

**REQUEST FOR PROPOSAL (RFP) SCOPE**

March 14, 2011

**RFP for Providing Staffing Support for the King County Ferry District**

The King County Ferry District (District) is soliciting proposals for the provision of Executive Director services for general management and administration of the District.

The District is a special purpose district created to expand transportation options for county residents by operating passenger-only ferry services to various parts of the county, including service between Downtown Seattle, West Seattle and Vashon Island. The King County Council serves as the District's Board of Supervisors (Board), the governing body. The Board has an Executive Committee with roles and responsibilities that are defined in the District's operating procedures. The District operates under a contracted services model with the contracted Executive Director being the primary contact between the Board and the operations of the District. The Executive Director is supported by a contracted policy support team, legal, financial, and communication contracted services and an operations agreement.

Actual operation of the water taxi and associated shuttle services are provided through an interlocal agreement (ILA) between the District and King County (County) as primarily delivered via the King County Department of Transportation Marine Division. In addition to operation of the water taxi service, the County also provides support services such as grant administration and reporting, communications, financial accounting, shoreside transportation, risk management, Clerk of the Board and policy support.

Consultants are requested to submit proposals for the provision of services, including a list of deliverables and the cost of providing those deliverables, by 2:00 pm Friday, April 1, 2011, to:

Anne Noris, Clerk of the Board  
12<sup>th</sup> Floor King County Courthouse  
516 Third Avenue  
Seattle, WA 98104  
206-296-0364  
[anne.noris@kingcounty.gov](mailto:anne.noris@kingcounty.gov)

Please submit one (1) electronic copy and five (5) hard copies.

Consultants should plan to be available for initial interviews during the week of April 11, and again on April 20, 2011 at the King County Courthouse, 12<sup>th</sup> Floor.

Compensation under the provisions of this contract will either be an all inclusive fee for service or on a fully burdened time and materials basis, depending upon final negotiations. As such, proposals should include both options.

The annual budget for the Executive Director services associated with this proposal is \$60,000-\$65,000 for a 12-month period. The anticipated period for this contract is 12-months, with options to extend services beyond April 2012. The contract will include performance evaluation criteria to assess the consultant's performance in meeting the contract terms including scope and budget.

**Executive Director Role and Services**

The role of the consultant will be to provide Executive Director services. For purposes of this RFP, the consultant will be referred to as the Executive Director. The Executive Director will manage the program, expenditures, administration, and direction of the work described in this RFP, will report to the Executive Committee, and will supervise and manage the work of subordinate staff and of consultants.

The District has retained legal counsel and accountants. The Executive Director will coordinate with legal counsel regarding legal services for the District on interpretation of legal authorities, advice as to matters to include in actual or proposed legal agreements, and similar matters. The Executive Director will coordinate with the accountants to ensure that monthly financial statements are provided to the Executive Committee, to ensure financial accountability and oversight of the District's resources, and to secure clean audits on the District's behalf.

The Clerk of the Metropolitan King County Council is the Clerk of the Board (Clerk). The Executive Director will coordinate with the Clerk on the scheduling of Board and Executive Committee meetings, the creation and publication of meeting agendas, the preparation of meeting materials, and the maintenance of official records.

The County and its Marine Division will perform a substantial body of work including vessel operations on behalf of the District. The Executive Director will work closely with the County to ensure that this work is carried out, and will provide the Board and Executive Committee with advice on the County's provision of services to the District.

If the proposer has ongoing commitments on other contracts, satisfaction must be provided that additional contracts will not interfere with the capability of fulfilling the responsibilities of this engagement.

Additional tasks and responsibilities may be negotiated in the future.

**The proposal should address the work described in each task to be performed as follows:**

**Task 1: Provide Executive Director Services to the District.**

Services include, but are not limited to:

- See that the District operates within the adopted annual budget and six-year Capital Improvement Program;
- Prepare summaries, briefings and action agendas to support deliberations of the monthly Executive Committee meetings, quarterly Board meetings and special meetings as necessary;
- Consult with individual members of the Board to provide the framework for the preparation of materials;
- Prepare draft resolutions, summaries, briefings and decision documents for Board and Executive Committee consideration;
- Prepare correspondence of the District;
- Ensure maintenance of an adequate record and minutes of all deliberations with support from the Clerk;
- Coordinate with the Clerk to schedule meetings of the District;
- Ensure administration of the District in accordance with its bylaws and the applicable federal, state and local laws, and prepare necessary decision documents and procedures to ensure compliance;
- Evaluate all invoices submitted to the District and make a recommendation on payment to the Executive Committee and the Chair, or if authorized by the Board, make payment on the invoices subject to Board review;
- Prepare budgets, financial reports, and other documents necessary for administration of the District;
- Manage any selection process on behalf of the District for technical consultants and experts as needed;
- Represent the District as required in public presentations, testimony, meetings with elected and appointed officials, advocacy and constituency groups, civic organizations, etc;
- Manage the District communication protocols and policies;
- Serve as the District spokesperson and manage media inquiries;
- Conduct and or manage public outreach in accordance with the Interlocal Agreement; and
- Serve as the District's lead representative with the state auditor.

**Task 2: Manage Interlocal Agreement(s) and/or Other Contracts**

Services include, but are not limited to:

- Oversee the implementation of water taxi operations by the County, including the provision of shuttle services to support passenger ferry service;

- Oversee the capital improvement program, including long-term leases, maintenance barge and vessel procurement, dock improvements, and the acquisition of long-term assets to be owned by the District;
- Communicate and integrate plans of the County related to capital improvement projects, ferry service, shuttle service, and public outreach and all other actions and projects for consideration by the District; and
- Prepare draft reports, final reports, and related materials for the Board and Executive Committee including policy analysis for matters relating to the interlocal agreements and to the services authorized under such agreements.

**Task 3: Prepare High-Level Reports for Action by the Board.**

Services include, but are not limited to:

- Develop a strategic plan to guide the future direction of the District;
- Negotiate an interlocal agreement between the District and County for the provision of water taxi operations, capital improvements, and other technical services; and
- Prepare an annual work plan and budget for the District in coordination with the Marine Division and work with the Executive Committee to provide analysis, alternatives, and to meet obligations of the District.

**Submittal Requirements**

**Section One: Qualifications**

Include a description of your firm and its services.

Detail your firm's experience in providing executive and/or management services to public agencies including special purpose districts or organizations comparable in size to the Ferry District.

Provide information on your experience working with and coordinating the work of multiple contractors.

Provide information on whether you or your firm provides services to any related industry associations or groups, and the nature of the services provided.

List any potential conflicts of interest and your proposed mitigation of any conflicts.

Provide a list of your proposed team. Include biographies and resumes.

## **Section Two: Approach**

Describe how your firm will approach the staffing needs of the District, addressing the tasks described above as Tasks 1, 2, and 3. Identify those tasks that will receive primary emphasis.

Describe how your firm will prioritize the work necessary given the financial constraints of the District and either a fee for service or time and materials contractual relationship.

Describe the communication process to be used by your firm to discuss issues with the Board and their staff, the Marine Division and other departments of King County, and other District contractors.

Set forth your fee proposal for a 12-month period, with whatever guarantees can be given regarding increases in future years.

For the fee for service option, provide your anticipated time commitments and availability of staff.

For time and materials option, furnish standard, fully burdened billing rates for classes of professional personnel for each of the last three years.

## **Evaluation of Proposals**

Selection of a final firm will be based on the responsiveness of the written proposals, as well as the interview scores.

## **References**

Please provide five references to include at least one reference from each category listed:

- Recent employers/clients;
- Recent work colleagues; and,
- Personal reference.

Please include the name, phone number, and email address for each reference.

Please include a description of the relationship with the listed references.