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COMMISSION

AGENDA MEMORANDUM Item No. 8g

ACTION ITEM Date of Meeting December 12, 2023

DATE: November 16, 2023

TO: Stephen P. Metruck, Executive Director

FROM: Peaches Thomas, Program Coordinator, Environmental Engagement

Ramona Tellez, Habitat Stewardship Community Engagement Coordinator

Sally del Fierro, Director, Community Engagement

SUBJECT: Two Project Specific contracts to support Duwamish Valley Community Equity

Program Activities Promoting Capacity Building and Green Career Pathways

Total estimated contract costs: \$1,450,000

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 Port-Community capacity building ("Contract 1") and green career pathways ("Contract 2") with a total estimated value of \$1,450,000 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 activities that impact the Duwamish Valley Community (Community). These two contracts enable the Port to continue implementing two action areas stated in Resolution 3767's 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 partnered to support these core values. These contracts enable Port staff to continue engaging the Duwamish Valley community using best practices in equity and inclusion that promote economic and environmental opportunities in near-Port communities.

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Contract 1: Port-Community Capacity Building. 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. PCAT members serve as community-based consultants and are compensated for contributing their lived-experience and community expertise. For example, the PCAT provides training and coaching to Port staff on inclusive engagement practices and cultural competencies that directly impact the effectiveness of achieving Century Agenda goals. The contract enables PCAT members to serve as liaisons for Port staff on various project areas such as Gateway Park North and Port park enhancements, Duwamish River Community Hub operations, and freight/transportation policy issues. This contract sustains the PCAT by providing critical wraparound services and thereby ensures the Port's ability to continue equitable engagement best practices with community partners, as directed by Resolution 3767.

Since Resolution 3767 was adopted, and because of this contractual work, PCAT members have been engaged in decision making to direct DVCEP resource distribution, strategies, and impact evaluation. Some examples include overseeing the DVCEP budget and operations; advising on the Duwamish River Community Hub; engaging with, and building relationships with all levels of Port stakeholders including the Executive Leadership Team and Commissioners; advocating for sponsorship funding; recruiting for new members (onboarding nine new members in 2023); and improving equity in contract solicitation processes. In addition, the PCAT has developed an operating structure guided by their vision and values that informs program operations and ensures outcomes are centered in anti-racism and community leadership, resulting in better long-term health and viability of the partnership between the Duwamish Valley and the Port. Over the last four years, Port staff and PCAT members have partnered to co-present at numerous regional, national and international conferences and workshops being recognized as a model of equitable engagement and best practices between Ports and near-port communities. Audiences have included the American Association of Port Authorities, Asian Pacific Economic Cooperation

- Maritime Working Group, U.S. Department of Transportation, U.S. Coast Guard, Transportation Resource Board, EPA Ports Collaborative, International Association of Public Participation, and many others.

Another tangible result of PCAT engagement and capacity building has been their developed practice of advancing community-led activities to the Port for sponsorship using the Port's authority granted under Trade Business and Community Development. These high-impact, community-led projects promote Port-related economic activity and public education about the Port while advancing community-identified benefits. Projects are chosen for funding consideration based on 1) alignment with the Port's funding criteria as dictated by state statute, 2) project alignment with CBC goals and strategies, 3) impact in community, and 4) project feasibility and evaluation. Some project examples include a Solar Energy Education Youth Workshop resulting in the installation of solar-powered lights constructed by youth at Duwamish River People's Park; a Youth-led Pedestrian and Bike Safety study that has informed Port, Northwest Seaport Alliance, and City collaborations on traffic safety improvements in the

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Duwamish Valley; an Economic Justice Storytelling Series organized by Duwamish Valley journalists to elevate stories of Black, Indigenous, and People of Color entrepreneurs in Port-related industries, including SEA Airport; and Gateway Park North Youth Cleanups at the Port shoreline-property and the only public access point to the river in the Georgetown community.

Contract 2: Duwamish River Green Jobs Program. The Duwamish River Stewardship and Inclusive Green Economy Project was a one-year pilot to support the Port's Century Agenda environment 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 an ecologically critical area of the watershed.

In 2020, the Port contracted with DIRT Corps, a Georgetown-based WMBE, to lead the formation of the Port's Duwamish River Green Jobs Program. DIRT Corps contracted with Duwamish Valley community-based organizations as well as a racial equity trainer to implement a complex scope of work including the development of a "coalition" mindset for the contractors, that focused on racial equity work. Coalition members include DIRT Corps, Duwamish Valley Youth Corps, ECOSS, Duwamish Tribal Services, and SM Watts Consulting LLC. After the first year of trainings that focused on exposure to port-related green jobs, the second year zoomed in on three specific career areas for curricula development: water-based environmental education, land-based shoreline restoration, and green stormwater infrastructure. These were careers within port-related sectors that were identified to be accessible for English Language Learners, those who experienced the criminal justice system, and Black/Indigenous/Youth of Color. The youth were recruited from the Duwamish Valley and included those with the most barriers to secure and safe employment, reaching the youth who would most benefit from the Port's investment.

Each year, the Duwamish River Green Jobs Program hosts a summer youth training series and a fall adult training series. Activities organized by the program include career awareness through panel presentations and worksite tours, career exploration through networking and industry-based experiences, career preparation through worksite learning, and hands-on career skills training and mentorship. The number of youth and adults placed in internships and (or) jobs include: 2021- 15 youth, 10 adults. 2022- 11 youth, 10 adults. 2023 – 9 youth, 11 adults.

The Green Jobs Program has provided instruction and training at thirteen shoreline sites, including Lake Washington Ship Canal, Elliott Bay, and Duwamish Waterway locations. A total of nine public shoreline access/habitat restoration sites have been improved (t?u??laltx? Village Park and Shoreline Habitat, h??apus Village Park and Shoreline Habitat, sb?q?wa? Park and Shoreline Habitat, t?a?t?a?ucid Park and Shoreline Habitat, Gateway Park North, Duwamish River People's

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Park, Salmon Cove/Turning Basin 3, Jack Block Park, and Centennial Park) and the program has conducted more than fifty events/site activities. Principal focus of many site improvements is establishing native vegetation as fundamental environmental resources, providing important habitat values as well as green/safe open space. More than 1,750 native trees and shrubs and 1,100 native marsh plants have been installed by trainees along with kelp propagation at three waterfront locations. Planting includes clearing areas of invasive vegetation, preparation of planting locations, plant installation, and ensuring plant survival. Site work has included installation of pedestrian shoreline access trails and bank-line steps, installation of protective waterfowl fencing, and removal of obstacles/debris for site safety.

As of 2024, the new procurement will continue and advance the racial equity and environmental justice focus areas of the Duwamish River Green Jobs Program. The three sectors will remain as primary training topics (water-based environmental education, land-based shoreline restoration, and green stormwater infrastructure). Improvements to the next iteration of the contract include more racial equity best practices to be implemented as well as increased focus on follow-up job placement and retention tasks.

Diversity in Contracting

The Diversity in Contracting Department has been contacted regarding these procurements and Contract 1 and 2 are under review, but are seeking an aspirational goal of ten percent established for women- and minority-owned business enterprise. The reason for a lower percentage in this metric is because a significant amount of the budget is expected to be distributed to non-profit organizations based in the Duwamish Valley. Non-profit organizations are not considered WMBEs, even if they are BIPOC or WMBE led organizations.

DETAILS

The two contracts allow the Port to continue implementation of the Duwamish Valley Community Benefits Commitment, 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

Contract 1 consultant will provide capacity building trainings for community partners and Port staff, technical assistance, and translation services, facilitate community events and meetings, support community leaders and organizational development for the PCAT, and assist community members' equitable participation in shared decision-making processes with the Port.

Contract 2 enables the Port to continue implementing the Port's successful Duwamish River Green Jobs Program. This contract's consultant builds on a multi-year initiative, increases diverse workers' access to green jobs by providing on-the-job training, and provides intentional outreach

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focused on the recruitment and training of youth, women, people of color, LGBTQAI+, veterans, and other underserved community members.

After the last three years of experience in contracting this procurement using service directives, CPO and the Project Management Team have identified that this contract is better suited to being categorized as a "Project Specific Contract." This will reduce administrative burden on Port staff and the contractor and allow greater flexibility in how the contractor can spend funds in alignment with Port objectives. This will serve the lifespan of both contracts, 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 principal 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 (i.e. land-based habitat restoration, water-based environmental education, and green stormwater infrastructure). The scope of work consists of four principal 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 program innovation
Schedule
Activity
Commission authorization 2023 Quarter 4
Contract execution 2024 Quarter 3
Cost Breakdown This Request Total Project
From yearly expense budgets \$0 \$1,450,000
Contract 1: Port Community Capacity \$650,000
Building
Contract 2: Duwamish River Green Jobs \$800,000
Program
Total \$0 \$1,450,000

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ALTERNATIVES AND IMPLICATIONS CONSIDERED

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

The Port's Community Engagement Team would 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 only 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: \$200,000 - \$300,000 per year. At least one additional full-time staff would be needed to ensure the Port's adequate implementation of action items stated in Resolution No. 3767. Significant increase in external Category 1 contracts would be necessary to execute activities.

Pros:

- 1) Internal staff capacity building to understand and implement Resolution No. 3767.
- 2) New employees will gain 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) Port staff taking on all roles of the DVCEP on behalf of the Community is unsustainable and undermines equity principles. A core tenant of Resolution 3767 is that the Duwamish Valley partners represent themselves and participate in an equitable way.
- (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: 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 multiple 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 the administrative and project management gaps, which may cost between \$50,000 to \$80,000 per year).

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Pros:

- (1) The consultants would take on limited scopes of work which may result in a higher quality of deliverables.
- (2) 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. 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 can undermine 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 contracts in coordination with Port staff teams.

Cost Implications: \$1,450,000 for 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 consultants 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 advisory group 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.

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 so outcomes are met.

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This is the recommended alternative.

FINANCIAL IMPLICATIONS

Cost Estimate/Authorization Summary Capital Expense Total

COST ESTIMATE

Original estimate \$0 \$1,450,000 \$1,450,000

AUTHORIZATION

Previous authorizations 0 \$850,000 \$850,000

Current request for authorization 0 \$1,450,000 \$1,450,000

Total authorizations, including this request 0 0 0

Remaining amount to be authorized \$0 \$2,300,000 \$2,300,000

Annual Budget Status and Source of Funds

Funding for this contract will be sourced from multiple departments. Contract 1 is sourced from the External Relations Duwamish Valley Community Equity Program. Contract 2 is sourced from a combined External Relations Duwamish Valley Community Equity Program, Office of Equity Workforce Development Department, and Maritime Environment and Sustainability. Consequently, there is no funding request associated with this authorization.

ATTACHMENTS TO THIS REQUEST

None

PREVIOUS COMMISSION ACTIONS OR BRIEFINGS

October 25, 2022 – Commission briefing on the DVCEP and Duwamish River Green Jobs Program at The Museum of Flight
January 26, 2021 – Commission authorization to lease the Duwamish River Community Hub
October 27, 2020 – Commission adoption of New Names for Duwamish River Parks and Shoreline Habitat
December 10, 2019 – Category 3 Duwamish Valley contract authorization and Commission adoption of Resolution 3767 the Duwamish Valley Community Benefits Commitment Policy Directive
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 Directive to the full Commission
May 28, 2019 – Commission establishment of Motion 2017-07, Duwamish Valley Community Equity Program

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April 10, 2018 – Commission authorization for funding to continue EPA Pilot Project activities with Community

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