materials

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- (4) Survey material, comment cards, or other feedback forms
- (5) Summary of meeting activities, including public comments, data from feedback forms, etc.
- (6) Other documents needed to support tasks authorized under service directives, as directed by Port staff.

Schedule

The two contracts are estimated to be executed in the first quarter of 2023.

ALTERNATIVES AND IMPLICATIONS CONSIDERED

Alternative 1 – Contract for facilitation consultant on a project-by-project basis.

Cost Implications: Increase in costs due to individual additional procurements.

Pros:

- (1) Separate contracts will provide multiple opportunities for consulting firms to compete for work.
- (2) Flexible staffing resources.

Cons:

- (1) This alternative would require additional time and cost to procure a consultant for each project, requiring additional lead time, management oversight and additional administrative preparation.
- (2) Consultant firms may need to spend more time and money responding to individual project-based procurements.
- (3) This alternative may lead to more non-competitive contracts.

This is not the recommended alternative.

Alternative 2 – Reduce the contract amount to \$500,000 and retain an external relations-only focus.

Cost Implications: Initial contract value will be less because we only cover external relations needs.

Pros:

- (1) External Relations-oriented issues frequently emerge without warning, so being able to at least address this area of need would be an improvement over Alternative 1.

Cons:

- (1) Other departments also have needs for such readily available consulting services and would still have to rely on a separate procurement process for each situation. This alternative would require additional time and cost for procurement, lead time, management oversight and administrative preparation.
- (2) Consultant firms may need to spend more time and money responding to individual project-based procurements.
- (3) This alternative may lead to more non-competitive contracts.

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This is not the recommended alternative.

Alternative 3 – Establish two contracts for a total of \$1,500,000 for facilitation and project management services Portwide.

Cost Implications: \$1,500,000

Pros:

- (1) This provides a competitive process to establish multiple contracts and assures the Port has critical consultant service available on short notice.
- (2) Retain consultant to perform specific work on service directives in an expeditious manner since the contract and prices will already be established. Port will only need to negotiate specific scope and associated fee.

Cons:

- (1) Fewer opportunities for firms to compete for various projects.
- (2) Staff may rely too heavily on readily available consulting services rather than first exploring lower-cost options.

This is the recommended alternative.

FINANCIAL IMPLICATIONS

Annual Budget Status and Source of Funds

There is no funding request associated with this authorization. No work is guaranteed to the consultants and the Port is not obligated to pay the consultant until a service directive is executed.

ATTACHMENTS TO THIS REQUEST

None.

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

March 12, 2019 –The Commission approved a three-year IDIQ contract in the amount of \$1,000,000 for similar services.

June 28, 2016 – The Commission approved a three-year IDIQ contract in the amount of \$1,500,000 for similar services.