




## MEMORANDUM

August 9, 2024

**TO:** MEMBERS, PORT COMMISSION  
Hon. Kimberly Brandon, President  
Hon. Gail Gilman, Vice President  
Hon. Willie Adams  
Hon. Stephen Engblom  
Hon. Steven Lee

**FROM:** Elaine Forbes  
Executive Director 

**SUBJECT:** Request authorization to advertise a Request for Qualifications for Equity Support Services.

**DIRECTOR'S RECOMMENDATION:** Approve the Attached Resolution No. 24-36

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### EXECUTIVE SUMMARY

The Port of San Francisco is committed to eliminating racial disparity in all its policies, processes, decisions, and resource allocations. The City of San Francisco and its waterfront is a place that intentionally welcomes everyone, celebrates diversity, and measures its success by how its services and governance champion equity. The Port of San Francisco and the waterfront land it manages strives to be a place of opportunity and success for all.

In order to advance its various equity efforts, the Port primarily uses staff time, occasionally augmented by one-time contracts.

The Port plans to expand its equity efforts to achieve the far-reaching goals it set as part of its Racial Equity Action Plan. As such, staff seeks additional resources to coordinate, support, and manage the equity program in the following areas: (1) cultural programming (2) workforce development, (3) audit and data analysis related to ethnicity, race, and

gender, (4) small business development, and (5) equity training, outreach, professional development, special projects, and project management.

The Port intends to advertise a Request for Qualifications (RFQ) for as-needed contracts to support its Racial Equity Action Plan (REAP). Similar to the Port's other as-needed contracts, the proposed as-needed equity consultants will allow the Port to more quickly and flexibly engage consulting support.

Examples of uses of the as-needed contracts and possible Contract Service Orders (CSO) include racial equity trainings for Port employees, updating our departmental REAP, expanding our school outreach/coordination work for internships, providing event planning services to support our Contracting Open House, and providing similar services as needed for the Port. The contracts may also support the Waterfront Resilience Program's equity work.

## **STRATEGIC PLAN OBJECTIVES**

The RFQ and resulting contract supports the Port's Strategic Plan as follows:

### Equity:

By supporting and expanding staff efforts to provide equity training to staff, Local Business Enterprise (LBE) outreach, and internship opportunities.

### Economic Recovery:

By improving internal operating improvements and providing information and assistance to support small business development to make it easier to work for and with the Port. Small businesses are the backbone of our local economy, and they contribute hundreds of millions of dollars to our City and Port economy. Our investment in small businesses is an investment towards our shared prosperity.

## **ANTICIPATED CONTRACT TERMS**

### Services:

- 1) cultural programming
- 2) workforce development
- 3) demographic audit and data analysis
- 4) small business development
- 5) equity training, outreach, professional development, special projects, and project management

### Estimated Not to Exceed:

Three (3) contracts of approximately \$550,000 each (\$1.65 million total)

### Term:

Up to 5 years

LBE Requirement:

20% as established by the Contract Monitoring Division

LBE Prime Rating Bonus:

7.5% - 10% rating bonus. (This means Small and Micro LBE Prime Proposers may be eligible for a rating bonus on their overall evaluation number).

## **BACKGROUND**

In past years, Racial Equity Action Plan contractual needs such as staff coaching/training, facilitation, and data analysis were achieved with multiple occasional individual contracts, each under \$200,000. These contracts were limited to two years in duration, required multiple city department approvals, and took 6 months or longer to execute. In order to more efficiently expand our equity efforts, the Port intends to issue an RFQ for as-needed equity services. These as-needed contracts will allow services to be provided through the CSO process instead of individual contracts.

## **SOURCES**

Funding for these as-needed services is anticipated to come from the Port's Harbor fund, through either (a) the Port's annual project to support race equity work as approved by the Port Commission at \$560,000 per year in FY24-25 and FY25-26<sup>1</sup>, or (b) the Port's Waterfront Resilience Program for race equity work related directly to the program<sup>2</sup>.

## **ESTIMATED USES**

As the Port's race equity efforts evolve, the proposed as-needed contracts will provide the necessary flexibility to provide equity services as we explore ways to expand our impact. While the Port does not currently have a specific spending plan for these contracts, Port staff developed the forecast in Table 1 below to illustrate potential investments through this contract which would advance our Race Equity Action Plan goals. Actual work will be approved through Contract Service Orders on an as-needed basis.

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<sup>1</sup> In FY21-22 and FY22-23, the recurring annual project to advance race equity goals was funded through stimulus. In FY23-24 and beyond this annual project will revert to being supported by the Harbor Fund.

<sup>2</sup> WRP work that is not capitalized under GAAP accounting rules, such as program-wide race equity work, is ineligible for GO Bond funding and therefore funded by the Port's Harbor Fund contribution to WRP.

**Table 1: Estimated Uses**

<b>Contract Services</b>		<b>Examples</b>	<b>Prior Average Spending</b>	<b>5 Year Forecast</b>
1	Cultural Programming	Discussion groups on cultural films or guest speakers	21,000	110,000
2	Workforce Development	Coordination and recruitment for Rising TIDES internships (maritime and operations)	24,000	400,000
3	Demographic Audit and Data Analysis	Design of annual race equity survey, results analysis, and staff demographic analysis	9,000	100,000
4	Small Business Development	Outreach and coordination for the contracting open house	26,000	200,000
5	Equity training, outreach, professional development, special projects, and project management	Staff and management training, WRP outreach workshops for community groups	236,000	840,000
		<b>TOTAL</b>	<b>\$ 316,000</b>	<b>\$ 1,650,000</b>

**CONCLUSION**

The Port intends to issue this RFQ for three contracts immediately and therefore respectfully asks the Port Commission for authorization to advertise and then return to the Port Commission in the fall for approval to award.

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For: Nate Cruz, Deputy Director  
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**PORT COMMISSION  
CITY AND COUNTY OF SAN FRANCISCO**

**RESOLUTION NO. 24-36**

- WHEREAS, Port staff seeks Port Commission authorization to issue a request for qualifications for a professional services contract for as-needed equity support services (the “RFQ”); and
- WHEREAS, The scope of work for the RFQ includes cultural programming, workforce development, demographic audit and data analysis, small business development, equity training, professional development, special projects, and project management; and
- WHEREAS, The Port expects to award three contracts each with a term from December 2024 through December 2025; and
- WHEREAS, The estimated not-to-exceed total cost for three contracts is \$1,500,000 to be divided equally amongst the top qualified firms; and
- WHEREAS, Contract Monitoring Division staff, charged with applying the Local Business Enterprise Ordinance, have reviewed the scope and funding sources for the contracts, and established a 20% LBE subcontractor participation goal; now, therefore be it
- RESOLVED, That the Port Commission hereby authorizes Port staff to issue a request for qualifications for professional services for as-needed equity support services; and be it further
- RESOLVED, That the Port Commission authorizes Port staff to take further action to revise the RFQ as Port staff deems it necessary to achieve the purposes described in this Resolution that the Executive Director, in consultation with the City Attorney, determines are in the best interest of the Port, do not materially increase the obligations or liabilities of Port, and are necessary and advisable effectuate the intent of this Resolution.

***I hereby certify that the foregoing resolution was adopted by the Port Commission at its meeting of August 13, 2024.***

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Secretary