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**Title:** RESOLUTION AUTHORIZING AMENDMENT NO. 6 TO THE AGREEMENT WITH MOZAIK SOLUTIONS FOR EMERGENCY MANAGEMENT CONSULTING SERVICES, INCREASING THE MAXIMUM AMOUNT PAYABLE UNDER THE AGREEMENT BY \$175,000.00 FROM A TOTAL OF \$689,395.50 TO \$864,395.50, REIMBURSABLE THROUGH THE PORT SECURITY GRANT PROGRAM, AND EXTENDING THE AGREEMENT TERM THROUGH AUGUST 31, 2022; FY 2020 EXPENDITURES, IF NEEDED, ARE BUDGETED. ALL FUNDS REQUIRED FOR FUTURE FISCAL YEARS WILL BE BUDGETED IN THE APPROPRIATE FISCAL YEAR, SUBJECT TO BOARD APPROVAL UPON ADOPTION OF EACH FISCAL YEAR'S BUDGET.

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**Attachments:** 1. 7. 2019-0497 Attachment A, 2. 7. 2019-0497 Draft Resolution

Date	Ver.	Action By	Action	Result
1/9/2020	1	Board of Port Commissioners	adopted	

**DATE:** January 9, 2020

**SUBJECT:**

**RESOLUTION AUTHORIZING AMENDMENT NO. 6 TO THE AGREEMENT WITH MOZAIK SOLUTIONS FOR EMERGENCY MANAGEMENT CONSULTING SERVICES, INCREASING THE MAXIMUM AMOUNT PAYABLE UNDER THE AGREEMENT BY \$175,000.00 FROM A TOTAL OF \$689,395.50 TO \$864,395.50, REIMBURSABLE THROUGH THE PORT SECURITY GRANT PROGRAM, AND EXTENDING THE AGREEMENT TERM THROUGH AUGUST 31, 2022; FY 2020 EXPENDITURES, IF NEEDED, ARE BUDGETED. ALL FUNDS REQUIRED FOR FUTURE FISCAL YEARS WILL BE BUDGETED IN THE APPROPRIATE FISCAL YEAR, SUBJECT TO BOARD APPROVAL UPON ADOPTION OF EACH FISCAL YEAR'S BUDGET.**

**EXECUTIVE SUMMARY:**

In October of 2015, Mozaik Solutions (hereafter Mozaik), a certified small, woman and minority-owned business, entered into an agreement with the Port of San Diego (District) through a direct negotiated contract. Mozaik augments the work of the District's Emergency Management Program by delivering professional emergency management consulting services. Specifically, Mozaik provides support in achieving the District's goals to have emergency plans, policies, procedures and training in place to allow the District to respond effectively to disasters of any scale or complexity.

Since 2015, Mozaik has helped the District develop and implement its "Roadmap to Readiness" - a strategic and tactical vision advancing the Port's readiness and resilience capabilities. Mozaik also

helped the District develop its “whole port” emergency management strategy based on series of meetings, trainings and exercises, and other events with stakeholders representing all facets of the Port/District; complete a new BPC Policy related to emergencies and disasters (BPC Policy 777), to include leadership succession; develop the BPC-approved Emergency Operations Plan (EOP) and supporting annexes, such as Annex M: Emergency Operations Guide for BPC Members; and conduct a series of training exercises and events designed to increase the Port and District’s ability to prepare for, respond to and recover from an emergency incident. Mozaik has also served as a conduit to best practices in emergency management and provided consultation on numerous questions related to emergency management at the Port/District as the District has sought to develop and mature its program to meet its statutory requirements and overall resiliency goals. In 2018, Mozaik assisted the Port in launching a first-of-its-kind “Resilience Working Group (RWG)” that engages all Port stakeholders in the Port’s emergency management and resilience efforts. The RWG’s initial six task forces made significant progress in 2019, which led to enhanced readiness of the whole port. In September 2019 Mozaik also led the District and its whole port partners in a multi-site functional exercise to address the complexity of response to a terrorist attack (ramming/active shooter) in the Port’s area of operation. 2020 work will build upon the lessons learned from the RWG and the port functional exercise. While significant work remains as the complexity of emergency response/recovery at the port becomes more widely understood, the District has greatly advanced its position in the past four (4) years. Further, with the support of Mozaik’s work and knowledge and stakeholder engagement capabilities, the District is becoming known for its forward leaning approach to “whole port” readiness.

Mozaik’s work to date on the District’s Emergency Management Program is critical in that it is geared towards building the District’s resilience as threats continue to increase for soft targets and industry. In 2020, in an effort to stay in line with Department of Homeland Security an enhanced focus on soft targets/crowded places will continue - a key concern for the Port. The work will build upon the significant lessons learned during exercises conducted in Fall 2019. Additional work will be done to advance key planning and coordination concerns as it relates to the Port-wide Unified Command and District Emergency Operations Center (EOC) operations and public information and warning multi-jurisdictional coordination. As a result of lessons learned, updates will be made to the Port’s Emergency Operations Plan (EOP), as well as annex development in key areas as determined by the Port Emergency Planning Team.

Because of the complexity of the Port, and Mozaik’s experience in first identifying the major gaps, and then assisting the Port to systematically and strategically advance and mature its whole-port focused emergency management program, Mozaik has a thorough understanding of the Port’s current emergency management efforts, goals, and the sheer number and breadth of stakeholders involved. This understanding and knowledge has proven to be critical given the complexity of the Port, the relative new-ness of the Port’s emergency management program, the launch of the RWG initiative, and the continued need for enhanced ‘whole port’ understanding among all stakeholders outside the SDUPD. This experience represents a significant cost and time savings for the Port. In fact, because of Mozaik’s knowledge, budgets from previous year’s events and work have been reduced as Mozaik is able to leverage past experience and knowledge to implement project tasks more efficiently.

Mozaik’s efforts and support to the District, led to direct tangible organizational and financial results in 2017 winter storms and the 2018 cyberattack, and others. The emergency management policy, plan, and structure implemented since 2015 have helped to meet these challenges and resulted in increased efficiency, and Federal government reimbursement of expenditures. Documentation in the

form of Improvement Plans, and other strategic and tactical documentation, have led to the successful procurement of port security grant funding to advance port readiness and recovery, to include financial recovery. Threat indexes are higher than ever before, and the port is particularly vulnerable to a host of hazards and attacks which underscore the importance of continuing development of a comprehensive emergency management and homeland security program.

The work scoped to be completed with the \$175,000.00 add to the Mozaik Services Agreement under the proposed Amendment No. 6 will be covered under a Port Security Grant Program grant awarded to the District on August 2, 2019, which included the \$175,000 for Consulting/Contract/Supplies costs to address the planning, training and exercise needs associated with continuing to build and enhance the District's emergency operations capabilities. The breakdown of grant funding is as follows:

Consultant Fees: \$151,925.00  
Reimbursable Expenses (i.e., exercise logistics and materials): \$23,075.00  
Total: \$175,000.00

The FEMA Port Security Grant Program award period of performance is three years; however, it is expected most of this work will be completed in two years or less. The agreement currently expires on December 31, 2021, and as a result needs to be extended through August 31, 2022, the expiration of the Federal grant award period of performance. In addition, Staff recommends that the maximum amount payable under the agreement be increased by \$175,000.00.

**RECOMMENDATION:**

Adopt a Resolution authorizing Amendment No. 6 to Agreement No. 235-2016SN with Mozaik for emergency management consulting services, extending the agreement term through August 31, 2022, and increasing the maximum allowable amount payable under the agreement by an additional \$175,000 for a new maximum amount payable under the agreement of \$864,395.50.

**FISCAL IMPACT:**

The BPC approved Acceptance of the Fiscal Year 2019 PSGP Awards and Budget Amendments in a Resolution and Adoption of an Ordinance in the October 8, 2019 Regular Meeting. Funds for this expenditure were awarded in the 2019 Port Security Grant Program (PSGP) through the Department of Homeland Security (DHS) Federal Emergency Management Agency (FEMA), Investment Justification No. 003 - Phase 2 SDUPD: Emergency Management Program. Funds for FY 2020 are included in the approved Harbor Police Department's non-personnel expense budget. Funds required for future fiscal years will be budgeted for in the appropriate year subject to Board approval upon adoption of each year's budget.

**COMPASS STRATEGIC GOALS:**

This agenda item supports the following Strategic Goal(s).

- A Port that the public understands, trusts and values.
  - A port that is a safe place to visit, work and play.
  - A thriving and modern maritime seaport.
- A Port with an innovative and motivated workforce.

It is imperative the District establish a greater resilience and capability to respond effectively in the face of natural and human-caused threats and disasters. The District's ability to recover physically and financially from an incident, no matter how large in scale, is critical to reestablish itself as the region's economic engine and its significant contributions to commerce, tourism, recreation and environmental leadership. The continuous expansion of the District's Emergency Management System (SEMS) and the nation's National Incident Management System (NIMS), which are requirements for the District as a Special District and local government agency.

## **DISCUSSION:**

In October of 2015, the District entered into an agreement with Mozaik for guidance on enhancement to its limited emergency management program. Mozaik provides strategic and technical consulting services within the fields of emergency and crisis management and organizational development for various levels of government organizations and private industry. Mozaik develops teams of specialists on a regular basis which are customized to individual organizations' specific challenges, resulting in reduced redundancy and maximum cost-effectiveness with demonstrated success in projects of varying scope and scale.

Mozaik continues to be a valuable asset to the District in providing guidance in emergency management policy development, emergency operations plan development, related training, exercise development and integration with emergency plans of the County along with those of the District's five-member cities. Mozaik is now well integrated within the District, both through relationships with District external stakeholders and internal Department heads and staff. Mozaik's initial step following initiation of the October 2015 services agreement was to develop a "crawl, walk, run" approach and strategy to develop the District's Emergency Management Program. Since 2015, Mozaik has helped the District to truly re-establish itself as a regional leader in emergency management - ensuring the Port's emergency management interests and concerns are considered and represented at the local, state and national levels. Mozaik helped to thread lessons learned from the 2017-18 emergencies and events into plans, training and exercises. Their innovative approaches and dedication to go "above and beyond" each time, combined with a robust network of subject matter experts with real world experience in emergency response and crisis leadership, has helped to springboard readiness by leveraging grant-funded events to provide additional training and coaching for District staff. While much has been accomplished, the work over the past year, as well as emergencies and events throughout the world, to include other ports, underscores the additional work the District needs to put forth to become as effective and efficient in its emergency management responsibilities and attend best to its community of master tenants and subtenants. Staff recommends the Board approve an amendment to the Emergency Management Program contract with Mozaik to add an additional \$175,000.00, with the objective to allow Mozaik to continue to perform work on this project.

The additional allowable expenditure and duration of service will allow the District to continue using Mozaik without a gap in services and enhance the ability to complete the District's overall objective to provide its tenants, the tidelands, and its public and private stakeholders the response, initial recovery and resiliency they require.

## **General Counsel's Comments:**

The Office of the General Counsel has reviewed the agenda sheet and attachment, as presented to it, and approves them as to form and legality.

## **Environmental Review:**

The proposed Board action, including without limitation, a resolution authorizing an amendment to an agreement for emergency management consulting services, does not constitute a “project” under the definition set forth in California Environmental Quality Act (CEQA) Guidelines Section 15378 because no direct or indirect changes to the physical environment would occur. CEQA requires that the District adequately assess the environmental impacts of projects and reasonably foreseeable activities that may result from projects prior to the approval of the same. Any project developed as a result of Board’s action that requires the District or the Board’s discretionary approval resulting in a physical change to the environment will be analyzed in accordance with CEQA prior to such approval. CEQA review may result in the District, in its sole and absolute discretion, requiring implementation of mitigation measures, adopting an alternative, including without limitation, a “no project alternative” or adopting a Statement of Overriding Consideration, if required. The current Board action in no way limits the exercise of this discretion. Therefore, no further CEQA review is required.

The proposed Board action complies with Sections 21, 35, and 81 of the Port Act, which allow for the Board to pass resolutions, to do all acts necessary and convenient for the exercise of its powers, and to use District funds for expenses of conducting the District. The Port Act was enacted by the California Legislature and is consistent with the Public Trust Doctrine. Consequently, the proposed Board action is consistent with the Public Trust Doctrine.

The proposed Board action does not allow for “development,” as defined in Section 30106 of the California Coastal Act, or “new development,” pursuant to Section 1.a. of the District’s Coastal Development Permit (CDP) Regulations because they will not result in, without limitation, a physical change, change in use or increase the intensity of uses. Therefore, issuance of a Coastal Development Permit or exclusion is not required. However, development within the District requires processing under the District’s CDP Regulations. Future development, as defined in Section 30106 of the Coastal Act, will remain subject to its own independent review pursuant to the District’s certified CDP Regulations, PMP, and Chapters 3 and 8 of the Coastal Act. The Board’s action in no way limits the exercise of the District’s discretion under the District’s CDP Regulations. Therefore, issuance of a CDP or exclusion is not required at this time.

## **Equal Opportunity Program:**

Due to limited known sub opportunities, no SBE goal was established for this agreement.

## **PREPARED BY:**

Matthew Brown  
Homeland Security Program Manager, Harbor Police

## **Attachment:**

Attachment A: Amendment No. 6 to Agreement with Mozaik Solutions, Agreement No. 235-2016SN