



Working Together to Enhance the Economic Vitality of North Central Washington

Chelan Douglas Regional Port Authority

**Confluence Technology Center
285 Technology Center Way, Wenatchee WA
Methow & Teanaway River Rooms
or
Zoom Virtual Conference Room Option**

**Meeting Agenda
February 27, 2024
9:00 a.m.**

I. CALL TO ORDER

**Note: When the Chelan Douglas Regional Port Authority meeting is called to order, the Port of Chelan County and Port of Douglas County meetings are simultaneously called to order.*

II. INTRODUCTIONS

III. CONFLICT OF INTEREST

IV. PUBLIC COMMENT

V. CONSENT AGENDA

- **CDRPA:** Approval of the February 13th, 2024 Meeting Minutes and January 2024 Commission Calendar.

VI. PRESENTATION

- **Greater Leavenworth Museum – Matt Cade**

**VII. CHELAN DOUGLAS REGIONAL PORT AUTHORITY ACTION ITEMS
(Public Comment Opportunity)**

- (1) Pangborn Airport Underground Storage Tank Removal Project – Construction Administration Services
- (2) Pangborn Airport Underground Storage Tank Removal Project – Overall Project Budget Approval
- (3) Amend Professional Services Agreement – Bernardo Wills – CMI Orchards General Purpose Improvements
- (4) Pre-Authorization to Award – Professional Services Agreement – General Architectural Services
- (5) Pre-Authorization to Award – Professional Services Agreement – Firing Range Design Consultant
- (6) Regional Port Strategic Plan – Selecting 3 Firms to be Interviewed

VIII. SUGGESTED BREAK: 10 MINUTES

IX. INFORMATIONAL ITEMS (Board may act on any item listed)

- (7) Mansfield Airport
- (8) Cashmere – Mill Road Frontage Improvement Project
- (9) Malaga Water System Improvements Update
- (10) Firing Range Association – Peshastin Property Update
- (11) 2024 CEO Goals

X. MISCELLANEOUS STAFF REPORTS

- CEO
- Director of Finance & Administration
- Director of Airports
- Director of Economic Development & Capital Projects
- Construction Project Manager
- Property & Maintenance Manager
- CTC Manager
- Economic Development Specialist
- Regional Port Office Move

XI. PUBLIC COMMENT

XII. REVIEW CALENDAR OF EVENTS

XIII. ITEMS FROM BOARD OF DIRECTORS

XIV. EXECUTIVE SESSION: An Executive Session may be called during the meeting. The purpose must be announced and is limited by RCW 42.30.110. Examples include: (1) to discuss with legal counsel litigation, potential litigation and/or legal risks (RCW 42.30.110(1)(i)); (2) to consider the acquisition of real estate by lease or purchase when public knowledge regarding such consideration would cause a likelihood of increased price (RCW 42.30.110(1)(b)); and (3) to consider the minimum price at which real estate will be offered for sale or lease when public knowledge regarding such consideration would cause a likelihood of decreased price (final action selling or leasing public property shall be taken in a meeting open to the public)(RCW 42.30.110(1)(c)); and (4) to evaluate the qualifications of an applicant for public employment or to review the performance of a public employee(RCW 42.30.110(1)(g))

XVII. ADJOURN

PLEASE NOTE: The agenda is tentative only. The Board of Directors may add, delete, or postpone items and may take action on any item not on the agenda (This does not apply during a Special Meeting). The Directors may also move agenda items during the meeting. If you wish to address the Regional Port Authority on a non-agenda or an agenda item, please raise your hand to be recognized by the President. When you have been recognized, give your name and address before your comments. The Board of Directors are committed to maintaining a meeting atmosphere of mutual respect and speakers are encouraged to honor this principal.

The Port Authority office is ADA compliant. Please contact the Administrative Office at 509-884-4700 at least three (3) days in advance if you need any language, hearing or physical accommodation.



**NELSON GEOTECHNICAL
ASSOCIATES, INC.**

**105 Palouse Street
Wenatchee, WA 98801
(509) 665-7696
www.nelsongeotech.com**

November 17, 2023

Greater Leavenworth Museum
C/o Matt Cade
735 Front Street, 2nd Floor
Leavenworth, WA 98826
VIA Email: matt@leavenworthmuseum.com

Geotechnical Engineering Evaluation
Greater Leavenworth Museum Geologic Hazard Assessment
621 Front Street
Leavenworth, Washington
NGA File No. 1465123

Dear Matt,

This letter documents our subsurface soil investigation and provides our opinions and recommendations concerning the foundation of the existing Chumstick Grange Hall building located at **621 Front Street in Leavenworth, Washington**, as shown on the attached Vicinity Map, Figure 1, and attached Site Plan, Figure 2. Our field services were performed on September 28, 2023, and were completed in general accordance with the services agreement signed by you on August 29, 2023.

INTRODUCTION

The site consists of a rectangular-shaped lot covering approximately 0.49 acres within a moderate to steep southeast facing slope. The Chumstick Grange Hall consists of a two-story structure with a basement. We understand the Greater Leavenworth Museum is interested in leasing the Grange Hall to expand the museum and would like an assessment of the existing subsurface conditions and how this may relate to the integrity of the structure's foundation.

SCOPE

The purpose of this study is to explore and characterize the sites' surface and subsurface conditions and provide geotechnical opinions and recommendations concerning the foundations of the Grange Hall.

Specifically, our scope of services for this project included the following:

1. Reviewing available soil and geologic maps of the area as well as other relevant geotechnical information, as provided.
2. Exploring the subsurface soil and groundwater conditions at the site with hand tool explorations.
3. Mapping the conditions on the site slopes using shallow, hand-tool explorations where necessary to construct geological cross sections and qualitatively evaluate slope stability.
4. Providing recommendations for foundation repair/support, as warranted.
5. Providing recommendations for mitigation of geologic hazards, as needed.
6. Providing general recommendations for site drainage and erosion control.
7. Documenting the results of our findings, conclusions, and recommendations in a written geotechnical report.

SITE CONDITIONS

Surface Conditions

The site is currently occupied by the Chumstick Grange Hall, a two-story structure with a daylight basement on the northern corner of the property. The property is bordered by Front Street to the northwest at the uphill end of the property, Commercial Street to the southeast at the downhill end, and by commercial buildings to the northeast and southwest. The building is sitting on an unmaintained slope with inclinations measuring up to 35 degrees (70 percent) with a series of boulder rockeries on the western half of the property, below the building. Topographically, the site is slightly terraced to the west of the structure, stepping down in elevation between three sloped benches roughly parallel to Front Street and Commercial Street. An indistinct ravine is situated along the northwest-southeast property line, extending fully from Front Street to the neighboring property line towards Commercial Street. Profiles of surface and subsurface conditions are shown in Cross Sections A-A', B-B', C-C' in Figures 3, 4, and 5, respectively.

On the western half of the parcel, the surface soil consists mostly of brown silt with concrete and asphalt debris. Downhill from the building, the surface soil becomes sandier, with evidence of recent water erosion in the form of rills. Along the northeastern section of the parcel bordering the building, large chunks of concrete, metal pipes, steel siding, and bricks are found on the surface. Vegetation on the slope consists of grasses, blackberry bushes and black locust trees.

We understand the structure was constructed in 1910 at a different location and was subsequently moved to its present location sometime in the 1930's. The layout of the structure consists of a basement slab with wall footings extending into the hillslope with the original 1910 structure emplaced directly atop the wall footings. From our observations, the condition of the foundation appears poor, with multiple areas containing cracks that run parallel and orthogonal to the footings. The majority of the cracks are less than an 1/8th an inch wide; however, one crack is approximately a ½ -inch wide. Stormwater drainpipes are absent from the structure and runoff from the downhill side of the roof has incised an approximately 3-inch-deep channel into the hillside.

Sometime after construction of the foundation, two deadweight anchors were placed in the front of the building at ground level on each corner, both containing a single steel rod extending parallel to the short edge of the building, terminating between the first and second story on the downhill side, with a steel angle iron wrapped around the corners of the structure.

Subsurface Conditions

Geology: The geologic units for this area are mapped on the Geologic Map of the Chelan 30-Minute by 60-Minute Quadrangle, Washington by R.W. Tabor, et al., (USGS, 1987). The site is mapped as Glacial Drift (Qgd) [Pleistocene]. This ranges from till in uplands and upvalley areas to gravelly outwash on broad valley floors, much of which originated from glacial activity out of the Icicle River drainage during the last glacial maximum.

Explorations: The subsurface conditions within the site were explored on September 28, 2023, with three hand auger explorations extending to depths of 3.3 to 16.0 feet below the existing ground surface. The approximate locations of our explorations are shown on the Site Plan in Figure 2. A geologist from Nelson Geotechnical Associates, Inc. (NGA) was present during the explorations, examined the soils and geologic conditions encountered, and maintained logs of the explorations. During the excavation process, we measured the relative soil density/consistency using a dynamic, mini-cone penetrometer. The mini-cone uses a slide hammer to drive a conical tip into the soil. The number of hammer blows required to drive the cone 1 ¾ inch increments is roughly equivalent to a Standard Penetration Test (SPT) blow count. The

blows per increment provide an indication of the relative soil density/consistency. The blow counts are recorded on the test pit logs.

The soils were visually classified in general accordance with the Unified Soil Classification System presented in Figure 6. The logs of our explorations are attached to this letter and presented as Figure 7. We present a brief summary of the subsurface conditions in the following paragraph. For a detailed description of the subsurface conditions, the exploration logs should be reviewed.

In general, the explorations encountered more than 16.0 feet of loose to medium dense, tan to brown, fine sand just downhill of the building foundation, which we interpret as undocumented fill. Near Front Street at the uphill end of the property (HA-1), we encountered sandy silt with asphalt debris, which we interpret as a different unit of undocumented fill. HA-1 met refusal at 3.3 feet below the existing ground surface due to an old asphalt surface, but it is reasonable to assume that the fine sand is also present at depth beneath the silty sand fill.

Hydrogeologic Conditions

Groundwater seepage was not encountered in our explorations. We expect static groundwater levels to be well below the surface at this site and positively correlate with the changes in stage height of the Wenatchee River. It is also possible that perched water conditions could develop within the on-site soil during wet weather. Perched water occurs when surface water infiltrates through less dense, more permeable soils and accumulates on top of materials with relatively low permeability. Perched water does not represent a regional groundwater “table” within the upper soil horizons. Perched water tends to vary spatially and is typically dependent upon the amount of rainfall and snowmelt. We would also expect the level of perched water levels to decrease during drier times of the year and increase during wetter periods.

SENSITIVE AREA EVALUATION

Seismic Hazard

We reviewed the 2018 International Building Code (IBC) for seismic site classification for this project. Since loose to medium dense or better, unconsolidated soils are interpreted to underlie the site, the site best fits the IBC description for Site Class D. **Table 1** below provides seismic design parameters for the site that are in conformance with the 2018 IBC, which specifies a design earthquake having a 2% probability of occurrence in 50 years (return interval of 2,475 years), and the 2008 USGS seismic hazard maps.

Table 1 – 2018 IBC Seismic Design Parameters

Site Class	Spectral Acceleration at 0.2 sec. (g) S_s	Spectral Acceleration at 1.0 sec. (g) S_1	Design Spectral Response Parameters	
			S_{DS}	S_{D1}
D	0.6	0.19	0.57	0.4

The spectral response accelerations were obtained from the ASCE 7 online hazard tool (2014 USGS Seismic Design Data) for the project latitude and longitude.

Hazards associated with seismic activity include liquefaction potential and amplification of ground motion. Liquefaction is caused by a rise in pore pressures in a loose, fine sand deposit beneath the groundwater table. The fine sands found at depth with no indication of groundwater conditions are considered to have a low potential for liquefaction or amplification of ground motion. However, it should be noted, that an increase in the static water table into the loose fine sands encountered at depth can create conditions for an increased liquefaction risk. We expect the likelihood of this occurring to be low at this time.

CONCLUSIONS AND RECOMMENDATIONS

General

It is our opinion that the Chumstick Grange Hall foundation has experienced settlement caused by the consolidation of underlying undocumented fill soils. Our explorations indicate that the building foundation is underlain by more than 16.0 feet of undocumented fill in the form of loose to medium dense fine sand. Furthermore, extensive fissures and cracks within the foundation were observed, indicative of differential settlement.

We understand that the structure was placed in its current location nearly a century ago. Based on our experience with similar situations, we expect that the settlement rate of the foundation was most rapid immediately after the construction of the foundation and moving of the structure and has since slowed substantially. Rapid soil consolidation occurs during the primary consolidation phase in response to a change in loading, while secondary consolidation is a very slow process and typically yields lower magnitudes of settlement. Given the age of the structure, we would expect the soils underlying foundation have already experienced primary consolidation where the most significant vertical shifting has occurred. The current rate of consolidation is expected to be minimal or non-existent, based on our observations. However, a resurgence of settlement could result from a seismic event, prolonged inclement weather, or changes in stormwater management. Any changes of the current foundation loading picture could also result in further settlement.

The current structure settlement rate could be evaluated by monitoring foundation settlement periodically through installation and surveying points along the structure foundations. If such monitoring does not detect ongoing foundation settlement over a one- to two-year period, it could be reasonably assume the structure, under existing loading and drainage conditions, is not actively settling.

Additional settlement of the foundation can be prevented by underpinning the existing foundation with small-diameter pipe piles driven to refusal through the fill soils and into the underlying native competent material. Recommendations for design and installation of pipe pile underpinning are presented in the **Pipe Pile Underpinning** subsection of the report. We also provide recommendations for tieback anchor design and installation. The anchors may be needed in the lateral analysis of the building.

Erosion Control

The erosion hazard for the onsite soils is considered to be moderate, where exposed, and low where vegetative cover is established. Best management practices (BMPs) should be utilized during construction activities. These are measures to prevent erosion or the degradation of soil through precipitation or other elements and to prevent the sedimentation process of displacing and transporting soil. Covering stockpiles and exposed soils with plastic sheeting, erosion control matting, or straw are effective BMPs to reduce erosion. Straw wattles, silt fencing, and straw bales may be used to control sedimentation.

Based on our surficial observations of the sloping sandy soils area below the grange hall is experiencing erosion due to intermittent exposed soil condition as well as a steep gradient. Exposed soils on steeper inclines have a higher erosion potential. To prevent further incising and loss of soil on the slope we would recommend the placement of jute or cocoanut coir mesh along the exposed soil slope and establishing native grasses or other ground cover vegetation and/or plantings. The coir matting should be staked to the slope securely.

Temporary and Permanent Slopes

Temporary cut slope stability is a function of many factors, including the type and consistency of soils, depth of the cut, surcharge loads adjacent to the excavation, length of time a cut remains open, and the presence of surface or groundwater. It is exceedingly difficult under these variable conditions to estimate a stable, temporary, cut slope angle. Therefore, it should be the responsibility of the contractor to maintain safe slope configurations at all times as indicated in OSHA guidelines for cut slopes. The following information is provided solely for the benefit of the owner and other design consultants and should not be construed to imply that Nelson Geotechnical Associates, Inc. assumes responsibility for job site safety. Job site safety is the sole responsibility of the project contractor.

For planning purposes, we recommend that temporary cuts be no steeper than 1.5 Horizontal to 1 Vertical (1.5H:1V). If significant groundwater seepage or surface water flow were encountered, we would expect that flatter inclinations would be necessary. If these inclinations are not feasible, we should discuss with the contractor means of monitoring safe excavations based on specific locations at the time of construction.

We recommend that cut slopes be protected from erosion. We do not recommend vertical slopes for cuts deeper than four feet if worker access is necessary. We recommend that cut slope heights and inclinations conform to appropriate OSHA/WISHA regulations. Permanent cut slopes should be no steeper than 2H:1V. However, flatter inclinations may be required in areas where loose soils are encountered. Permanent slopes should be vegetated, and the vegetative cover maintained until established.

Pipe Pile Underpinning

Further foundation settlement can be mitigated through underpinning the foundations with vertical pile elements that extend through the loose to medium dense fill and refuse into the underlying competent native soil. In our opinion, the most feasible underpinning system would consist of 2-inch diameter driven pipe piles. A structural engineer should design the underpinning spacing based on the recommendations provided in this report. For use in planning the extents of underpinning and foundation repairs, it may be useful to retain a structural engineer to prepare a formal floor elevation survey and inspect the structural layout of the grange hall. In addition, we recommend that the structural engineer evaluate the candidacy of the foundation for pipe pile underpinning based on our observations of the poor condition of the foundation.

The piles should consist of 2-inch-diameter galvanized extra strong (Schedule 80) steel pipe sections driven to refusal using a 140-pound jackhammer. For the recommended hammer and pile specifications, refusal would be considered as no more than one inch of vertical pile movement in one minute of continuous pile driving. For piles meeting the above refusal criteria and sufficient embedment, we recommend a design axial compression capacity of three tons for each pile installed. Based on our explorations, we anticipate the piles should advance a minimum of 16.0 feet beneath the ground surface to be considered acceptable. Piles that do not meet this minimum embedment criterion should be rejected, and replacement piles should be driven after consulting with the structural engineer on the new pile locations.

If large objects or debris are present at pipe pile locations, there is a possibility that this material may obstruct some piles. There should be contingencies in the budget and design for additional/relocated piles that may be obstructed by possible debris. Final pile depths should be expected to vary and will depend on the depth to competent bearing soils. Vertically driven pin piles do not provide meaningful lateral capacity. Due to the rigid pile support, friction between the foundation and subgrade soil should not be considered as resisting lateral pressures on this structure. If needed, we recommend that all lateral loads be resisted on battered pin piles and/or passive resistance on the below-grade portions of the foundations and grade beams. We recommend using an equivalent fluid density of 100 pcf for calculating the passive resistance against below grade foundations. NGA should be retained to review final plans and to monitor installation of the pipe piles.

Grouted Tieback Anchors

General: Lateral loads on foundation elements and recommended pipe pile underpinning could be resisted by a minimum of 3-inch diameter drilled and grouted boreholes reinforced with steel bars extending into the hillside. The overall design and layout of the anchors should be determined by a structural engineer.

Soil Design Values: For use in design of the soil anchors, we recommend an allowable grout to soil adhesion of 1,500 psf. This value is presented for planning purposes only and should be confirmed or modified using the data obtained from performance testing of at least two anchors prior to production anchor installation. The no-load zone should be defined by a horizontal line extending six feet from the bottom of the foundation towards the structure and then inclining at 60 degrees from horizontal up towards the ground surface. We recommend that we monitor soil conditions during anchor installation in order to evaluate adequate penetration into competent soils. An acceptable form of bond breaker (such as plastic sheathing) should be applied to the soil nail within the length of the no-load zone.

Anchor Installation and Testing: The contractor should be responsible for using equipment suited for the site conditions. The existing structure should be closely monitored during the installation process and operations adjusted should any damage to the building be observed. At least two of the anchors should be performance tested to 200 percent of the design capacity. The performance tests should consist of cyclic loading in increments of 25 percent of the design load. Final soil adhesion design values should be based on these tests. The test location should be determined in the field, based on soil conditions observed during construction. All production anchors should be proof tested to at least 130 percent of design capacity. The testing program should be reviewed and monitored by NGA. After the grout has cured and anchors have been tested each anchor should be locked off.

Structural Fill

General: We do not anticipate the need for significant structural fill placement as part of this project. In general, fill placed beneath foundations, pavement, or other settlement-sensitive structures should be placed as structural fill. Structural fill, by definition, is placed in accordance with prescribed methods and standards, and is monitored by an experienced geotechnical professional or soils technician. Field monitoring procedures would include the performance of a representative number of in-place density tests to document the attainment of the desired degree of relative compaction. The area to receive the fill should be suitably prepared as described in the **Site Preparation and Grading** subsection prior to beginning fill placement. Sloping areas to receive fill should be benched using a minimum 8-foot-wide horizontal benches into competent soils.

Materials: Structural fill should consist of good quality, granular soil, free of organics and other deleterious material, and be well graded to a maximum size of about three inches. All-weather fill should contain no more than five-percent fines (soil finer than U.S. No. 200 sieve, based on that fraction passing the U.S. 3/4-inch sieve). The on-site soils are not suitable for use as structural fill. We should be retained to evaluate all proposed structural fill material prior to placement.

Fill Placement: Following subgrade preparation, placement of structural fill may proceed. All filling should be accomplished in uniform lifts up to eight inches thick. Each lift should be spread evenly and be thoroughly compacted prior to placement of subsequent lifts. All structural fill underlying building areas and pavement subgrade should be compacted to a minimum of 95 percent of its maximum dry density. Maximum dry density, in this report, refers to that density as determined by the ASTM D-1557 Compaction Test procedure. The moisture content of the soils to be compacted should be within about two percent of optimum so that a readily compactable condition exists. It may be necessary to over-excavate and remove wet soils in cases where drying to a compactable condition is not feasible. All compaction should be accomplished by equipment of a type and size sufficient to attain the desired degree of compaction.

Site Drainage

Surface Drainage: Erosion on-site below the downhill roof is further heightened by the absence of stormwater runoff downspouts. We recommend that downspouts be installed onto the structure to capture runoff, with the downspouts terminating at the lower end of the parcel near Commercial Street. The drain should be directed to a suitable discharge point away from structures or site slopes.

Subsurface Drainage: In general, footing drains may be considered around the exterior of the existing foundations. Footing drains, if used, should be installed at least one foot below finished floor elevations. The drains should consist of a minimum four-inch-diameter, rigid, slotted or perforated, PVC pipe surrounded by free-draining material wrapped in a filter fabric. We recommend that the free-draining material consist of an 18-inch-wide zone of clean (less than three-percent fines), granular material placed along the back of walls. Washed rock is an acceptable drain material, or a drainage composite may be used instead. The free-draining material should extend up the wall to one foot below the finished surface. The top foot of soil should consist of low permeability soil placed over plastic sheeting or building paper to minimize the migration of surface water or silt into the footing drain. Footing drains should discharge into tightlines leading to an approved collection and discharge point with convenient cleanouts to prolong the useful life of the drains. Roof drains should not be connected to wall or footing drains.

Although not specifically evaluated, the undocumented fill soils encountered at this site are considered to have moderate permeability. Subsurface drywells may be useful for managing water drainage systems or downspouts. Drywells typically consist of four-foot diameter holes founded into well-drained soils and filled with clean gravel to maximize water storage and subsurface infiltration. As mentioned above, drainage systems should not be directed towards steeper slopes or site structures. We are available to review and provide formal recommendations for specific drainage mitigation plans.

USE OF THIS LETTER

NGA has prepared this letter for the **Greater Leavenworth Museum** and their agents, for use in the planning and design of foundation and geologic hazard improvements on this site only. The scope of our work does not include services related to construction safety precautions and our recommendations are not intended to direct the contractors' methods, techniques, sequences, or procedures, except as specifically described in our letter for consideration in design. There are possible variations in subsurface conditions between the explorations and also with time. Our letter, conclusions, and interpretations should not be construed as a warranty of subsurface conditions. A contingency for unanticipated conditions should be included in the budget and schedule.

We recommend that we be retained to review final construction plans and to provide construction monitoring services to evaluate conditions encountered in the field with respect to anticipated conditions, to provide recommendations for design changes should the conditions differ from anticipated, and to evaluate whether construction activities comply with contract plans and specifications.

0-0-0

We appreciate the opportunity to provide service to you on this project. If you have any questions or require further information, please call.

Sincerely,

NELSON GEOTECHNICAL ASSOCIATES, INC.



Riley S. Blanchard
Staff Geologist



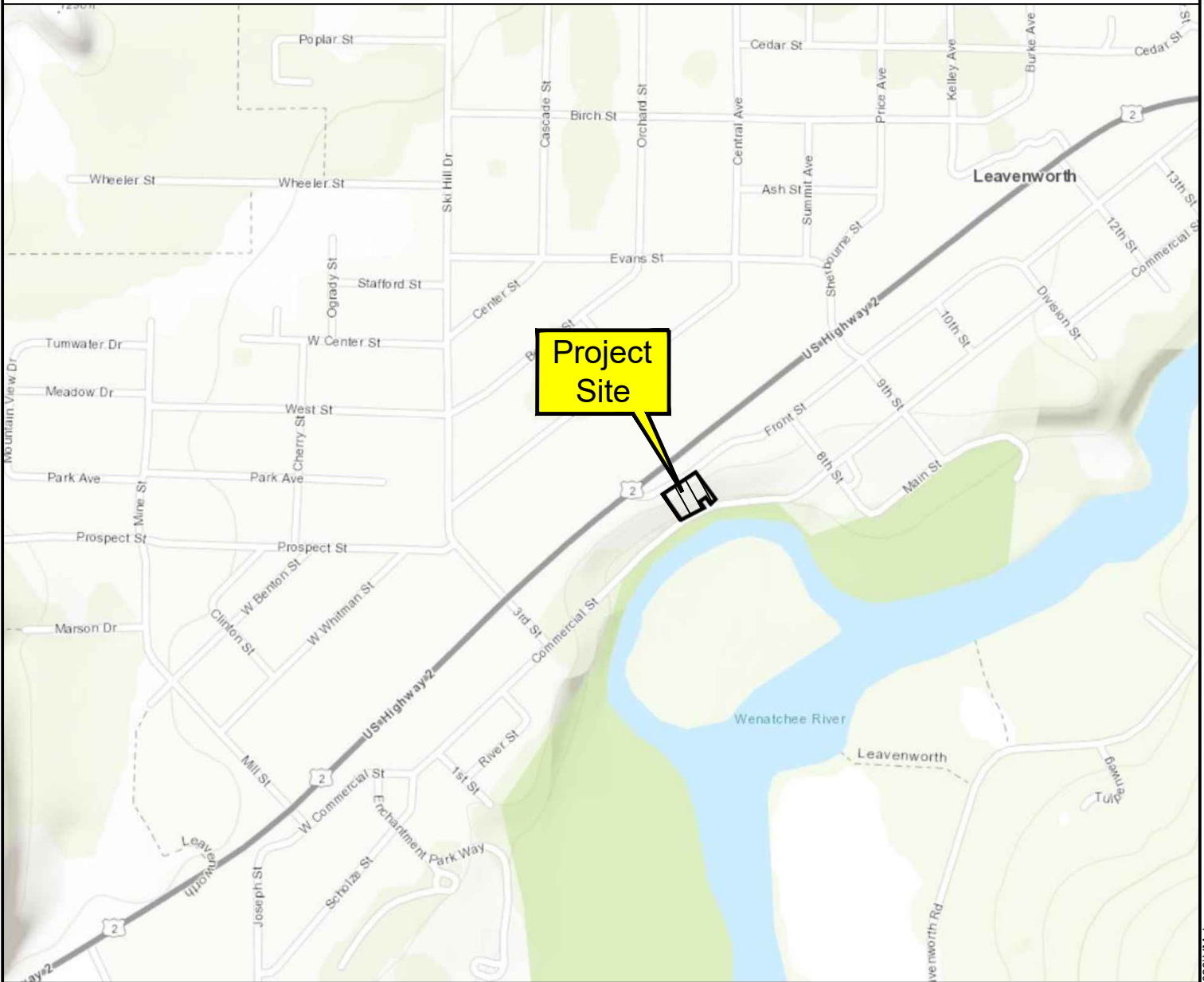
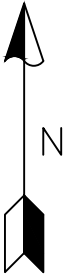
Khaled M. Shawish, PE
Principal

Seven Figures Attached

RSB:CWG:KMS

VICINITY MAP

Not to Scale






Leavenworth, WA

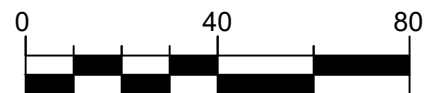
Project Number 1465123	Leavenworth Museum Vicinity Map	 NELSON GEOTECHNICAL ASSOCIATES, INC Woodinville Office 17311-135th Ave. NE, A-500 Woodinville, WA 98072 (425) 486-1669 / Fax: 481-2510 Wenatchee Office 105 Palouse St Wenatchee, WA 98801 (509) 665-7696 / Fax: 665-7692	No.	Date	Revision	By	CK
Figure 1			1	11/15/23	Original	CWG	KMS

Site Plan



LEGEND

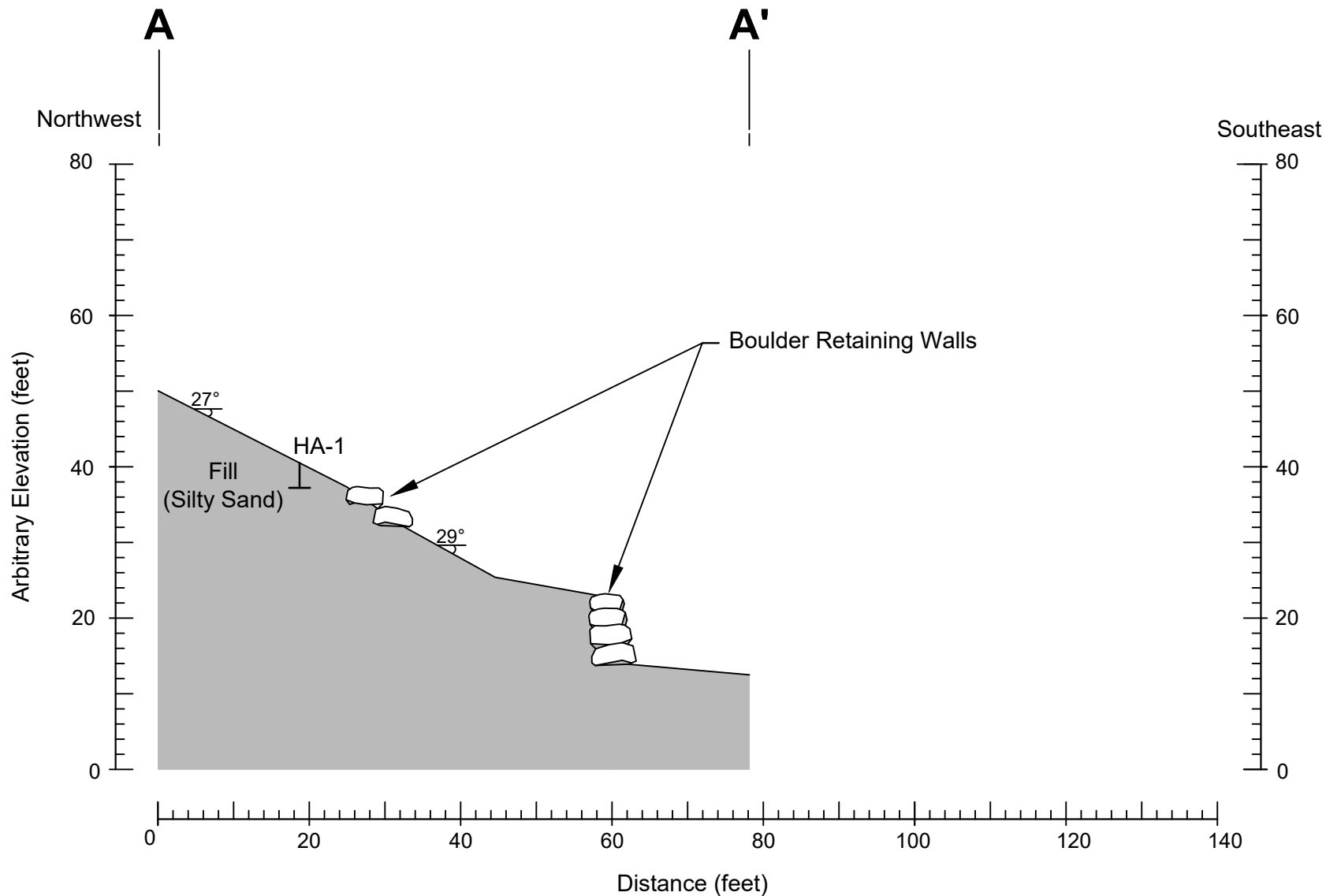
-  Property line
-  HA-1
Number and approximate location of hand auger
-  A A'
Approximate location of cross-section



Approximate Scale: 1 inch = 40 feet

Reference: Site Plan based on field measurements, observations, and aerial parcel map review.

Project Number 1465123	Leavenworth Museum Site Plan	 NELSON GEOTECHNICAL ASSOCIATES, INC Woodinville Office 17311-135th Ave. NE, A-500 Woodinville, WA 98072 (425) 486-1669 / Fax: 481-2510 Wenatchee Office 105 Palouse St. Wenatchee, WA 98801 (509) 665-7696 / Fax: 665-7692	No.	Date	Revision	By	CK
Figure 2			1	9/28/23	Original	ABT	CWG
			2	11/14/23	Revised	CWG	KMS



Exploration


Hand Auger Designation → HA-1

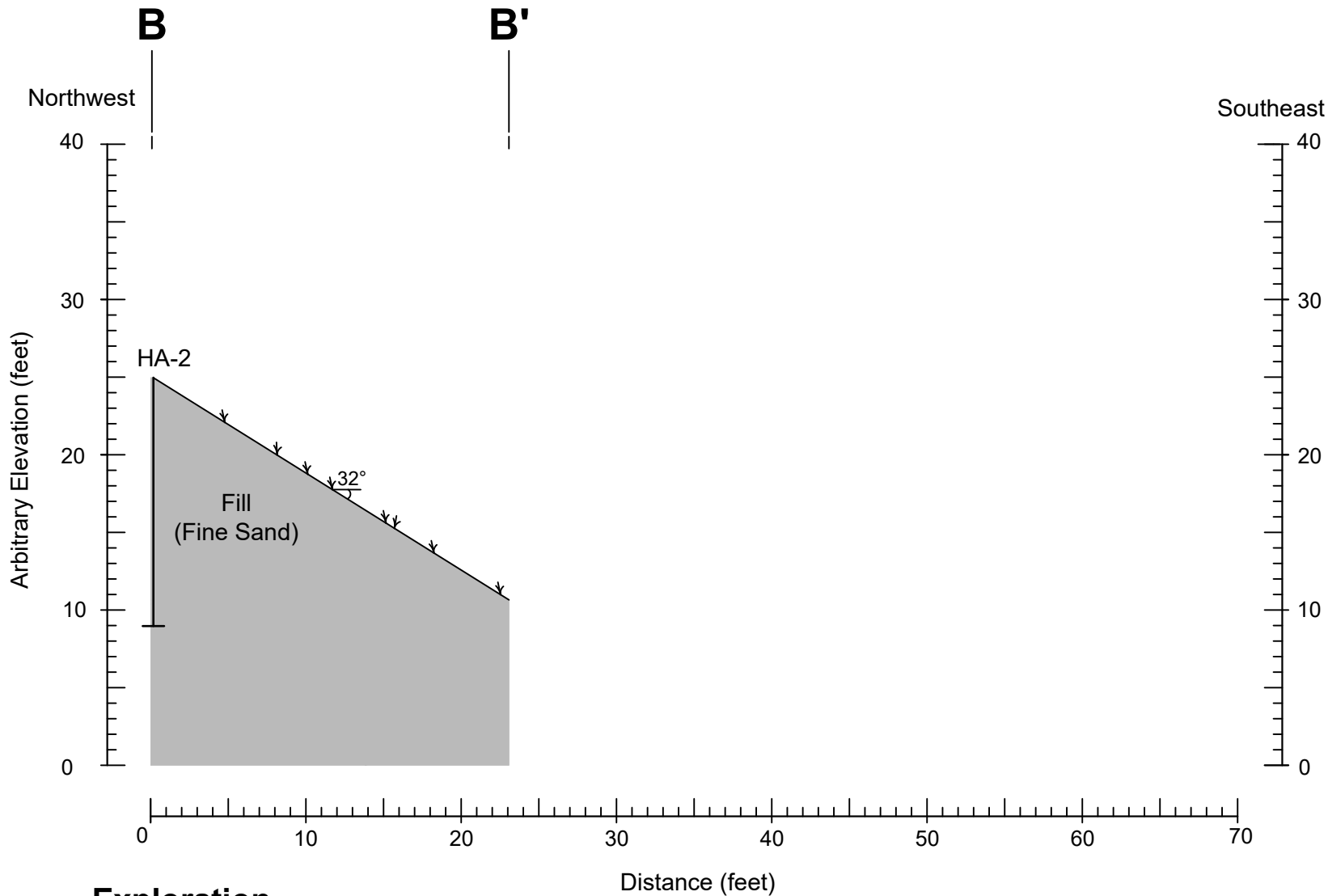
Groundwater Level → ▼
During Exploration

Geologic Contact (approximate) → ? — — ?

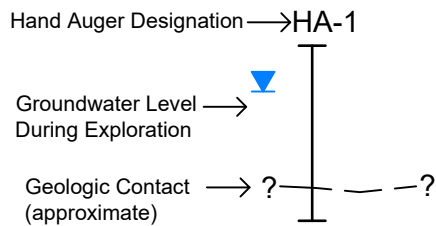
- NOTES:
- 1) Stratigraphic conditions are interpolated between the explorations. Actual conditions may vary.
 - 2) Elevations are arbitrary.

Reference: Cross Section is based on field measurements using a hand-held clinometer and 100-ft tape measure.


Project Number 1465123	Figure 3	Leavenworth Museum Cross-Section A-A'	 NELSON GEOTECHNICAL ASSOCIATES, INC. Woodville Office 17311-135th Ave NW, Box 2900 Woodville, MN 56475-0200 (425) 486-1666 / Fax: 481-2510 www.nelsongeotech.com Wenatchee Office 106 Faber Ave SE Wenatchee, WA 98801 (509) 665-7686 / Fax: 665-7692	No.	Date	Revision	By	CK
				1	9/28/23	Original	ABT	CWG



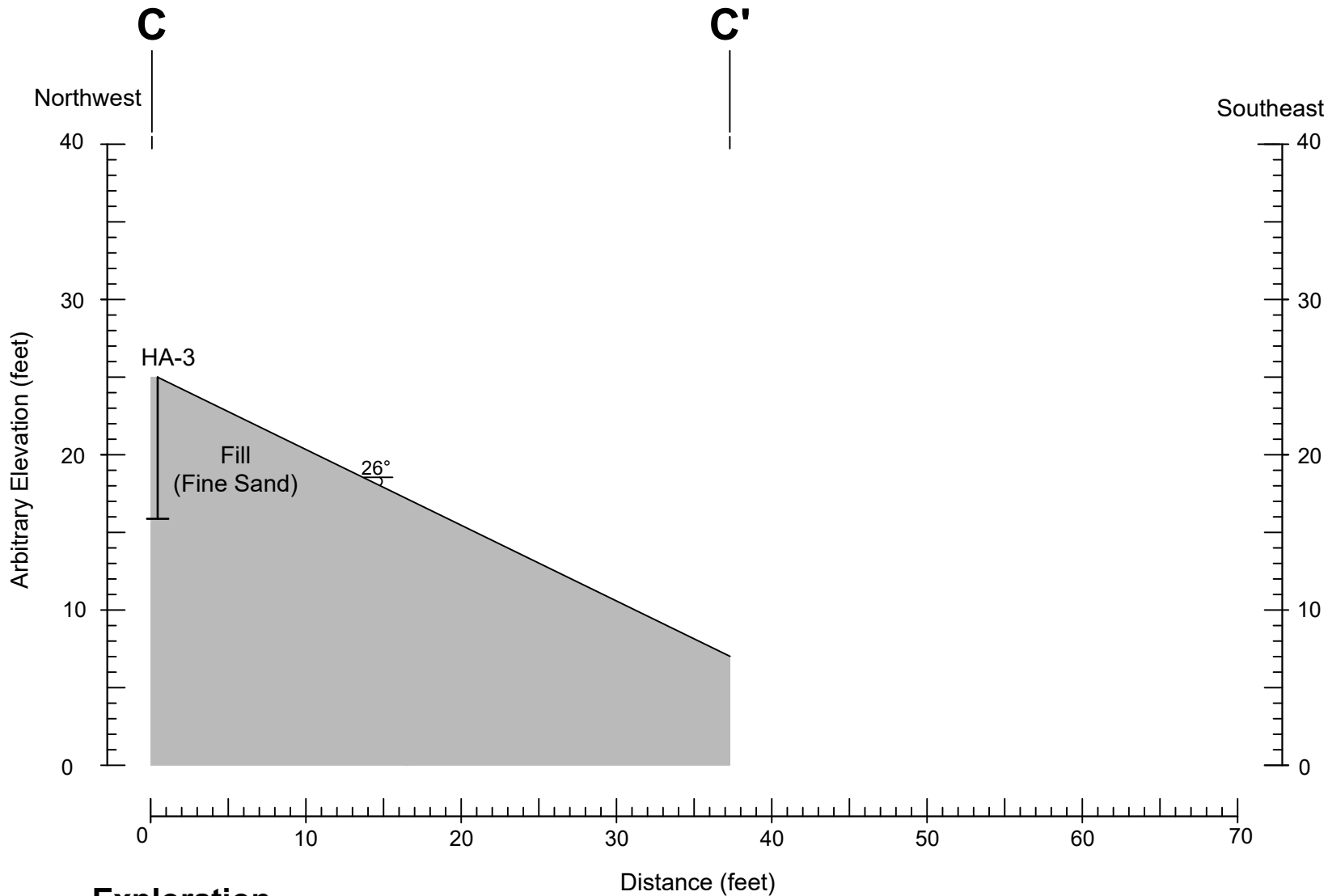
Exploration



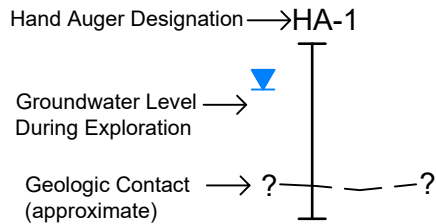
- NOTES:
- 1) Stratigraphic conditions are interpolated between the explorations. Actual conditions may vary.
 - 2) Elevations are arbitrary.

Project Number 1465123	Figure 4	Leavenworth Museum Cross-Section B-B'	 NELSON GEOTECHNICAL ASSOCIATES, INC. Woodville Office 1731 135th Avenue SE Woodville, WA 98472 (425) 486-1669 / Fax: 481-2510 www.nelsongeotech.com Wenatchee Office 105 Faber Way SE Wenatchee, WA 98801 (509) 665-7686 / Fax: 665-7692	No.	1	Date	9/28/23	Revision	Original	By	ABT	CK	CWG


Reference: Cross Section is based on field measurements using a hand-held clinometer and 100-ft tape measure.



Exploration



- NOTES:
- 1) Stratigraphic conditions are interpolated between the explorations. Actual conditions may vary.
 - 2) Elevations are arbitrary.

Project Number 1465123	Figure 5	Leavenworth Museum Cross-Section C-C'		 NELSON GEOTECHNICAL ASSOCIATES, INC Woodville Office 1731 135th Avenue, Suite 200 Woodville, MO 64472 (417) 486-1669 / Fax: 481-2510 www.nelsongeotech.com Wenatchee Office 105 Faber Street Wenatchee, WA 98801 (509) 665-7686 / Fax: 665-7692	No.	1	Date	9/28/23	Revision	Original	By	ABT	CK	CWG

Reference: Cross Section is based on field measurements using a hand-held clinometer and 100-ft tape measure.

UNIFIED SOIL CLASSIFICATION SYSTEM

MAJOR DIVISIONS			GROUP SYMBOL	GROUP NAME
COARSE - GRAINED SOILS <small>MORE THAN 50 % RETAINED ON NO. 200 SIEVE</small>	GRAVEL <small>MORE THAN 50 % OF COARSE FRACTION RETAINED ON NO. 4 SIEVE</small>	CLEAN GRAVEL	GW	WELL-GRADED, FINE TO COARSE GRAVEL
		GRAVEL WITH FINES	GP	POORLY-GRADED GRAVEL
		GRAVEL WITH FINES	GM	SILTY GRAVEL
		GRAVEL WITH FINES	GC	CLAYEY GRAVEL
	SAND <small>MORE THAN 50 % OF COARSE FRACTION PASSES NO. 4 SIEVE</small>	CLEAN SAND	SW	WELL-GRADED SAND, FINE TO COARSE SAND
		SAND WITH FINES	SP	POORLY GRADED SAND
		SAND WITH FINES	SM	SILTY SAND
		SAND WITH FINES	SC	CLAYEY SAND
FINE - GRAINED SOILS <small>MORE THAN 50 % PASSES NO. 200 SIEVE</small>	SILT AND CLAY <small>LIQUID LIMIT LESS THAN 50 %</small>	INORGANIC	ML	SILT
		INORGANIC	CL	CLAY
		ORGANIC	OL	ORGANIC SILT, ORGANIC CLAY
	SILT AND CLAY <small>LIQUID LIMIT 50 % OR MORE</small>	INORGANIC	MH	SILT OF HIGH PLASTICITY, ELASTIC SILT
		INORGANIC	CH	CLAY OF HIGH PLASTICITY, FAT CLAY
		ORGANIC	OH	ORGANIC CLAY, ORGANIC SILT
HIGHLY ORGANIC SOILS			PT	PEAT

NOTES:

- 1) Field classification is based on visual examination of soil in general accordance with ASTM D 2488-93.
- 2) Soil classification using laboratory tests is based on ASTM D 2488-93.
- 3) Descriptions of soil density or consistency are based on interpretation of blowcount data, visual appearance of soils, and/or test data.

SOIL MOISTURE MODIFIERS:

- Dry - Absence of moisture, dusty, dry to the touch
- Moist - Damp, but no visible water.
- Wet - Visible free water or saturated, usually soil is obtained from below water table

Project Number 1465123	Leavenworth Museum Soil Classification Chart	 NELSON GEOTECHNICAL ASSOCIATES, INC <small>Woodinville Office 17311-135th Ave. NE, A-500 Woodinville, WA 98072 (425) 486-1669 / Fax: 481-2510</small> <small>Wenatchee Office 105 Palouse St Wenatchee, WA 98801 (509) 665-7696 / Fax: 665-7692</small>	No. 1	Date 11/15/23	Revision Original	By CWG	CK KMS
Figure 6							

LOG OF EXPLORATION

DEPTH (FEET)	USCS	BLOW COUNTS ASTM STP 399	SOIL DESCRIPTION
HAND AUGER HA-1			
0.0 – 0.3			Brown, SILT with some sand, gravel, and organics (TOPSOIL)
0.3 – 3.3		26/33/35 at 2.0 ft	Brown, SILT with some medium to fine sand, pebbles, gravel, and cobbles. Pieces of asphalt observed throughout. (FILL)
3.3			Asphalt surface No samples were collected No groundwater seepage was encountered No caving was encountered Hand auger met refusal at 3.3 feet on 9/28/23
HAND AUGER HA-2			
0.0 – 0.2			Tan-brown SILT with organics (TOPSOIL)
0.2 – 16.0		8/9/12 at 2.0 ft 6/8/9 at 4.0 ft 8/10/13 at 6.0 ft	Tan to brown, fine SAND (FILL) No samples were collected No groundwater seepage was encountered No caving was encountered Hand auger was completed at 16.0 feet on 9/28/2023
HAND AUGER HA-3			
0.0 – 0.3			Tan to brown, SILT with organics (TOPSOIL)
0.3 – 16.0		6/8/9 at 2.0 ft 10/10/12 at 4.0 ft 9/11/13 at 6.0 ft	Tan to brown, fine SAND (FILL) No samples were collected No groundwater seepage was encountered No caving was encountered Hand auger was completed at 16.0 feet on 9/28/2023

December 8th, 2023

Greater Leavenworth Museum
c/o Matt Cade
735 Front Street
2nd Floor
Leavenworth, WA 98826

RE: 621 Front Street
Structural Building Assessment

Matt,

Per your request, I visited the above referenced building on the mornings of July 18th, 2023, and November 29th, 2023. The purpose of my visit was to provide a review of the existing building structure, comment on its existing structural condition, discuss the building's existing gravity and lateral (seismic) structural systems as well as discuss structural challenges for a change of use, life safety access as well as vertical circulation and other upgrades.

Descriptions:

The building is currently the Chumstick Grange Hall and is located at 621 Front Street in Leavenworth, Washington. The existing building exists on a steep slope. It is our understanding that a portion of this building was moved to this location from another site over a 100 years ago. No original drawings for the building exist or are available.

The building is rectangular in plan, approximately 30 feet wide in the transverse direction and 70 feet long in the longitudinal direction. There are two entrance doors from Front Street on the upper, or main level (Picture 1) and one entrance at the lower level on the western facing side of the building. The roof is sloped, at least 8:12 and is finished with metal roofing (see Picture 1 and 2). The existing roof construction consists of two parts, the easternmost portion of the roof consists of a 2x rafter "collar tie" system at 24" o.c. The "collar tie" roof occurs over the current entry area and kitchen area of the building which occurs at the easternmost side of the upper floor. It is assumed or conjectured that this portion of the structure was not relocated to the current site but was constructed on site during the time the structure was relocated. The roof structure over the current assembly area of the upper floor consists of "queen" profile trusses at approximately 20" o.c. (Picture 3). The roof steps between the two types of roof construction. (See Picture 1). The connections of the collar ties to the rafters and the truss members were nominal nails only, no hardware was visible which is typical of construction of this type and vintage. There did not appear to be any evidence of water damage or structural damage due to overstress. It should be noted that only a cursory visual observation was conducted. The entirety of the roof structure was not accessed or observed, and no testing of materials took place.

The main/upper floor is constructed of wood floor joists spanning between timber interior floor beam and posts. The beams and posts occur at approximately the third points. In other words, the main/upper floor joists are spanning about 10 feet. The floor framing cantilevers beyond the south wall to frame a deck. The bottom, lowest floor is also constructed with wood floor joist and beams. Complete access to this “crawl space” was not practical. The actual sizes of the main/upper floor framing were not visible as no finishes were removed. No demolition took place. Observations of the lower/bottom floor were made by sticking a camera through a very small vent space in the existing foundation. See Picture 4.

Adjacent to the lower/bottom floor is an interstitial basement or vault that occurs underneath the sidewalk between the building and Front Street. This area is surrounded by cast in place concrete walls, some retaining of which are retaining soil. The ceiling of this space consists of a concrete topping slab supported by a brick flat arch spanning between steel beams and girders. The brick appears to be in good condition. The steel has experienced some degradation due to rust. See Picture 5. This vault space appears to only occur along part of the northern side of the building. In other words, it does not appear to occur along the entire length of the building on the Front Street side.

Foundations consist of conventional continuous and isolated concrete spread footings.

As mentioned previously, the building exists on a steep slope. When the existing uphill concrete foundations were constructed, it appears there was an intent to tie-back the new or relocated structure to these uphill concrete foundations and walls. Several steel tie-back rods, or deadweight anchors are visible. One of which is visible on the outside of the western wall. A few others are visible on the inside of the lower/bottom floor. See Picture 6.

Observations and Findings:

There is at least one area where the roof appears to have deflected a bit. There is evidence in the existing concrete basement and foundation walls of cracks due to settlement, temperature shrinkage and creep, or a possible combination thereof. With the aforementioned exceptions, there did not appear to be any other signs of building distress or significant material degradation. The gravity structural systems appeared to be mostly intact and no immediate safety hazards were noted. No testing of materials took place. In general, the original construction appeared to be in fair condition. BTL Engineering did not observe any immediate structural safety hazards.

Typical of buildings of this age and type of construction, there is not a current code compliant lateral (wind/seismic) load path. Having said the above, currently there is no City of Leavenworth requirement to voluntarily bring buildings of this age and type of construction up to current seismic building codes. However, the city may require a seismic upgrade should the building undergo a substantial alteration, addition, or remodel.

Geotechnical Evaluation:

Available for our review was a Geotechnical Engineering evaluation prepared by Nelson Geotechnical Associates, dated November 17th, 2023. The report stated that the foundations were poor and had experienced differential settlement most likely due to the undocumented fill which the foundations were constructed on. The report also stated that future foundation settlement is unlikely but could occur as a result of prolonged inclement weather, a seismic event, a change in stormwater management, or changes to the current foundation loading. BTL Engineering concurs with these observations.

Conclusions and Recommendations:

The existing structure is in fair condition. In our opinion, the existing building, which is currently being used for assembly, can be used as a museum or related uses without modification or retrofit.

Because of the existing roof profile and configuration, snow collects and piles up undesirably in the front of the building where the building is accessed. It is my understanding that to prevent this, the installation of snow breaks, or snow fences on the roof has been explored. Based on my observations and a few cursory calculations, the existing roof structure, both the collar ties and trusses, are not adequate to support the current design snow load of 85 pounds per square foot. In our opinion, the simplest retrofit is to provide nailed plywood gussets at each intersection of truss members and at each collar tie. If the roof were modified to be able to retain snow, this has the possibility to add a significant amount of load to the existing foundation system and could contribute to additional foundation settlement as discussed in the referenced geotechnical evaluation. Furthermore, the added roof weight could compromise the existing tie-back, deadweight anchors. Therefore, retaining snow on the roof is not recommended without a complete analysis and retrofit of the existing roof structure as well as a retrofit of the existing foundation system, especially the downhill foundations. Per the geotechnical evaluation, retrofit of the foundation will involve the installation of pipe pile underpinning.

While not an immediate safety hazard, large point loads, specifically from vehicles, should avoid the area above the sidewalk that is supported by the flat brick arch and the partially rusted steel framing. The steel beams should be monitored for additional deterioration. It should be noted that steel can take many, many years to be compromised structurally.

To accommodate new or revised vertical circulation, the existing floor framing can be revised and reconfigured to add or enlarge stair openings. In our opinion, the revised framing for such will not adversely add additional loads to the existing foundation system and therefore would not necessitate pipe pile underpinning.

Reconfiguring the exterior grade to accommodate a new or relocated entry, planter walls or pedestrian ramps would need to be coordinated with the existing brick and steel sidewalk support structure. Demolishing any of this existing structure, specially the existing retaining walls is not recommended due to its assumed relationship with the steel tie-backs, deadweight anchors.

As per the geotechnical evaluation report, any new structure, particularly with respect to a proposed addition or platform adjacent to the east side of the structure, will want to be structurally separate from the existing building and supported by new, pipe pile foundations and grade beams.

Please let me know if you have any questions or if I can be of further assistance.

Sincerely,



Eric A. Dann, P.E., S.E.
BTL Engineering, P.S





1. North Elevation



2. Northwest Elevation



3. Existing Roof Trusses



4. Bottom Floor Construction



5. Framing Under Sidewalk



6. Tie-backs in Bottom/Lower Floor



Wenatchee Business Journal

Chumstick Grange passes two major feasibility assessments

Greater Leavenworth Museum inches closer to expansion



(<https://epsilon.creativecirclecdn.com/ward/original/20240209-221022-grange1.jpg>)

UVHS is considering expanding the Greater Leavenworth Museum into the Chumstick Grange Hall, which sits at 621 Front St. in downtown Leavenworth.



Posted Sunday, February 11, 2024 5:00 am

By TAYLOR CALDWELL
Ward Media Staff Reporter

LEAVENWORTH – This winter, the Greater Leavenworth Museum has made huge strides in its mission to expand its space into the Chumstick Grange, allowing it more exhibit options and saving a critical piece of Leavenworth's history.

"This is the right thing to do for this community, because this is a community asset that if we don't do something with it now, it stands a really big chance of just being gone forever," said Matt Cade, Board President of the Upper Valley Historical Society (UVHS).

At the end of 2023, The Chumstick Grange completed two critical assessments of the property as part of a necessary feasibility study: a geotechnical and a structural survey. UVHS was able to fund part of the surveys through grant support from the Chelan Douglas Port Authority.

Although the building must go through more assessments in order to complete the feasibility study, these two surveys were essential requirements for the project to move forward sustainably and preserve the site's historical significance.

According to previous Echo reporting, the building dates back to 1910, when it served as a train depot for the Great Northern Railway. Since the 1930s, the building has been home to the Chumstick Grange. The concept of the grange is an integral part of the nation's agricultural history, dating back to 1867. The movement was started just after the Civil War as a way to educate and connect farmers.

"The purpose of the formation of the grange was to recover as much information as possible that had been lost to the war due to farmers being killed fighting the war," said Paul Gray, a former UVHS Board Member who serves on the Chumstick Grange Executive Committee.

For over 150 years, granges have served as community hubs, legislative advocates, and educational resources for young farmers. In recent decades, however, active membership of the Chumstick Grange has been in rapid decline. Gray says there are about 50 names on the member list, but only four or five are still actively participating.

"The Chumstick Grange is faced with an aging out problem. It's also faced with people like myself who [are] committed to so many other things...we don't have enough people to go around to start new programs," said Gray.

The arrangement with the museum is inspired by other granges, who are seeking similar solutions to the same challenge. By renting or leasing out the space, the granges are able to find financial stability while maintaining a location for its meetings and events. Although the space will not remain quite the same as it was, Gray says without it, there's only one word to describe the building's future: "bleak."

"As [members age] out, to know that it's in good hands and going to continue to be used by the community that they know and love, I think, is a good feeling," said Cade.

With the expansion, the Leavenworth Museum would stay in its current location above the Nutcracker Museum. The Chumstick Grange Hall would be a secondary location for more exhibits and venue space.

On Feb. 5, community members and UVHS leaders walked through the Chumstick Grange to visualize the possibilities. Although nothing is set in stone, Cade discussed the possibility of rotating exhibits that could feature railroad history or rock climbing in the area. There was also discussion of adding on to the building to include the fully-restored 1939 Leavenworth fire truck or turning the adjacent outdoor space into an amphitheater. The space could also be used as a community venue, hosting interactive programs such as P'Squosa storytelling, said Cade.

"It's going to hopefully have that multiplex feature...so on weekends it's used for people that visit and can enjoy more of the historical side of things, and then during the week we'd like to think it could be changed over so that it can be used for community functions," said Cade.

It will likely be a few years before the expansion is complete. UVHS is still in discussion about how the space will be utilized. The group also needs to raise additional funds to cover the rest of the feasibility study and necessary modifications.

To donate, visit leavenworthmuseum.org/support. Those who are interested in getting involved can email matt@leavenworthmuseum.org.

Taylor Caldwell: 509-433-7276 or taylor@ward.media

Chumstick Grange passes two major feasibility assessments



COURTESY OF MATT CADE / UPPER VALLEY HISTORICAL SOCIETY
UVHS is considering expanding the Greater Leavenworth Museum into the Chumstick Grange Hall, which sits at 621 Front St. in downtown Leavenworth.



TAYLOR CALDWELL / WARD MEDIA

On Feb. 5, UVHS and other community members had an informal walk-through of the grange to visualize the expansion.

Greater Leavenworth Museum inches closer to expansion

By **TAYLOR CALDWELL**
Ward Media Staff Reporter

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See **WASTE LOOP** Page **B2**

Grange

Continued from page A1

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Taylor Caldwell: 509-433-7276
or taylor@ward.media



'Bringing the community to your door' isn't just our slogan...it's our purpose

Cashmere Valley Record
The Leavenworth Echo

NOTE: Below is a draft of an article submitted to the editor of the Greater Leavenworth Museum's newsletter. It is submitted as supplemental information to the Chelan Douglas Regional Port Authority only.

The Upper Valley Historical Society (UVHS) recently received positive results from two critically important engineering assessments before it could move ahead with the final portion of the feasibility study to lease the Chumstick Grange Hall property at 621 Front Street.

The geotechnical report from Nelson Geotechnical Associates (NGAs) removed the specter of the building falling down the hillside. In its preliminary review of NGAs assessment, Syndicate Smith, LLC, the architectural firm engaged to complete the feasibility study, stated that "It doesn't appear that there are any considerations in this report that are detrimental to the continued use, and/or future use (of the building).

BTL Engineering, P.S. performed a structural building assessment, concluding, "In our opinion, the existing building, which is currently being used for assembly, can be used as a museum or for related uses without modification or retrofit."

As reported in the previous newsletter, Save the Grange Building Project is an effort by UVHS and the Chumstick Grange No. 819 that would result in the UVHS leasing the property long-term. This annex to the Greater Leavenworth Museum would allow UVHS to expand and further showcase aspects of the area's history and cultural traditions. The lease would include a community meeting room where Grange members would continue holding monthly meetings.

Because of the project's scope, it will likely be a few years before the Greater Leavenworth Museum occupies the building. In the meantime, UVHS's board is assessing its long-term needs before it reaches out to its membership, supporters, and community members for input on how UVHS could best utilize the space to meet the needs of the museum and our community.

The two assessments above were funded mainly by a \$6,500 Chelan Douglas Regional Port Authority grant. UVHS is preparing the groundwork to raise an additional \$10,000 in donations and other grant opportunities estimated to complete the feasibility study. If you want to help fund the feasibility study, you can do it online at leavenworthmuseum.org. If you want to learn more about the Save the Grange Building Project, please get in touch with us at info@leavenworthmuseum.org.



Save the Grange Building Project

Informal Introduction to 90-year-old Vault between
Front Street and the Grange's Entryway Door

February 13, 2024

Tom Wachholder

City of Leavenworth, Public Works Director

Tom Phillips

UVHS Volunteer, Construction Projects

Don Morse

UVHS Volunteer, Construction Projects and Lender Inspections

Paul Gray

President of Grange District and Grange member
Former Co-owner of Grays Electric, Wenatchee

Todd Smith

Architect, Syndicate Smith, LLC

Christie Voos

UVHS board member
Director of Base Operations at Stevens Pass Resort

Matt Cade (not pictured)

UVHS Board President
Former Director of Administration of Aerospace Metal Finishing Company
Former CPA







**Board of Directors
Chelan Douglas Regional Port Authority
Meeting Minutes
February 13, 2024
9:00 a.m.**

Present:

Directors:

*Donn Etherington, Director
Jim Huffman, Director
JC Baldwin, Director*

*W. Alan Loeb sack, Director
Richard DeRock, Director
Mark Spurgeon, Director*

Staff:

*Jim Kuntz, Chief Executive Officer
Monica Lough, Dir. of Finance & Admin.
Trent Moyers, Director of Airports
Stacie de Mestre, Dir. of Econ. Dev.
Ron Russ, Maint. & Properties Manager
Nick Rohrbach, Project Manager
Sarah Deenik, Communications Coord.*

*Brooke Lammert, Economic Dev. Specialist
Tricia Degnan, CTC Manager (Zoom)
Colby Goodrich, FBO Manager (Zoom)
Lorena Amador, Acct. Specialist (Zoom)
Julie Avis, Acct. Specialist (Zoom)
Laura Camarillo Reyes, Admin. Asst. (Zoom)*

Legal Counsel:

Quentin Batjer, Davis Arneil Law Firm LLP

Guests:

*Bob Goedde, Chelan City Council
Mike Mackey, Douglas County Resident
Chris Mansfield, Ardurra
Caleb Lindquist, Ardurra
Kevin Vitulli, Banner Bank
Tim Ike, JUB Engineers
Kirk Duncan, Small Business Development Center
Dave Mitchell, Ardurra (Zoom)
Jason Taylor, KPQ (Zoom)
Emily Thornton, Wenatchee World (Zoom)*

The Chelan Douglas Regional Port Authority Board Meeting was called to order at 9:00 a.m.

Introductions were made.

Commissioner Etherington congratulated Commissioner Baldwin on her confirmation to the Washington State Transportation Commission.

Conflicts of Interest: None.

Public Comment: An opportunity for public comment was provided. No public comments were received.

CHELAN DOUGLAS REGIONAL PORT AUTHORITY CONSENT AGENDA:

The Chelan Douglas Regional Port Authority Consent Agenda consisting of the January 23rd, 2024 Meeting Minutes, Calendar of Events, December 2023 Commission Calendar, and Check Register Pages #2024-01 through #2024-06, including Electronic Transfers.

Motion No.
Moved by:
Seconded by:

02-01-24 CDRPA
JC Baldwin
Richard DeRock
To approve the Chelan Douglas Regional Port Authority Consent Agenda as presented.

Motion Passed 5-0
Director Spurgeon abstained.

PORT OF CHELAN COUNTY CONSENT AGENDA:

The Port of Chelan County Consent Agenda consisting of Check Register Pages #2024-01 through #2024-03, including Electronic Transfers.

Motion No.
Moved by:
Seconded by:

02-02-24 POCC
JC Baldwin
Donn Etherington
To approve the Port of Chelan County Authority Consent Agenda as presented.

Motion Passed 3-0

PRESENTATION:

- **Small Business Development Center – Kirk Duncan** – Kirk Duncan, a Certified Business Advisor for the Small Business Development Center, presented the SBDC’s 2023 Year-End Report.

Kuntz announced that there have been audio issues at the CTC, potentially due to the recent flooding, and that staff members are working to fix them. He asked that online guests send a note to Deenik if any audio issues occur during today’s meeting.

CHELAN DOUGLAS REGIONAL PORT AUTHORITY ACTION ITEMS:

Fire Sprinkler System Replacement Project Bid Award – Executive Flight Building

Kuntz reviewed the building's history and the project's necessity due to safety requirements and the National Guard's upcoming move-in. Russ provided an overview of the project. Staff recommended rejecting the sole bid of \$1,040,531.60, which exceeded the engineers cost estimate. The plan is to gather contractor feedback for cost clarity and revise the plan. Kuntz noted that there is no crossover connections between the admin side and the hanger system, with clean water testing results. Discussion ensued, and the following action was taken:

Motion No.
Moved by:
Seconded by:

02-03-24 CDRPA
W. Alan Loeb sack
Mark Spurgeon
To reject the bid submitted for the Fire Sprinkler System Replacement Project at Executive Flight Building.

Motion Passed 6-0

Underground Storage Tank Removal Project Bid Award – Pangborn Airport

Russ briefly reviewed the project. Staff recommends selecting Peak Environmental, LLC as the apparent low bidder among four submissions. The scope of work and overall project budget will be reviewed at the February 27th, 2024 Board meeting. The following actions were taken:

Motion No.
Moved by:
Seconded by:

02-04-24 CDRPA

Jim Huffman
Mark Spurgeon

To accept the Engineer's recommendation that Peak Environmental, LLC is the apparent low bidder for the Pangborn Airport Underground Storage Tank Removal Project and award said base bid in the amount of \$242,705.89 (including Washington State Sales Tax).

Motion Passed 6-0

Motion No.
Moved by:
Seconded by:

02-05-24 CDRPA

Mark Spurgeon
JC Baldwin

To authorize the CEO to award and sign the contract with Peak Environmental, LLC for the Pangborn Airport Underground Storage Tank Removal Project in the amount of \$242,705.89 (including Washington State Sales Tax) upon receipt and acceptance of all necessary deliverables required by the contract documents from the contractor.

Motion Passed 6-0

Phase I Design Authorization Runway 12/30 Reconstruction – Pangborn Airport

Moyers provided a brief overview of the project, stating that design, scope of work, and fees have been negotiated with consultants and approved by the FAA. Phase I Design is to be covered by FAA BIL funds, but funding for subsequent phases has not been secured. Moyers and Kuntz met with Regional FAA Representatives and concluded that completing the project in one construction season (via the reconstruction option) does not seem viable at this time without a letter of intent from the FAA. A discussion followed regarding a Rehabilitation option versus a Reconstruction option. More information will be presented before a final decision is made and a plan implemented. The following action was taken:

Motion No.
Moved by:
Seconded by:

02-06-24 CDRPA

Jim Huffman
Richard DeRock

To authorize Ardurra to proceed with pre-design work not to exceed \$400,000.

Motion Passed 6-0

Memorandum of Understanding – Washington State Army National Guard

Kuntz discussed the plan for the Washington State Army National Guard to purchase land at Pangborn Memorial Airport to construct their new hangar and training facility. The Memorandum of Understanding is a plan for utilities and outlines entities assigned to each task. No financial commitments are listed within the agreement. The Memorandum of Understanding will be sent to the Department of Defense to ensure that the site is certified. The following action was taken:

Motion No.
Moved by:
Seconded by:

02-07-24

Mark Spurgeon
W. Alan Loeb sack

To authorize the CEO to sign the Memorandum of Understanding with the Washington State Army National Guard.

Motion Passed 6-0

Pangborn Airport Taxiway B Waterline – Bill of Sale to East Wenatchee Water District

de Mestre updated the Board on the closeout of the Hangar Pad Development Project and shared that the Bill of Sale to the East Wenatchee Water District is part of the closeout process. A two-year warranty agreement is in place. Discussion ensued and the following action was taken:

Motion No.
Moved by:
Seconded by:

02-08-24
Mark Spurgeon
Richard DeRock

To authorize the CEO to sign and deliver a Bill of Sale deeding over waterline improvements to the East Wenatchee Water District per the Developer Extension Agreement.

Motion Passed 6-0

Authorization to Solicit Qualifications – General Architectural Services

Rohrbach shared that the current agreement recently expired, necessitating a new round of solicitation. The services covered include schematic designs, construction administrative services, and cost estimates. The following action was taken:

Motion No.
Moved by:
Seconded by:

02-09-24
Jim Huffman
Richard DeRock

To authorize the CEO to solicit Request for Qualifications for General Architectural Services.

Motion Passed 6-0

Authorization to Solicit Qualifications – Trades District Inspector

Rohrbach provided the Board with details on the Trades District Project currently out for bid. Additionally, the EDA requires that an inspector be solicited for the project. The following action was taken:

Motion No.
Moved by:
Seconded by:

02-10-24
Richard DeRock
JC Baldwin

To authorize the CEO to solicit Request for Qualifications for the Trades District Inspector.

Motion Passed 6-0

Authorization to Solicit Qualifications – Firing Range Consultant

de Mestre informed the Board that the CDRPA is currently under an option/feasibility agreement for property in Peshastin for the proposed Firing Range Association Regional Training Facility. To expedite the feasibility period and permitting, a consultant specializing in indoor firing range design needs to be hired. Discussion ensued and the following action was taken:

Motion No.
Moved by:
Seconded by:

02-11-24
Mark Spurgeon
Richard DeRock

To authorize the CEO to solicit Request for Qualifications for the Firing Range Consultant.

Motion Passed 6-0

PUBLIC COMMENT: An opportunity for public comment was provided. No public comments were received.

At 10:18 a.m. Commissioner Etherington called for a 10-minute break.

INFORMATIONAL ITEMS:

Revised Selection Criteria – Partners in Economic Development – Non-Profits – Kuntz presented the proposed revisions to the Board for review, aimed at authorizing limited grant funding for tourism projects. These changes include capping tourism requests at 50% of available funding and allowing a maximum of two approved requests per applicant within a five-year period. Commissioner DeRock raised concerns about funds being granted to entities that subsequently have successful tourism events and then donating excess revenues to others. Commissioner Baldwin questioned the Regional Port's role in this context. The discussion then focused on the idea of setting limits to support small communities and events, emphasizing that without funding, certain events may not proceed. Commissioner Baldwin suggested a further review of this matter within the framework of the Regional Port's Strategic Plan. Commissioners did approve the changes proposed by staff as an interim step.

2024 Cash Carryforward Balance – Lough reviewed the 2024 Cash Carryforward Balance and noted that the balances were higher than projected. Additionally, there has been no use of the Regional Port's line of credit.

2023 Year End Activity Report – Pangborn Airport – Kuntz thanked Sarah Deenik for her work in putting the report together and noted her feature in the Wenatchee World. Moyers reviewed the Year End Report Activity report with the Board.

2023 Virtower Reports – Moyers reviewed the reports with the Board for Pangborn Airport, Chelan Airport, Waterville Airport and Mansfield Airport.

2024 Capital Projects Plan – de Mestre provided the 2024 Capital Projects Plan that she organizes and maintains for the Board to review. Kuntz reminded the Board that staff meetings occur regularly to update this plan and ensure that staff is accurately tracking toward the budget.

Olympia Visit Recap – Kuntz reported that delegation meetings were productive and insightful. The focus of the visits was to secure funding for the construction of the Airlift Northwest Hangar.

Digital Media Marketing – Kuntz discussed the community's limited knowledge of the Regional Port activities. de Mestre reviewed a marketing concept to feature three major Port projects aimed at building community engagement. The data collected can be used for future marketing plans once a strategic plan is in place.

Firing Range Association – Regional Training Facility – Kuntz reviewed plans for a property exchange with the Firing Range Association in conjunction with the Regional Port's buildout of the new indoor Regional Training Facility.

MISCELLANEOUS STAFF REPORTS:

Kuntz provided information and updates including:

- Reviewed the three suggested road names for the Trades District Project.
- Discussed the upcoming due date for the Request for Proposals regarding the Regional Port's strategic plan. A date and time for conducting interviews will be scheduled soon.
- Shared that the meeting with Douglas County's Assessor and Treasurer regarding the potential formation of a TIF District went well. The assessed value for the district came in higher than anticipated, and staff is working with consultants to reshape the district boundaries.
- An RFP to conduct orchard removal as part of Phase II on the Malaga property will be issued soon.

- The utility extension project in Cashmere has come back at a higher cost than initially planned. A future discussion is needed to determine if the project will proceed.
- Discussed a meeting with Climavision and shared that the firm will be attending the upcoming Tri-Commission meeting to further discuss the issue of weather radar gaps in the region.
- Reviewed recent business leads concerning the Olds Station Business Park and reaffirmed with the Board that the priority is to promote projects that create significant jobs, family wages and private sector investment.

Lough provided information and updates including:

- Shared that the exit conference for POCC and PODC, as part of the entities' audits, went well.

Moyers provided information and updates including:

- Reminded the Board that the General Aviation Building's Environmental Assessment is scheduled to end on February 15th, 2024.
- Discussed the schedule of the recurring hangar rent study and shared that one is upcoming.

de Mestre provided information and updates including:

- Shared that the Regional Sports Complex Steering Committee met and had a productive discussion regarding Phase II Goals and Objectives.
- Updated the Board on the design progress for the Airlift Northwest Hangar. Currently, the design is at 90%, with plans for it to be at 100% by mid-March.

Russ provided information and updates including:

- Russ shared with the Board that canopy repairs on Industrial Building #9 has commenced.
- Staff is working closely with the Washington State Army National Guard contractors as they continue to update and install equipment in the Executive Flight Building.

Rohrbach provided information and updates including:

- Reviewed the bid schedule for the Trades District with the Board.

Degnan provided information and updates including:

- Shared that the PUD has extended their lease in the lower level of the Confluence Technology Center for an additional three months.

PUBLIC COMMENT: An opportunity for public comment was provided. No public comments were received.

REVIEW CALENDAR OF EVENTS: Several dates and events were reviewed.

ITEMS FROM BOARD OF DIRECTORS: Board of Directors provided various updates.

EXECUTIVE SESSION:

Executive Session was announced at 12:36 p.m. for a period of twenty minutes with no action anticipated at the conclusion of the session. The purpose consisted of RCW 42.30.110(1)(i) to discuss with legal counsel litigation, potential litigation and/or legal risks and RCW 42.30.110(1)(b) to consider the acquisition of real estate by lease or purchase when public knowledge regarding such considerations would cause a likelihood of increased price. Executive Session extended at 12:56 p.m. for a period of twenty minutes. Executive Session concluded at 1:16 p.m.

Meeting reconvened in Regular Session at 1:17 p.m. with no action taken.

Commissioner Etherington reviewed the CEO's 2024 priorities, and Commissioner DeRock requested to add them to the agenda for approval at the February 27th, 2024 meeting.

Meeting adjourned at 1:20 p.m.

Signed and dated this 27th day of February 2024.

CHELAN DOUGLAS REGIONAL PORT AUTHORITY

Donn Etherington, Director

Jim Huffman, Director

JC Baldwin, Director

W. Alan Loeb sack, Director

Richard DeRock, Director

Mark Spurgeon, Director

Chelan Douglas Regional Port Authority

Board of Directors Calendar

January 2024

Date	Meeting	Location	RD	JCB	DE	MS	JH	AL
01/03/24	District 1 Meeting	Zoom			X			
01/04/24	Leadership Advisory Group Meeting	IWA Sushi		X				
01/04/24	Pathway Leadership	Tread Offices	X					
01/04/24	Mission Ridge PDA Discussion	Zoom/Teams					X	
01/05/24	Meeting w/ Jim Kuntz	CDRPA			X			
01/08/24	Interview w/ State Auditor	Zoom			X			
01/09/24	CDRPA Board Meeting	CTC	X	X	X	X	X	X
01/11/24	CDTC Board Meeting	CTC	X					
01/12/24	Senator Hawkins Public Meeting	Chelan PUD HQ			X			
01/15/24	Upper Valley Commissioners Meeting	Big Y Café		X				
01/16/24	Wenatchee Valley Chamber Board Meeting	WVCC			X			
01/17/24	District 1 Meeting	Zoom			X			
01/18/24	Badger Mtn Tenant Interviews	CDRPA		X			X	
01/19/24	Meeting w/ Jim Kuntz	CDRPA			X			
01/19/24	Chelan County Leadership Meeting	CTC	X				X	
01/23/24	CDRPA Board Meeting	CTC	X	X	X		X	X
01/25/24	TIF District Meeting	Douglas County Court House						X
01/26/24	State Auditor Exit Conference	Zoom/Teams			X		X	
01/31/24	FAA Reps and Attorney Interviews	Travel to Seattle/Olympia	X	X				X
*	denotes multiple meetings on same day							

Memo

To: Board of Directors

From: Ron Russ

Date: February 22, 2024

Re: Approve scope and fee for construction administration services and establishing an overall project budget for the General Aviation Terminal Apron Underground Storage Tank Removal Project

Ardurra completed a “documented CatEx” (Categorical Exclusion from NEPA Review) and the preparation of plans and specifications for this project under Task Authorization (TA) 23-06. The initial fee estimate for this work was \$146,000.

Ardurra has prepared an amendment to the task authorization for services during construction, including monitoring the excavation, removal, and decommissioning of the tanks; documenting the sampling and testing of excavated soils to confirm there are no contaminants above cleanup levels; and preparing documentation of the decommissioning required by the WA Dept. of Ecology and the FAA.

CDRPA staff have worked closely with Ardurra to develop a scope and fee for these services which assumes a low to moderate risk of encountering significant quantities or concentrations of soil contamination during the excavation of the tanks. If we do encounter significant contamination, we will likely need to conduct additional sampling, testing, and remediation, which would necessitate additional effort on the part of Ardurra and their sub-consultant, Budinger & Associates.

Ardurra's fee estimate for these services is \$130,062.00, which includes an estimated credit of \$5,000 for the balance of funds remaining from the original TA. This brings Ardurra's total fee estimate for the project to \$276,102. Per usual, this fee estimate is a not to exceed amount and consultant fees will be billed on a time and materials basis.

A construction contract was previously awarded to Peak Environmental for \$242,705.89, including WSST.

The total of the construction contract and estimated consultant fees for this project is \$518,807.89. Staff recommend a contingency of approximately 10% and a total overall project budget of \$571,000.

Staff Recommends:

- To approve Ardurra Construction Management Services Agreement in the amount of \$130,062.**
- To establish an overall project budget in an amount not to exceed \$571,000.**



**Pangborn Memorial Airport A/E Services
Task Order 23-06 Amendment 2
General Aviation (GA) Terminal Apron UST Removal Project**

Task Order No.:	23-06, Amendment 2
Original Fee (T&M):	\$146,040
Amendment 1:	\$0
Amendment 2 (T&M):	\$130,062
New Fee (T&M):	\$276,102

Schedule
NTP: February 27, 2024
Contract Expiration
August 31, 2024

PROJECT UNDERSTANDING

The General Aviation (GA) Terminal building is situated in the north central portion of the Airport, off Taxiway Alpha. The Owner is planning to decommission 6 underground storage tanks (USTs) that exist around the GA Terminal Building and within the GA Terminal Apron. Specifically, Tanks A, J, P, Q, R, and W are planned for decommission and removal.

This Amendment to the original task order (Task Order 23-06) involves providing construction management and inspection services for the UST removal project. Ardurra will provide administrative services, and construction observation support to complete the decommissioning work. Following completion of the decommissioning work and repaving areas of the apron above the tanks, the consultant team will provide project closeout documentation including a site check/site assessment checklist that will be submitted to Department of Ecology and a site assessment report.

UNFORESEEN CONDITIONS

At this time, the Owner has elected not to include an Unforeseen Conditions / Manager's Reserve Fund to account for costs such as expedited soils testing and additional material testing (as deemed necessary in the field), additional RPR time, or other services determined to be needed during construction. In the event these conditions are necessary during construction, any additional costs will be addressed via Amendment.

ITEMS TO BE COMPLETED BY CONSULTANT

Items 1, 2, and 3 were accomplished under the original Task Order. Item 4, Bid Procurement, is being accomplished under Amendment 1. Please refer to the attached Scope of Work dated February 7, 2024.

SERVICES PROVIDED BY CLIENT

Please refer to Scope of Work dated February 7, 2024.

DELIVERABLES

Please refer to Scope of Work dated February 7, 2024.

PROJECT SCHEDULE

Please refer to the schedule presented in the Scope of Work dated February 7, 2024.

Personnel Hour Estimate (Ardurra)

ITEM NO.	DESCRIPTION	Total	Principal	Env. PM	Sr. Eng / PM	Staff Engineer	Surveyor	Designer / Drafter	Admin
	<i>Rate per Hour</i>		\$250	\$225	\$225	\$155	\$200	\$125	\$90
5.	CM Scoping and Administration	61	4	12	32	4	0	2	7
6.	Construction Management and Monitoring	150	4	0	66	64	0	8	8
7.	Project Closeout	8	0	0	8	0	0	0	0
	<i>Estimated Hours</i>	219	8	12	106	68	0	10	15
	<i>Estimated Labor Expense:</i>	\$41,690.00	\$2,000	\$2,700	\$23,850	\$10,540	\$0	\$1,250	\$1,350
	<i>Reimbursable Expenses:</i>	\$29,910.80							
	<i>Subconsultant Expense:</i>	\$56,605.00							
	<i>Subconsultant Reimbursable Expense:</i>	\$4,592.00							
	<i>Assumption of Risk on Subconsultant (4%):</i>	\$2,264.20							
	<i>Fee Subtotal:</i>	\$135,062.00							
	<i>Estimated Unused Original Fee thru 2/20/24</i>	-\$5,000.00							
	<i>Total Estimated Fee:</i>	\$130,062.00							

* The fee for services rendered will be paid on a time and materials basis.

Client and Consultant have made and executed this Task Order pursuant to their Agreement dated March 28, 2022.

Digitally signed by Vincent Barthels
DN: cn=US, E=VBarthels@ardurra.com, O=Ardurra, OU=NW Env. Group, CN=Vincent Barthels
Reason: I am approving this document
Contact info: 509-951-9564
Date: 2024.02.20 13:03:16-0800

Vince Barthels, Environmental Services Manager
Ardurra Group, Inc.

Jim Kuntz, CEO
Chelan Douglas Regional Port Authority

Date: _____

Date: _____



Exhibit A – Scope of Work

Pangborn Memorial Airport, Douglas County, Washington

Task Order 23-06 Amendment 2

General Aviation (GA) Terminal Apron UST Removal Project

Construction Management

Scope of Services

The Consultant Team entered into a previous agreement with the Owner to provide project administration, documented CATEX and Decommissioning Plan, and a Construction Bid Set. See Scope of Work dated May 16, 2023. Scope items 1, 2, and 3 were accomplished under the original Task Order. Item 4, Bid Procurement, is being accomplished under Amendment 1.

Under this Construction Management Scope of Work (SOW), the Consultant team will prepare construction contract forms, provide administrative services, and construction observation support to complete the decommissioning work.

The Consultant Team consists of Ardurra as the Prime Consultant and Budinger & Associates as the subconsultant (or UST Consultant).

This SOW is presented in the following Work Tasks:

5. CM Scoping and Administration
6. Construction Management and Monitoring
7. Project Closeout

Work Task 5 – CM Scoping and Administration

Coordinate with Owner to evaluate the scope, budget, and approach. Assist in construction management scope review and formulation. Prepare SOW for review by the Owner. This task includes all the efforts necessary to complete the project, as described in the following subtasks:

5.1 Scope and Fee Negotiation

- 5.1.1 Coordinate proposed scope with Budinger & Associates and negotiate fees.
- 5.1.2 Prepare proposed fee for work in accordance with the approved SOW. Negotiate fee with Owner. Prepare a task order for professional services, including a copy of the final approved SOW and approved fee.

5.2 Project Coordination and Management

Organize a scoping meeting with Owner as well as continued coordination throughout the project. This includes regular email and telephone correspondence regarding project status. Prepare and submit monthly invoices for payment. Maintain project records and files throughout the course of the work. This will also include financial reporting during construction.

Task 5 Deliverables:

- Electronic copies of draft Scope of Work to Owner.
- Electronic copies of the final Scope of Work to Owner.
- Proposed fee (electronic copy) to Owner.

- Scope of Work and Fee (electronic copy).
- Monthly Invoices.
- Meeting minutes from the scoping meeting (electronic copy).
- Final Closeout Documents including as-builts.

Work Task 6 – Construction Management and Monitoring

Construction and project close-out are expected to occur over 6 months. The 6-month period includes 2 months of pre-construction coordination, fifty (50) calendar days of contract time for construction, and 2 months for project close-out.

During the construction phase, the Consultant shall administer all aspects of the construction contract over which the Consultant can be expected to have realistic control to assist the Owner in monitoring and documenting the construction process for design compliance, quality assurance, and cost control.

6.1 Construction Management

- 6.1.1 Issue Construction Documents: Update the Bid Plans and Specifications to include Amendments and clarifications issued during the Bidding phase. Re-stamp documents as required and prepare Issued for Construction (IFC) Plans & Specifications in electronic format. Paper copies of the IFC documents will be reproduced for the Contractor and Construction Management team by the Owner.
- 6.1.2 Pre-Construction Coordination: Prepare detailed agendas and displays for the pre-construction conference. The Project Manager and Resident Project Representative (RPR) will conduct the conference at the Airport Office. Prepare and issue minutes. Participate in other pre-construction tasks and meetings as required.
- 6.1.3 Review and process Contractors' material submittals and Requests for Information (RFI's) throughout construction, particularly schedule, Contractor Quality Control Program and mix designs. Prepare and maintain a submittal log and RFI log noting submittal dates, responses, and resubmittals. Assist Contractor as required, clarifying specifications and documenting submittal requirements. Coordinate construction activity schedule with the Owner.
- 6.1.4 Maintain and review reports daily. Maintain project records and files throughout the course of work. Coordinate follow-up responses and, if necessary, corrections with the RPR and Contractor's QC firm as required.
- 6.1.5 Weekly Meetings: Organize and conduct weekly construction meetings with the Owner, Contractor, and others as appropriate. The Contractor's schedule, work progress, safety, materials testing, and problem areas will be discussed at all meetings. These meetings will be held on or near the construction site at the airport and hosted electronically via Teams. Two members of the consulting team will participate in each meeting, one person on-site and one staff member remote. Ardurra will prepare meeting agendas, summarize action items, and distribute meeting minutes. Anticipate 4 meetings.
- 6.1.6 Pre-Paving Meeting: Organize and conduct pre-paving meeting with the Owner, Contractor, and others as appropriate. Contractor's schedule, production rates, and material testing plans will be discussed. This meeting will be held on or near the construction site at the airport and hosted electronically via Teams. Three members of the consulting team will participate; one person on-site and two staff members remote. ENGINEER will prepare a meeting agenda, summarize action items, and distribute meeting minutes.

- 6.1.7 Engineer Site Visits: Members of the consulting team will visit the site on a regular basis to assess the work for which they are responsible. Anticipate 3 site visits.
- 6.1.8 Provide office administration support and assistance to the RPR, with senior design management and project manager as activities may require. Maintain project records and files throughout the course of the work.
- 6.1.9 Provide Owner’s Designated Representative (EAT Project Manager) with support and assistance. Typical services include project communications such as telephone calls, e-mails, and periodic project status briefings, as well as preparation of project-related documents such as photos, cost opinions, change orders, FAA reports, ADO coordination, etc. requested by the Owner. Assume 12 hours per month for 2 months.
- 6.1.10 Review and approve Contractor Pay Requests. Tabulate quantities for all unit price items on a regular basis. Meet with Contractor each month to field-verify all quantities related to work completed and in-progress. Upon completion of quantity verification, review and approve Contractor monthly Pay Requests. Prepare Owner-required report forms, verify Contractor as-builts are being maintained, and submit pay requests to the Owner for approval and payment. Assume 3 monthly pay requests. Prepare sketches and tabulate quantities for unit price items, exchange final quantity information with Contractor representatives via email and review meetings, document resolution of final quantities, and prepare summary tables for final quantity balancing change order.
- 6.1.11 Coordinate with Owner concerning change orders, as required. Prepare, negotiate, and process Contract Change Orders / Supplemental Agreements, with labor hour estimates and costs based on normal construction events as experienced by Ardurra for projects of this type and size. This task also includes monthly updates to the change order status report, as requested by the Owner.

6.2 Construction Monitoring and Inspections

- 6.2.1 Provide one RPR to be onsite part-time (24 hours per week with 5 workdays per week) during the 50-day construction timeline. RPR tasks will include:
- Monitor and document construction activities;
 - Maintain a project diary;
 - Monitor conformance with schedules, plans, and specifications;
 - Review and document construction quantities;
 - Document significant conversations, situations, events or changed conditions;
 - Note weather and site conditions, and document contract time and delays;
 - Document input or visits from local authorities and officials;
 - Routine (daily) inspection reports, with progress photos; and
 - Weekly construction progress reports (FAA Form 5370-1).
- 6.2.2 Substantial Completion Inspection: Conduct Inspection with the Owner and Contractor to determine the Substantial Completion date and prepare a list of remaining work (punchlist) items.
- 6.2.3 Punchlist Inspections: Between the award of Substantial Completion and the Final Completion Inspection, conduct Punchlist Inspections and re-issue updated punchlists until Final Completion Inspection is held.

- 6.2.4 Final Completion Inspection: Conduct Final Completion Inspection with the Owner and Contractor, document completion of “punchlist” items, and produce final completion inspection certificate.

Work Task 7 – Project Closeout

7.1 Site Check/Site Assessment Checklist

Within 30 days following receipt of final project excavation soil confirmation sampling results, Budinger & Associates will complete Ecology’s UST Site Check/Site Assessment Checklist for submittal to Ecology.

7.2 Site Assessment Report

Within three weeks following receipt of final project excavation soil confirmation sampling results, Budinger & Associates will prepare a draft UST Site Assessment report, made to the attention of Ardurra and Pangborn Memorial Airport for review. The final report will be submitted by Budinger & Associates on behalf of Pangborn Memorial Airport within 30 days following receipt of final sampling results.

Task 7 Deliverables:

- Site Check/Site Assessment Checklist
- Site Assessment Report

EXCLUSIONS

The following services are excluded or subject to additional fees per the terms of the task order:

1. Safety Risk Management (SRM) Panel
2. Copying Bid Documents and/or copying Issued for Construction Plans and Specs.
3. Stormwater Pollution Prevention Plan, Notice of Intent application, and/or permitting via an individual State Waste Discharge (SWD) permit.

SCHEDULE

The following approximate milestone dates are anticipated:

ACTIVITY	COMPLETION	ACTIVITY	COMPLETION
Project on Board Meeting Agenda	Thursday, Jan 4	Bids Due	Tuesday, Feb 6
Board Meeting	Tuesday, Jan 9	Recommendation to Award	Thursday, Feb 8
Ad to Wenatchee World	Thursday, Jan 11	Board Approval of Award	Tuesday, Feb 13
Wenatchee World ad (1st)	Saturday, Jan 13	Notice to Proceed	Monday, Mar 4
Wenatchee World ad (2nd)	Saturday, Jan 20	Start Construction	Monday, Mar 25
Pre-Bid Conference	Thursday, Jan 25	Substantial Completion	Mon, May 13

Dates are subject to change based on bid and review timing and the needs of the Owner.

Memo

To: Board of Directors

From: Stacie de Mestre

Date: February 22, 2024

Re: Amend Professional Services Agreement – Bernardo Wills –
CMI Orchards General Purpose Improvements

After a formal RFQ process in June of 2023, staff selected Bernardo Wills to perform a space study to identify the space needs for the future CDRPA administrative office and determine what suite of the Confluence Technology Center was the best option. In January of 2024, the Bernardo Wills contract was amended to include design services through construction administration for the CDRPA administrative office.

On February 20, 2024 the lease agreement with CMI Orchards for the third floor of the CTC was executed. Per the lease agreement, the landlord will perform certain general purpose improvements which includes retaining an architect to prepare the plans and specifications for said improvements.

Attached please find Bernardo Wills' scope and fee estimate for design services. Staff is seeking Board approval to amend the existing Professional Services Contract with Bernardo Wills to include design services through construction administration for the CMI Orchards General Purpose Improvements in the amount of

\$150,236.20 contingent upon receipt of CMI Orchard's Security Deposit.

Date:	12/21/23
To:	Stacie de Mestre, Director of Economic Development and Capital Projects
From:	Licia LeGrant – Commercial Sector Manager
	Michelle Widner – Interior Designer
Project:	CMI Orchards Tenant Improvement – 3 rd Floor CTC Building
	285 Technology Center Way, Wenatchee, WA
BW Project No.:	TBD

Based on our work to date and our experience with similar projects we have completed, Bernardo Wills (BW) is pleased to offer the following fee proposal for professional services.

Project Description

Interior design and construction of +/- 20,000 SF tenant improvement for CMI Orchards headquarters to be located on the 3rd floor of the Confluence Technology Center in Wenatchee. The new office space is to include a new set of restrooms, shower room, private offices, open office, work areas, break room with a full kitchen, storage rooms, collaboration areas, conferencing space and future expansion.

The tenant intends to take over the entire 3rd floor including the public elevator lobby and public restrooms. Improvements to these public spaces to be included in the tenant improvement scope of work. The tenant may not utilize the entire 20,000 SF space initially but it is intent to design for the full 20,000 SF build out (future expansion).

No structural engineering or fire protection design is included in this scope as it is assumed this will not be required as part of the TI. Fire Protection will be design-build (modification only).

No phasing or relocation management is assumed at this time (design related to relocation).

Scope of Basic Services

Professional services are typically provided in phases beginning with simple preliminary work to determine the project scope and moving towards more detailed design work and technical drawings for permits, pricing, and construction. Basic services shall conclude upon approval of Bernardo Wills' work by the authority having jurisdiction. For projects that do not include permit actions, basic services shall conclude upon receipt of deliverables as subscribed in basic services.

The scope of services for basic services are as outlined below:

1. Existing Conditions Verification: This phase includes verification of existing conditions of the 3rd floor space. This assumes (1) site visit to verify conditions and dimensions of the space.
2. Programming/Space Analysis Phase: Discussion and development of a program of spaces to help define the area required (i.e. furniture, equipment, adjacencies). Development of floor plan diagrams based off the developed program. This phase also includes meeting with tenant and landlord to obtain preliminary input and approvals.
3. Design Phase: Based on the approved floor plan studies, preparation of drawings to further define the size, scope, and character of the project including interior sketches, preliminary reflected ceiling plan and preliminary interior elevations. This phase also includes selection of preliminary interior finishes.

4. Construction Documents Phase: Based on the approved design phase work this phase includes the preparation of construction documents including architectural, interior, mechanical and electrical engineering, and technical setting forth in detail the quality levels and performance criteria of materials and systems. Construction documents will be suitable for construction bidding and building permits. This phase includes a construction budget developed by an independent consultant based on a 95% complete set of drawings.
5. Permit Assistance and Bidding Phase: This phase includes completing permit application and submittal requirements as well as coordination with City of Wenatchee during plan review process. Bidding services as described herein are for the design team to continue to provide services during the contractor selection of the project. Services may include issuing documents to bidders and plan centers, responding to bidder questions, preparing addenda as required, and assisting the owner in evaluating bids or proposals.
6. Construction Phase Services: Construction phase services as described herein are for the design team to continue to provide services during construction phases of the project. Services may include shop drawing and submittal review, site visits by the design team, responding to the contractor's requests for additional information, processing the contractor's monthly payment applications, and assisting with project closeout.
7. Furniture Selection/Coordination: This phase includes working with Owner's vendor to select finishes, or selection/evaluation of furniture systems.

Deliverables

Design Meetings

- 1 Onsite visit (verification of existing conditions)
- 2-3 Design Meetings
- 1 Consultant Coordination Meeting

Drawings:

- Floor Plan Studies (2 options + 1 revision)
- Coordination/Review Set (60%)
- Permit/Bid Set (100%) including specifications on the drawings.

Other

- 3D interior sketches (2-3 spaces)
- Construction Budget
- Digital Interior Finish Board (2 Options + 1 Final)

Compensation for Basic Services

In addition to any fees previously invoiced, we propose a stipulated sum fee plus reimbursable expenses as detailed in the attached Fee Summary.

Additional Services not Included in Basic Services

The following work is not included as part of the basic services, but can be added if necessary:

- **Revising previously completed or approved work as requested by owner or potential tenants.**
- Special graphics, presentation drawings, marketing brochures, or lease exhibits
- Multiple bid packages or permit submittals
- Certifications, inspections, or testing required by agencies having jurisdiction
- Building/site signage design/permitting
- Site visits by the architect, or engineers beyond those listed unless specifically noted otherwise
- Preparation of record drawings (construction completion)

- Specialized consultants (i.e., building envelope, acoustic, accessibility etc.)
- FFE design and coordination (furniture, equipment, artwork, accessories, etc.)
- Future tenant space planning or tenant improvements
- Relocation management (design related to relocation)
- LEED or “Green Architecture” design
- Testing or inspection during construction as required by the applicable energy code
- Commissioning, commissioning plan, O&M Manuals, and system operations training during construction as required by the applicable energy code
- **Value engineering tasks**

Hourly Charges

The following hourly rates shall be used when a portion of the fee is to be charged on an hourly basis or if we are requested to perform additional work. Hourly rates are subject to an annual increase. For fees based on an hourly rate, we will provide time reports to substantiate hours.

Position	2024 Hourly Rates
Department Manager	\$250.00
Sector Manager	\$235.00
Associate	\$225.00
Professional Grade V	\$220.00
Professional Grade IV	\$210.00
Professional Grade III	\$200.00
Professional Grade II	\$180.00
Professional Grade I	\$170.00
Emerging Architecture Professional	\$160.00
BIM Technician III	\$155.00
BIM Technician II	\$135.00
BIM Technician I	\$115.00
Project Administrator	\$105.00

Schedule

Estimated project timeline for Phase II:

- Field Verification Phase: 1 Week
- Design Phase: 4-6 Weeks
- Construction Documents Phase: 5-7 Weeks
- Construction Budget: 2 Weeks
- Plan Review/Bidding Phase: 8-10 Weeks
- Construction Phase: 5-6 Months * *This is an estimate based on current industry.*

Expenses

Within our fee we have allowed travel within 50 miles of our office and printing of drawings and reports for our own use or for distribution to our consultants. All other expenses are not included in the proposal and will be reimbursed by the client at cost plus 10% to cover administration and handling. Reimbursable expenses include:

- Any travel beyond 50 miles of our office (mileage, food, lodging).
- Incidental fees paid to regulatory agencies for applications, etc.
- Printing and overnight shipping

FEE SUMMARY

Date:	12/21/2023		
Project Manager:	Licia LeGrant	Total	% of
BW Project No.:	23-12-XXX	Fee	Fee
BW Project Title:	CMI Tenant Improvement		
Existing Conditions Verification			
		\$	1,388.80
			1%
Verify Existing Conditions (Site Visit)			
Update Asbuilt Plans			
Programming/Space Analysis			
		\$	5,499.20
			4%
Space Matrix/Program Document			
Floor Plan Studies (2 options + 1 Revision)			
Meetings			
Design Phase			
		\$	15,545.60
			10%
Project Coordination			
Preliminary Finish Selections (1 option + 1 Revision)			
3D Concept Drawings (Entry/Reception,Break Room, Collab. Space)			
Design Drawings			
Meetings			
Construction Documents			
		\$	25,211.20
			17%
Construction Documents			
Project Coordination			
Final Finish Selection			
Quality Control			
Meetings			
Specifications			
Permit Assistance and Bidding			
		\$	5,919.20
			4%
Permit Application/Submittal			
Plan Review Responses/Resubmittal			
Issue Bid Documents			
Questions/Addendum			
Bid selection/Review Bids w/ Owner			
Construction Administration			
		\$	25,715.20
			17%
Site Visits (Assume 5 site visits)			
RFI/Questions			
Submittal Review			
Furniture Coordination			
		\$	6,798.40
			5%
Coordination w/ Vendor			
Finish Selection			
BW Basic Services :			
		\$	86,077.60
			57%
Consultant Fee:			
		\$	62,700.00
Elect/Lighting	Evans Engineering and Consulting	\$	27,500.00
			18%
Mech/Plumbing	Dumais Romans Engineering	\$	31,900.00
			21%
Cost Estimator		\$	2,200.00
			1%
NREC Review	NGR Edge Consulting	\$	1,100.00
			1%
		\$	-
BW EXPENSES			
			Total Fee
			Subtotals
Reimbursable Expenses:			
		\$	1,458.60
			1%
Travel (340 miles RT x \$0.65 = \$221.00) x 6 trips		\$	1,458.60
Total Basic Services (Fixed Fee):			
		\$	150,236.20

Memo

To: Board of Directors

From: Stacie de Mestre

Date: February 22, 2024

Re: Pre-authorization to Award – Professional Services Agreement - General Architectural Services

Staff is currently soliciting qualifications from architectural firms to provide general architectural services for the CDRPA over the next two years. Qualifications are due on March 7, 2024 but our next Board of Directors Meeting is not until March 26, 2024. Staff has identified at least two time sensitive projects to utilize our new general services architect on and would like to get started as soon as possible.

Staff is seeking pre-authorization from the Board of Directors to select an architectural firm based upon their statement of qualifications and the evaluation criteria listed in the RFQ and execute a contract for an initial term of two years with a not to exceed total value of \$300,000.



**REQUEST FOR QUALIFICATIONS
GENERAL ARCHITECTURAL SERVICES
2024-2026**



**Chelan Douglas Regional Port Authority
One Campbell Parkway, Suite A
East Wenatchee, WA 98802
509-884-4700 / stacie@cdrpa.org & nick@cdrpa.org**

**Issue Date: February 15, 2024
Responses Due By: March 7, 2024 at 1:00 PM**

SECTION I: PURPOSE

The Chelan Douglas Regional Port Authority (CDRPA) is requesting statements of qualifications (RFQ) from qualified and licensed architectural firms to provide general services for the period between 2024 to 2026. This RFQ is intended for services covering a variety of projects, across various CDRPA properties or CDRPA funded projects.

The CDRPA is the first of its kind in Washington and is the principal economic development agency for Chelan and Douglas Counties located in North Central Washington. The Port of Chelan County and the Port of Douglas County voted to functionally consolidate as of January 1, 2020, and operate as an independent government entity under the provisions of Title 53 of the Revised Code of Washington (RCW). The CDRPA's mission is to "Work Together to Enhance the Economic Vitality of North Central Washington" to create living-wage jobs, stimulate private sector capital investment, and enhance the economic well-being of families in the communities within Chelan and Douglas Counties.

SECTION II: BACKGROUND

The CDRPA owns and operates multiple commercial and industrial properties in both Chelan and Douglas counties. These properties periodically require maintenance, upgrades, or tenant improvements which must be designed and coordinated by a licensed architect.

Representative projects include:

- Schematic design and cost estimating services for building envelope upgrades to a 2,000 square foot commercial building;
- Investigation of roof leaks at 60,000 square foot office building/airplane hangar followed by design of repair and issuance of bid package;
- Assistance in specification and bid package preparation for carpet replacement in 5,000 square foot commercial building;
- Design of commercial tenant improvements ranging from 2,000 – 10,000 square feet;
- Design and management of roof replacement projects ranging from 5,000 square feet to 20,000 square feet;
- Design of landscaping improvements around commercial buildings or in an established business park; and
- Conceptual design and site layout assistance for business prospects.

Companies offering professional architectural services that can meet the needs of the representative projects are encouraged to submit for this RFQ.

SECTION III: SCOPE OF SERVICES

The CDRPA is seeking to enter into a Professional Services Agreement (PSA) with a consultant who can best demonstrate experience and ability to perform the following general services:

- Perform analysis of existing site conditions including existing structures and utility services;
- Create schematic designs for CDRPA Board approval;
- Develop 100% construction documents with regular CDRPA check in/review meetings;
- Develop and update construction cost estimates;
- Submit applicable permit application(s) with authorities having jurisdiction (AHJs);
- Assist with bid preparation and bid analysis; and
- Provide construction administration services.

Projects will range in size from \$5,000 - \$300,000+. Individual task authorizations (TA) will be awarded to the selected consultant, as projects are assigned or requested by the CDRPA. The initial contract term will be two (2) years, with an option to extend it for an additional year.

Please note, the CDRPA reserves the right to competitively solicit architectural services on a per project basis.

SECTION IV: REQUIRED CONTENTS OF PROPOSAL

1. **Cover Letter:** Provide a letter of introduction with a brief description of your firm, indicating the primary office location for servicing this contract, the type of firm, areas of specialization, the project lead, and any other key staff members.
2. **Firm Overview:** Provide general information about the history of the firm, overview of qualifications pertinent to this RFQ, demonstration of comparable services for similar projects including public works experience.
3. **Key Personnel:** Include the biographies of personnel to be assigned to the contract and indicate what role they will assume. Directly outline how the experience and skills of these individuals would be utilized to complete the type of work outlined herein. The chosen firm will demonstrate they have personnel available to perform this work that have significant experience with similar projects.
4. **Contact Information:** Include a company name and address, a contact name and title of the principal individual responsible for the RFQ response, appropriate phone numbers, email addresses, and website addresses. Identify and provide contact information for key sub-consultants who you frequently work with. Successful architect has the ability to select sub consultant teams on a per project basis without approval of the CDRPA.

5. **Understanding of Scope of Work:** Provide the Firm's understanding of the scope of work and needs of the CDRPA as described herein.
6. **References:** Provide reference information and brief project descriptions for at least three (3) recent or current clients. Reference projects should be completed within the last five (5) years and be similar in nature to the project described in this RFQ. Please include the following information:
 - Name of client;
 - Name and title of primary contact for client;
 - Telephone number, email address, and mailing address of the client's primary contact;
 - A brief description of the types of services provided including scope, duration, budget, and current status; and
 - Examples of deliverables (drawings, renderings, before/after photos, cost estimates, etc.).

SECTION V: TIMELINE AND SUBMISSION PROCEDURES

This RFQ will be advertised on February 15 and 22, 2024. Prospective proposers are encouraged to contact the CDRPA with questions. Please email stacie@cdrpa.org and nick@cdrpa.org.

Qualified applicants shall submit one (1) electronic copy (USB drive or email) to:

Stacie de Mestre and Nick Rohrbach
Chelan Douglas Regional Port Authority
285 Technology Center Way, Suite 202
Wenatchee, WA 98801
Stacie@cdrpa.org and nick@cdrpa.org

All submittals must be received no later than Thursday, March 7, 2024, prior to 1:00 PM. All proposers are notified that the CDRPA board must review and approve the solicitation and award for this contract in accordance with CDRPA contracting policies.

PROPRIETARY INFORMATION/PUBLIC DISCLOSURE

All proposals received shall be deemed public records as defined in Chapter 42.56 RCW, "Public Records."

Any information in the proposal that the Consultant desires to claim as proprietary and exempt from disclosure under the provisions of Chapter 42.56 RCW must be clearly designated. The page must be identified and the particular exception from disclosure upon which the Consultant is making the claim. Each page claimed to be exempt from disclosure must be clearly identified by the word "Confidential" printed on the lower right-

hand corner of the page.

The Regional Port is extensively covered by the local media outlets in North Central Washington. Materials submitted to the Regional Port are likely to be reported on by various media outlets.

SECTION VI: SELECTION CRITERIA

The top firm will be selected based on the submitted proposal meeting the above Section IV requirements. The CDRPA reserves the right to contact proposers to seek clarification on any aspect of their proposal and to conduct interviews at their discretion. The selection criteria and weighting factor will be:

- Qualifications of key personnel (30%);
- Demonstrated staffing and resource capacity to meet CDRPA timeline (20%);
- Experience with public works projects (20%);
- Experience completing projects of comparable scope, budget, and complexity (15%);
- Clarity of proposal (10%); and
- Discretionary (5%).

All questions shall be directed to Stacie de Mestre and Nick Rohrbach via email at

stacie@cdrpa.org and nick@cdrpa.org

Memo

To: Board of Directors

From: Stacie de Mestre

Date: February 22, 2024

Re: Pre-authorization to Award – Professional Services Agreement – Firing Range Design Consultant

Staff is currently soliciting qualifications from consulting firms to provide complete design services for the Firing Range Association Regional Training Facility. Qualifications are due on February 29, 2024 but our next Board of Directors Meeting is not until March 26, 2024. Staff would like to take advantage of our feasibility period to begin pre and schematic design efforts to ensure we have a suitable site and to develop a high-level cost estimate.

Staff is seeking pre-authorization from the Board of Directors to select a consulting firm based upon their statement of qualifications and the evaluation criteria listed in the RFQ and execute a contract for pre and schematic design services in an amount not to exceed \$100,000.



**REQUEST FOR QUALIFICATIONS
FIRING RANGE CONSULTANT**



**Chelan Douglas Regional Port Authority
One Campbell Parkway, Suite A
East Wenatchee, WA 98802
509-884-4700 / stacie@cdrpa.org**

**Issue Date: February 15, 2024
Responses Due By: February 29, 2024 at 2:00 PM**

SECTION I: PURPOSE

The Chelan Douglas Regional Port Authority (CDRPA) is requesting statements of qualifications (RFQ) from qualified and licensed architectural firms to provide Architectural Design Services for a new indoor Firearms Training Facility.

SECTION II: BACKGROUND

The CDRPA is the principal economic development agency for Chelan and Douglas Counties located in North Central Washington. The CDRPA's mission is to "Work Together to Enhance the Economic Vitality of North Central Washington" to create living-wage jobs, stimulate private sector capital investment, and enhance the economic well-being of families in the communities within Chelan and Douglas Counties.

The CDRPA is assisting local law enforcement agencies with building a new indoor Firearms Training Facility. The potential new location is 6-acres of undeveloped land in Peshastin, Washington. It is anticipated that the new facility will have the following features:

- Twenty shooting lanes
- Classroom for 30 attendees
- Ammunition storage
- Two restrooms
- Kitchen/Breakroom
- 25+ parking spaces
- Fully fenced site with access control

Design services will be broken into two phases – permitting and design/construction.

Companies offering professional architectural services that can meet the needs of this project are encouraged to submit for this RFQ.

SECTION III: SCOPE OF SERVICES

The CDRPA is seeking to enter into a Professional Services Agreement (PSA) with a consultant who can best demonstrate their experience and ability to perform the following services:

- Assist with Conditional Use Permit Application
- Develop 100% construction documents with regular check in/review meetings
- Develop and update construction cost estimates
- Submit applicable permit application(s) with authorities having jurisdiction (AHJs)
- Assist with bid preparation and bid analysis
- Provide construction administration services

SECTION IV: REQUIRED CONTENTS OF PROPOSAL

1. **Cover Letter:** Provide a letter of introduction with a brief description of your firm, indicating the primary office location for servicing this contract, the type of firm, areas of specialization, the project lead, and any other key staff members.
2. **Firm Overview:** Provide general information about the history of the firm, overview of qualifications pertinent to this RFQ, demonstration of comparable services for similar projects including public works and public safety facility experience.
3. **Key Personnel:** Include the biographies of personnel to be assigned to the contract and indicate what role they will assume. Directly outline how the experience and skills of these individuals would be utilized to complete the type of work outlined herein. The chosen firm will demonstrate they have personnel available to perform this work that have significant experience with similar projects.
4. **Contact Information:** Include a company name and address, a contact name and title of the principal individual responsible for the RFQ response, appropriate phone numbers, email addresses, and website addresses. Identify and provide contact information for key sub-consultants who you frequently work with. Successful architect has the ability to select sub consultant teams without approval of the CDRPA.
5. **Understanding of Scope of Work:** Provide the Firm's understanding of the scope of work and needs of the CDRPA as described herein.
6. **References:** Provide reference information and brief project descriptions for at least three (3) recent or current clients. Reference projects should be completed within the last five (5) years and be similar in nature to the project described in this RFQ. Please include the following information:
 - Name of client;
 - Name and title of primary contact for client;
 - Telephone number, email address, and mailing address of the client's primary contact;
 - A brief description of the types of services provided including scope, duration, budget, and current status; and
 - Examples of deliverables (drawings, renderings, before/after photos, cost estimates, etc.).

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SECTION V: TIMELINE AND SUBMISSION PROCEDURES

This RFQ will be advertised on February 15, 2024. Prospective proposers are encouraged to contact the CDRPA with questions. Please email stacie@cdrpa.org.

Qualified applicants shall submit one (1) electronic copy (USB drive or email) to:

Stacie de Mestre
Chelan Douglas Regional Port Authority
One Campbell Parkway, Suite A
East Wenatchee, WA 98802
Stacie@cdrpa.org

All submittals must be received no later than Thursday, February 29, 2024, prior to 2:00 PM. All proposers are notified that the CDRPA board must review and approve the solicitation and award for this contract in accordance with CDRPA contracting policies.

All proposals received shall be deemed public records as defined in Chapter 42.56 RCW, "Public Records."

The Regional Port is extensively covered by the local media outlets in North Central Washington. Materials submitted to the Regional Port are likely to be reported on by various media outlets.

SECTION VI: SELECTION CRITERIA

The top firm will be selected based on the submitted proposal meeting the above Section IV requirements. The CDRPA reserves the right to contact proposers to seek clarification on any aspect of their proposal and to conduct interviews at their discretion. The selection criteria and weighting factor will be:

- Qualifications of key personnel (30%)
- Demonstrated staffing and resource capacity to meet CDRPA timeline (20%)
- Experience with public works projects (20%)
- Experience completing projects of comparable scope, budget, and complexity (15%)
- Clarity of proposal (10%)
- Discretionary (5%)

All questions shall be directed to Stacie de Mestre via email at:

stacie@cdrpa.org

Chelan Douglas Regional Port Authority

Strategic Planning Consulting Services

Tuesday, February 20, 2024



Image sourced from www.cdrpa.org

February 20, 2024

Chelan Douglas Regional Port Authority Strategic Planning Consulting Services

From: Abbi Russell
330 E Mill Plain Boulevard
Suite 405
Vancouver, WA 98660
arussell@maulfoster.com
360.433.0223

To: Stacie de Mestre
Director of Economic Development
Chelan Douglas Regional
Port Authority
One Campbell Parkway, Suite A
East Wenatchee, WA 98802

**Re: Strategic Planning Consulting
Services**

Dear Stacie de Mestre and members of the selection committee:

Maul Foster & Alongi, Inc. (MFA), is pleased to submit this proposal in response to the Chelan Douglas Regional Port Authority's (CDRPA) request for proposals to facilitate the development of a Strategic Plan for the CDRPA.

The MFA team has worked with more than 35 of Washington's public ports on a multitude of projects. We appreciate the unique role public ports play in Washington and enjoy working in service of their missions of economic development and environmental stewardship. We have assembled an experienced team that can help the CDRPA create its strategic plan in alignment with its mission and principles and in partnership with its community, and deliver a plan that helps guide the CDRPA's decisions for the next ten years.

With planning and community engagement as core MFA services, our team is uniquely suited to support the CDRPA. We bring the following to this project:

- **Experience working as port staff and with port staff.** Team members have direct port experience, and we understand the challenges and complexities of port planning and operations.
- **Successful completion of a variety of port planning documents** and implementation plans created in close coordination with elected officials, staff, and interested parties.
- **Agility to navigate a diversity of viewpoints** to inform audiences, find alignment, and collectively advance projects and initiatives.
- **Proficiency in scaling projects and approaches** to the unique needs of our clients and their communities.

This submittal outlines our qualifications, experience, and approach. We look forward to working with the CDRPA to build a strategic plan that meets the Port Authority's and community's needs today and for the future. Please contact us if you have questions or would like to schedule an interview with our team.

Sincerely,

Maul Foster & Alongi, Inc.



Abbi Russell
Project Manager and Principal Communications Specialist



Contents

- 1 Firm's Background, Qualifications, and General Experience3
- 2 Project Approach and Methodology 10
- 3 Cost 15

Scoring Criteria 1

Firm's Background, Qualifications, and General Experience

1 Firm's Background, Qualifications, and General Experience

Who we are and what we do

Strategic plans are not a required document for public ports, but they are a best practice and critical tool to develop alignment on multi-year priorities and effectively embrace them to link the present to the future. The process of developing a plan should emphasize organization-wide alignment on priorities, transparency with the community, and connection with other key documents, such as the comprehensive scheme of harbor improvements (CSHI) and the annual budget. We understand the Chelan Douglas Regional Port Authority (CDRPA) wants its strategic plan to be highly implementable and an asset to its staff, Board of Directors (Board), and overall operations. These things go hand in hand when developing an effective strategic plan, and we have a proven method to deliver.

Maul Foster & Alongi, Inc. (MFA), is a Pacific Northwest firm headquartered in Vancouver, Washington, and is employee owned. Founded in 1996, MFA provides integrated organizational, land use and community planning, communications and public engagement, engineering, environmental science, and GIS services to diverse public and private organizations throughout the Pacific Northwest.

MFA has unparalleled experience supporting more than 35 Washington ports in strategic business and financial planning; overall and project and site-specific master planning; complex real estate and property development; elected official and management staff level training; environmental compliance; economic development; risk management; and communications and community engagement. MFA has developed effective skills in assisting ports as they navigate myriad economic and community uncertainties to craft a realistic, strategic path forward.

Our team brings a suite of integrated services to the CDRPA to help develop its strategic plan. We provide the depth of knowledge, skill, and technical and subject area expertise necessary to help the staff and Board effectively collaborate, convey priorities, develop alignment, and engage key interested parties and the broader community. Our established process helps create authentic plans that align with the mission, values, and direction of the organization.

MFA is an engaged member of the Washington Public Ports Association and the Pacific Northwest Waterways Association (PNWA). We learn from and share knowledge with port representatives through formal presentations and informal discussions, including training modules and port commissioner orientations.

Why Choose MFA?



A streamlined approach to the CDRPA's strategic plan. We bring a proven, efficient, and collaborative process that is tailored to the unique position of the CDRPA to deliver an understandable and visually pleasing document.



Experience supporting Washington ports in the past 25 years, MFA is considered a trusted advisor to the port industry. We often work alongside our port partners to prioritize, plan, and identify strategies in support of their projects.

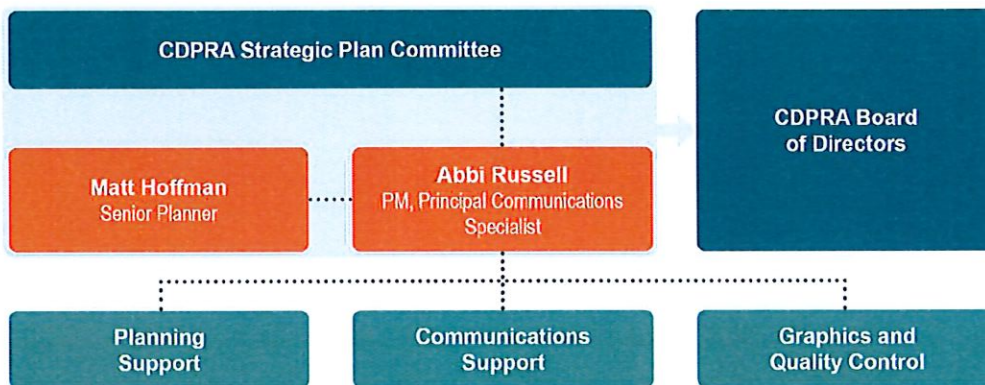


Combined strength of technical capability and in-house graphics. Our team is skilled in crafting actionable and implementable products that are built on accurate analysis and use individualized branding to bring you a document that you will be proud to use for years to come.

Management and Organizational Structure

Organizational Chart

MFA's core team consists of Abbi Russell and Matt Hoffman. Abbi will be the project manager and day-to-day contact for the CDRPA throughout this process, and Matt is the planning lead and strategic advisor. Abbi and Matt are supported by a deep bench of planning, communications, graphic design, and administrative professionals who will help with research, content creation, design, and quality control. The organizational chart illustrates how MFA will support the CDRPA.



Key Staff



Abbi Russell

Principal Communications Specialist | Project Manager

- Direct port experience, including with strategic planning, industry issues, interested parties, and partnership development.
- Diverse experience advising Pacific Northwest ports and maritime organizations.
- Extensive experience in strategic communications and community engagement planning and execution for public agencies.

Abbi joined MFA in 2019 after serving as communications manager with the Port of Vancouver USA for five years. She has experience working with ports across Washington, including Anacortes, Columbia, Ephrata, Longview, Moses Lake, Seattle, Skagit, Tacoma, Whitman, and Woodland, and in the maritime industry with the Washington Public Ports Association and PNWA. Abbi has extensive strategic planning, community engagement, media relations, and crisis communications experience gained from a variety of projects and issues, from multimillion dollar infrastructure projects and major natural disasters to real estate development and community events. With nearly 20 years of hands-on experience in public relations, communications, and community outreach for the construction, transportation, and port industries, Abbi helps her clients have meaningful, two-way conversations with their communities and ensure audiences feel connected, heard, and involved in important projects and initiatives.



Matt Hoffman

Senior Planner | Strategic Advisor

- Strategic planning facilitation with an appreciation for internal and external facing port dynamics.
- Economic development and real estate experience advising ports grounded in market realities.
- Distilling input from a myriad of sources into easy-to-understand material.

Matt has nearly 20 years of experience advising public and private clients on real estate matters related to land use planning, development economics, and real estate strategy. Combined with this expertise, his technical dexterity, background in environmental science, and experience in public finance and public engagement are instrumental in providing actionable guidance about predevelopment feasibility and alternatives analysis, market analysis, economic development and marketing strategies, and acquisitions and dispositions. Matt has worked with ports across Washington on feasibility studies, funding strategies, and strategic plans.

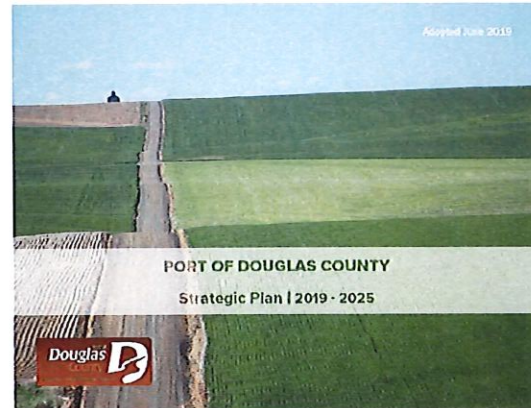
Similar Project Examples

At MFA, we know our success is directly tied to our clients' achievements, and the responsibility for facilitating those achievements motivates MFA personnel both individually and collectively. MFA works closely with commissioners, leadership, and staff to help our port clients develop foundational documents that guide planned capital and human investments. MFA's recent experience with comprehensive plan development and/or strategic planning includes work done for the following clients:

- Port of Longview
- Port of Vancouver USA
- Port of Douglas County
- Port of Pasco
- Port of Everett
- Port of Tacoma
- Port of Benton
- Port of Bremerton
- Port of Moses Lake
- Port of Friday Harbor
- Port of Chelan County
- Port of Anacortes
- Port of Skagit

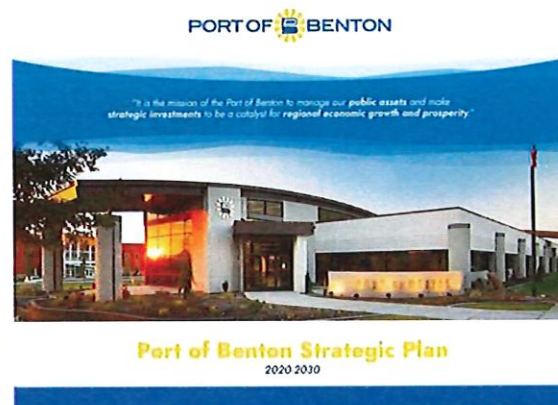
Port of Douglas County Strategic Plan and Comprehensive Scheme of Harbor Improvements | East Wenatchee, Washington

MFA assisted the Port of Douglas County with developing and updating a Strategic Plan that was reflective of the community's focus on partnering to bring greater economic diversity and prosperity to the entire Wenatchee Valley/Northcentral Washington region. With effective and transparent outreach to interested parties, MFA assisted the Port Commissioners and staff in developing a mission statement, as well as goals, strategies, and tactics to put the goals into action. The plan also included tools that could be used to help the Port Commission evaluate new opportunities as they arose, and which clearly communicated the Port's actions and priorities to its constituents. MFA assisted the Port in developing this Strategic Plan in 2014 and supported the Port with a 2019 plan update. MFA also helped the Port update its CSHI after the Strategic Plan was implemented.



Port of Benton Strategic and Comprehensive Plans | Richland, Washington

The Port of Benton engaged MFA to assist its commission and leadership team in developing a forward-looking Strategic Plan and to update its comprehensive plan. Following a change in leadership, including its executive director, the MFA-guided process afforded the commission and staff an opportunity to develop and establish alignment around the port's mission, values, and goals. Through extensive virtual interviews and engagement events, including outreach to community interested parties, MFA helped develop and design a visually pleasing Strategic Plan that clearly communicates why the port exists and the role it hopes to play in serving the community over the next five to ten years.



With the Strategic Plan as a foundation, MFA worked collaboratively with port staff to update its comprehensive plan and capital improvement program, as required by Washington statute. The plan includes a comprehensive inventory of the port's property assets, including photos and maps as well as a capital spending program for intended improvements. Once adopted, the comprehensive plan will serve as a valuable tool in the port's annual budgeting process and in keeping their constituents apprised of intended capital expenditures. When viewed together, these documents will help guide the port's efforts to manage their public assets and make strategic investments so it can be a catalyst for regional economic growth and prosperity in the Tri-Cities region, both now and in the future.

[Link to Port of Benton Strategic Plan](#)

Port of Pasco Strategic Plan and Comprehensive Scheme of Harbor Improvements | Pasco, Washington

MFA assisted the Port of Pasco commission and management team in the development of both a Strategic Plan and CSHI and was subsequently hired to guide the port through several updates to these documents. The overall intent was to help guide the port in their short- and long-term decision-making processes and to do so in a way that was transparent and open for input from their community and interested parties.

The Strategic Plan components include the reaffirmation of the port's mission, values, and guiding purposes as well as the port's known and projected initiatives and projects and outlines a systematic approach for the port to use as it evaluates new, previously unknown opportunities. The port's Strategic Plan also represented an accumulation of previous efforts to capture related, yet independent, projects and initiatives. The plan includes graphic presentations of forecasted efforts and provides the management team with the tools to track accountability.

MFA helped the port create a CSHI that clearly inventoried and identified port-owned properties and facilities; discussed planned capital improvements; and outlined the port's capital improvement plan for accomplishing their planned projects.

[Link to Port of Pasco CSHI](#)

Port of Vancouver USA Strategic Plan | Vancouver, Washington

The Port of Vancouver USA engaged MFA to lead its 2018 Strategic Plan update. MFA assisted the port commission and staff with developing and implementing a comprehensive strategic planning process that included significant engagement with key interested parties and the community during a time of unprecedented scrutiny on the port's projects and activities.

After early engagement with interested parties, the broader community, and the port's commission and staff, the strategic planning process initially focused on a fundamental discussion of why the port exists and the role it plays in serving the community. Building on the insight from those discussions, the MFA team and the port conducted an in-depth Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis that explored aspirational opportunities and how the port could pursue those possibilities.

To share progress and solicit feedback, MFA invited the community to participate through in-depth interviews, interactive community open houses, and online forums. The Port of Vancouver USA adopted its *2018 Strategic Plan* and shared it widely on its website, on its social media platforms, and through a series of community presentations. The port continues to share progress on its Strategic Plan, in alignment with its annual budget and other keystone documents, through regular updates during commission meetings.

[Link to Port of Vancouver Strategic Plan](#)

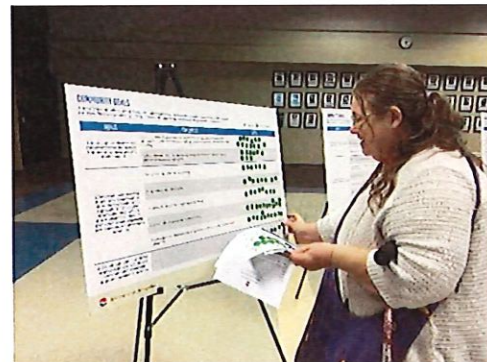


Photo taken during an interactive community open house conducted by MFA for the Port of Vancouver

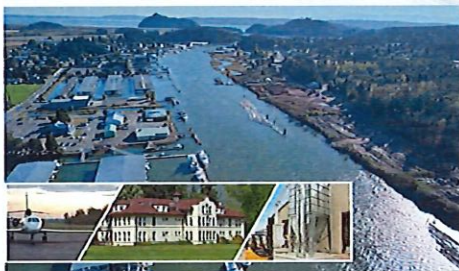
Port of Tacoma Strategic Plan | Tacoma, Washington

The Port of Tacoma engaged MFA to help navigate an update of its Strategic Plan in 2020. Their Strategic Plan was originally adopted in 2012 and then updated in 2014. In the six years between our engagement and the last update, several significant changes impacted how the Port of Tacoma serves its community and customers. Most notably was the creation of the Northwest Seaport Alliance in 2015, which merged the port's container cargo operations with the Port of Seattle's. This merger influenced how the port is staffed, its financial standing, and its perception in the community. With a new Port of Tacoma executive director on board, MFA facilitated the development of a new strategic plan that redefined the port's mission and goals given these significant changes. The plan gave the organization a foundational keystone document to guide its ongoing work and to communicate that work to its community and key interested parties. MFA also provided the port with a model and template for establishing an annual implementation plan that will inform the port's budget and CSHI.



[Link to Port of Tacoma Strategic Plan](#)

Port of Skagit Strategic Plan | Burlington, Washington



With a newly elected port commissioner and a new executive director, the Port of Skagit found itself with a need to update how it communicates its vision, mission, and values both internally and to the community and itself, and how it prioritizes efforts. Its solution was to develop a Strategic Plan. MFA was engaged to assist with the development of its plan as a guide to its short- and long-term decision-making processes.

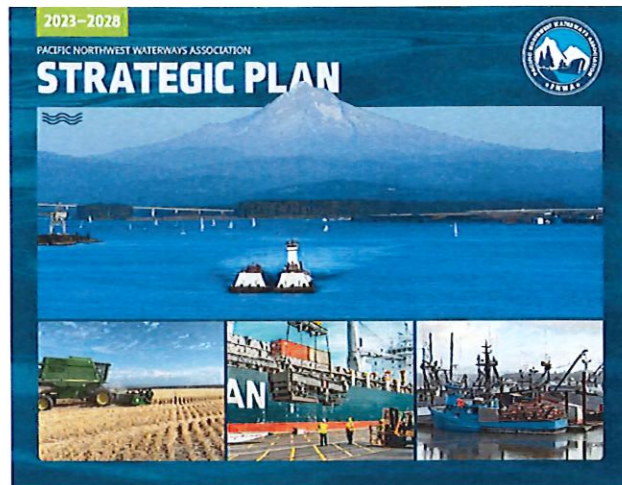
To help develop the plan, MFA regularly met with a core group of staff members and conducted two half-day, all-staff workshops and three public commissioner workshops. The adopted Strategic Plan was graphically pleasing and featured the Port of Skagit's vision, mission, values, and goals to help it strategically advance known and projected initiatives. MFA will continue to support the Port of Skagit as it develops its first annual action plan and conducts follow-on interested party engagement.

mission, values, and goals to help it strategically advance known and projected initiatives. MFA will continue to support the Port of Skagit as it develops its first annual action plan and conducts follow-on interested party engagement.

[Link to Port of Skagit Strategic Plan](#)

Pacific Northwest Waterways Association Strategic Plan | Portland, Oregon

The PNWA engaged MFA to create its first-ever Strategic Plan after an organizational assessment identified this as a primary need as the association evolves and grows. MFA is an active PNWA member and has worked for the association over the years to help it communicate critical initiatives. MFA staff also work independently with many of our fellow members. Using our experience, knowledge of PNWA, and regional relationships, MFA worked closely with the PNWA executive director and a core team of executive committee members to create a Strategic Plan that is reflective of the needs and goals of members and the organization. We shared information and gathered input in a variety of ways, including member and partner surveys and individual interviews in the region and in Washington, DC. MFA presented the draft plan during PNWA's annual board meeting to share information and receive feedback and finalized the plan for presentation by the executive director and adoption by the PNWA Board. In alignment with the adopted plan and PNWA's annual budget, MFA developed a detailed implementation plan that included metrics for each goal.



Scoring Criteria 2

Project Approach and Methodology

2 Project Approach and Methodology

Project Management Philosophy

MFA approaches each project with one goal in mind: helping our client succeed in achieving their goals. The CDRPA staff have multiple demands on their time and resources. Our job is to manage the project effectively so that you have one point of contact who keeps you informed and involved at the right time and at the right level without adding to your workload unnecessarily.

We establish clear roles and responsibilities at project kickoff and confirm communication protocols and contacts for the overall project and for specific tasks. We believe in regular check-ins throughout the project and use them to stay connected and collaborative from start to finish.

We provide detailed invoices to keep you informed about budget and monthly activities. We also provide a breakdown of how much scope we have left to accomplish and how much budget remains. Our accounting and project management software allows us to access this information at any time so that we can address questions or issues expediently, should any come up.

Our Integrated Planning Approach

Ports are unique entities in Washington State, with a range of powers and authorities created to empower them to serve their communities. While all 75 of Washington's public ports have much in common, each port is distinctively unique.

MFA approaches the strategic planning process by recognizing a port's uniqueness, understanding the port's intent, and customizing the scope of work to generate the best possible outcome. Our approach incorporates a situational review of the port's organization and the integration of other keystone port documents—such as CSHIs, capital improvement plans, and budgets—that either are required by statutes or represent best business practices. This process results in a plan that communicates the why, what, and how of the port. More specifically:

- Ports are well served by understanding **WHY** they are pursuing a specific agenda, investment, or program in their community.
- Ports define **WHAT** goals they are going to accomplish in terms of organizational success, investments, and projects.
- **HOW** ports are going to accomplish their goals and serve their mission is largely a function of the capital and operating budgets, accompanied by other process documents.

The MFA approach to strategic planning uses **seven principles**. These proven principles are as follows:

1. Understanding the distinctive roles of the port's elected officials and staff.
2. Exploring, assessing, and reflecting local and regional economic, market, geographic, and community-based realities into the strategic plan.
3. Encouraging goals that will advance the port's mission while allowing for flexibility within the plan to respond to new projects and opportunities.
4. Emphasizing broad internal organizational acceptance and genuine community support.

5. Creating an actionable strategic plan that can be implemented using the port's existing and planned-for resources.
6. Creating an integration plan to ensure that the port's strategic plan and annual action plan are sustained and focused.
7. Incorporating proactive, effective internal and external communication throughout the process. This helps ensure that interested parties fully understand the issues, how they can engage, their role in the process, and how their input has been incorporated in the process and final plan.

Project Plan Outline

Task 1—Project Initiation and Coordination

Integral to the successful development of a strategic plan is internal coordination between MFA and CDRPA staff. Included in this task is a kickoff meeting between the MFA team and the CDRPA Strategic Plan Committee (collectively the *core team*). One of the goals of the kickoff meeting is to drive broad internal involvement by explaining the strategic plan development process early and developing alignment with the approach and schedule.

Coming out of the kickoff meeting, MFA will draft an outline of the strategic plan. This will provide a tangible product for the core team to react to and will provide a framework for the plan going into the workshops in Task 2.

Prior to Board engagement meetings, MFA will also undertake two foundational activities:

- Conduct 30-minute one-on-one interviews with each of the CDRPA's Board members.
- Collect, review, and summarize [keystone documents](#), recent [resolutions](#), [special project](#) background documents, and other relevant materials to prepare a situational assessment.

Assumptions:

- The kickoff meeting will be held in person.
- Travel time and expenses for the kickoff meeting are included in the fee.
- The CDRPA will identify and provide documents, studies, and reports to MFA for review.
- The CDRPA will schedule one-on-one interviews with the Board; these are expected to be one hour each and conducted remotely.
- There will be an average of two virtual core team coordination meetings per month, each lasting 30 minutes.

Deliverables: Kickoff meeting and agenda notes | Coordination, agendas, and notes for virtual core team coordination meetings

Task 2—Interested Party Engagement

Interested party engagement encompasses internal and external interested parties. MFA will prepare for, facilitate, and summarize workshops with staff, Board, and external interested parties. This task will include the following in-person events:

- **Facilitated Staff Workshops:** Two, two-hour workshops will be conducted with CDRPA staff. These workshops will be held the Monday afternoon before the second and third Board meetings.
 - Workshop no. 1: background, SWOT exercise, and goals framework

- Workshop no. 2: goals and strategies
- **Board Engagement:** The first and the fifth meeting will be presentations to the Board. The other three meetings will be facilitated work sessions.
 - Meeting no. 1: Board kickoff
 - Meeting no. 2: SWOT, goals framework, and strategies framework
 - Meeting no. 3: finalize goals, mission, and values
 - Meeting no. 4: review draft and comments
 - Meeting no. 5: adopt the new strategic plan
- **Community Conversations:** MFA will coordinate with the CDRPA to identify up to ten people to interview. Interviewees will be community leaders, key tenants, and senior staff with organizations that frequently interact with the CDRPA. The interviews will illuminate a range of external perspectives on program strengths, identify areas for growth and improvement, and provide input on the CDRPA's vision and mission. Interviews will be conducted remotely.

Public Engagement: Strategic plans are an internal organizational document and an external communications tool. Because of this, effective public engagement is important. The proposed scope of work includes the following:

- A communications plan for CDRPA staff to implement during the project.
- Support for content creation and graphic layout for up to four pieces (e.g., website content, news releases, informational handout).
- Development and implementation of up to two community surveys. The surveys will offer the public's perception of the CDRPA and its strengths, weaknesses, opportunities, and threats.

Assumptions:

- The CDRPA will schedule all meetings and provide the needed venues.
- Staff workshops and Board meetings are presumed to be held in person.
- Travel time and expenses for staff workshops and Board meetings are included in the fee.

Deliverables: Materials and summaries for staff workshops | Presentations and summaries for Board workshops | Summaries from interviews | Communications plans | Content and implementation for up to two community surveys | Content and graphic layout for up to four communications pieces

Task 3—Strategic Plan Development

This task includes developing the strategic plan and delivering the final version in Adobe InDesign format. The draft plan will be developed throughout the process in coordination with the CDRPA Strategic Plan Committee. The first draft will be presented to the Board during the fourth meeting and finalized for adoption in the fifth Board meeting.

Assumptions:

- Up to two review cycles of the final drafts will be completed.

- The final format for the strategic plan will be in Adobe InDesign.

Deliverables: Draft and final strategic plan

Task 4—Action and Integration Plans

This task includes providing an integration plan and an annual action plan template. The integration plan outlines how to incorporate the strategic plan into the day-to-day organizational structure as well as how it can be used with the annual budget and CSHI update cycle. A portion of the second staff workshop and third Board meeting will be used to explain how the action plan is used and how the CDRPA may integrate the strategic plan and action plan into its processes.

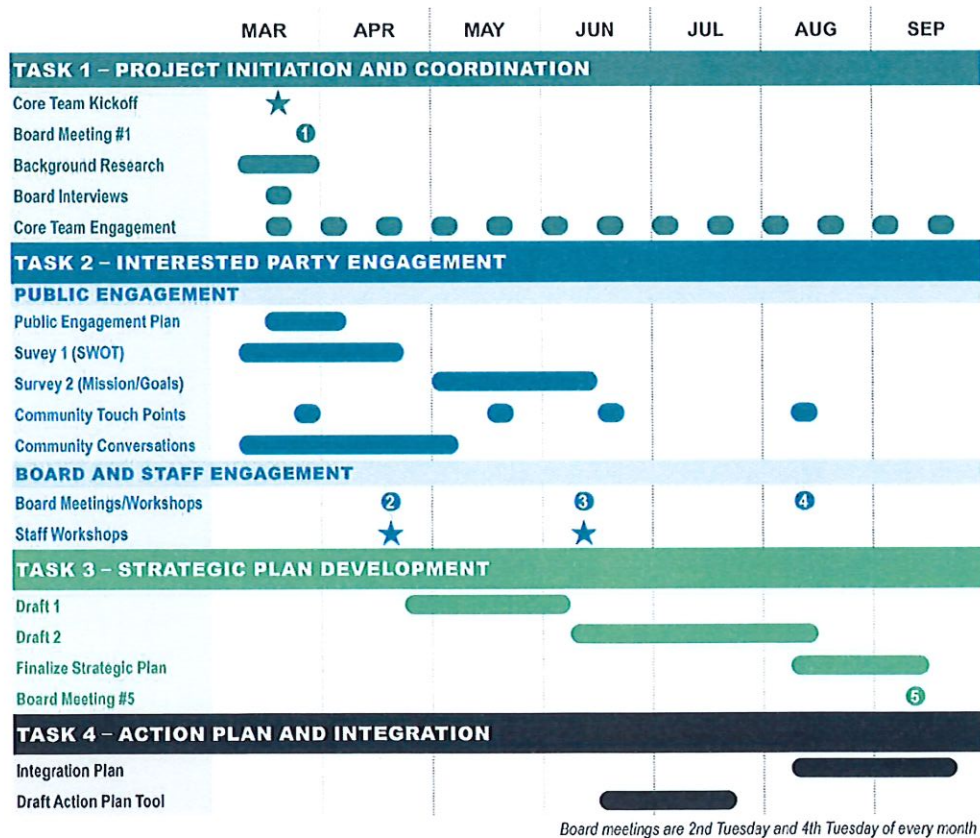
Assumptions:

- Up to two review cycles of the final drafts will be completed.
- The final format for the action plan will be in Microsoft Excel and the integration plan will be in Microsoft Word.

Deliverables: Draft and final action and integration plans

Project Schedule and Milestones

The project plan outline describes how MFA will facilitate the development of a strategic plan for the CDRPA. The following graphic illustrates the overall project timeline and key milestones for the activities and deliverables above.



Client References

Eric Johnson
Executive Director
Port of Tacoma

P.O. Box 1837
Tacoma, WA 98401
ejohnson@portoftacoma.com
253.428.8633
Project: Port of Tacoma Strategic Plan

Sara Young
Port of Skagit
Executive Director

15400 Airport Drive
Burlington, WA 98233
Sara@portofskagit.com
360.770.7704
Project: Port of Skagit Strategic Plan

Elizabeth Gotelli
Chief Financial & Administrative Officer
Port of Vancouver USA

3103 NW Lower River Road
Vancouver, WA 98660
egotelli@portvanusa.com
360.735.1565
Project: Port of Vancouver USA Strategic Plan

Diahann Howard
Executive Director
Port of Benton

3250 Port of Benton Boulevard
Richland, WA 99354
dhoward@portofbenton.com
509.375.3060
Project: Port of Benon Strategic Plan

Scoring Criteria 3

Cost

3 Cost

The costs below represent our estimates based on our experience with strategic planning and the conditions stated in the RFP. They include labor and direct travel costs for key meetings with CDRPA staff and the Board of Directors, as we have found in-person meetings for those tasks to be most effective. We also understand budgeting realities and are pleased to coordinate with the CDRPA on the most appropriate scope elements to achieve your goals.

Summary by Task	Hours	Labor	Direct	Total
Task 1—Project Initiation and Coordination	115.75	\$25,446	\$0	\$25,466
Task 2—Interested Party Engagement	253.5	\$55,835	\$2,792	\$58,627
Task 3—Strategic Plan Development	110	\$18,400	\$0	\$18,400
Task 4—Action Plan and Integration	38	\$7,000	\$0	\$7,000
Total Estimated Cost				\$109,472

Project Personnel	Cost (Hourly Rate)
Abbi Russell—Principal Communications Specialist	\$270
Matt Hoffman—Senior Planner	\$230
Staff and Project Communications Specialists and Planners	\$150–\$210
Graphic Design	\$145–\$155
Administrative Support	\$115–\$135

Appendix

Resumes



Abbi Russell

Principal Communications Specialist

arussell@maulfoster.com | 360.433.0223

Abbi Russell has extensive strategic planning, community engagement, media relations, and crisis communications experience from her work on a variety of projects and issues, from multimillion-dollar infrastructure projects and major natural disasters to real estate development projects and community events. With nearly 20 years of hands-on experience in public relations, communications, and community outreach for the construction, transportation, and port industries, Abbi helps her clients have meaningful, two-way conversations with their communities and ensure audiences feel connected, heard, and involved in important projects and initiatives.

Education

- Bachelor of Arts in Public Affairs, Washington State University Vancouver

Relevant Projects

Comprehensive Plan Update, Port of Columbia, Dayton, Washington

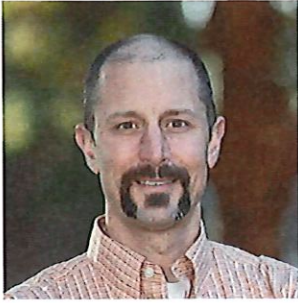
The Port of Columbia manages many assets on behalf of the residents of Columbia County. These assets support economic vitality and quality of life for residents. Ms. Russell led a multidisciplinary project to identify and research port and community priorities with existing and potential future assets, provide tools for community input, and provide monthly updates to the elected commission in public workshops. Priorities included current and future land use, ownership of rail infrastructure, positioning current assets such as commercial spaces, recreation, grant opportunities, and more. In September 2023 the team delivered a thorough report that informed the Board of Commissioners and staff as they consider a future update to the port's Comprehensive Plan.

Strategic Plan Update, Port of Vancouver USA, Vancouver, Washington

With a former employer, Abbi led communications for the Port of Vancouver USA's first strategic plan update in nearly a decade, which corresponded with a high level of public attention to the port's projects and initiatives. As part of the staff/consultant team, Abbi developed and executed a plan to strategically engage with stakeholders and proactively communicate key messages, public and stakeholder involvement, process milestones, and plan implementation through a variety of tools, including the web, printed materials, social media, news media, and public commission workshops, and meetings.

Ports Governance and Management Guide, Washington Public Ports Association, Olympia, Washington

Ms. Russell coordinated the process to prepare and produce the Washington Public Port Association's Ports Governance and Management Guide, a 250+-page resource consolidating key information on the governance and management of Washington public ports; their administrative and legal functions and practices; economic development; operations; property restoration and reuse; planning, purchasing and contracting; and transparency and ethics. Ms. Russell continues to act as a point of contact for the guide and is part of the team that provides training and advice on implementing the recommendations and best practices contained in the guide.



Matt Hoffman

Senior Planner

mhoffman@maulfoster.com | 206.556.2028

Matt Hoffman has nearly 20 years of experience advising public and private clients on real estate matters related to land use planning, development economics, and real estate strategy. Combined with this expertise, his technical dexterity, background in environmental science, and experience in public finance and public engagement are instrumental in providing actionable guidance about predevelopment feasibility and alternatives analysis, market analysis, economic development and marketing strategies, and acquisitions and dispositions. Matt's education and professional experience have been intentionally steered toward facilitating brownfield redevelopment. From his educational pursuits—where he blended finance, environmental studies, and urban planning—to his professional experience focused on predevelopment feasibility, real estate economics, and data analytics, Matt has used his skills to understand the risks and opportunities with brownfields to develop actionable plans for communities across Washington.

Matt has also developed a specialty designing web-based platforms that integrate divergent but related data to inform decisions and communications. He advises on regulatory and policy modifications and loves to help answer questions such as “Have land—what should we do with it?” and “Need land—where can we get it?”

Education

- MUP, Urban Planning; Concentration in Real Estate: University of Washington
- BS, Environmental Studies & Applications; BA, Finance; Specialization, Environmental Economics: Michigan State University

Relevant Projects

Strategic Plan, Port of Tacoma, Pierce County, Washington

Matt helped the Port of Tacoma develop a forward-looking strategic plan. Plan details represented an accumulation of previous efforts to capture related, yet independent, projects and initiatives. The plan includes graphic presentations of forecasted efforts and provides the management team with the tools to track accountability and performance. Matt continues to support the port with integrating the plan into its day-to-day operations, measuring key performance indicators and planning for its annual reporting. In the process of assisting the port with its strategic plan, Matt also studied the Wheeler Osgood site. This entailed the review of past consultant work, a summary of land use regulations and policies influencing land use, and a survey of surrounding land uses and ownerships. The resulting memo provided a summary of the opportunities and constraints related to the Wheeler Osgood site and next-step recommendations to advance its redevelopment.

Strategic Plan, Port of Skagit County, Skagit County, Washington

Matt helped the Port of Skagit County develop a forward-looking strategic plan. Plan details represented an accumulation of previous efforts to capture related, yet independent, projects and initiatives. The plan includes graphic presentations of forecasted efforts and provides the management team with the tools to track accountability and performance. Matt continues to support the port with integrating the plan into its day-to-day operations, measuring key performance indicators and planning for its annual reporting.

Long-Range Plan, Skagit County Natural Resource Division, Skagit County, Washington

Matt helped the Skagit County NRD develop a long-range plan. Through a series of facilitated workshops with NRD and stakeholder interviews with other county leaders, Matt created a plan that represented an accumulation of previous efforts to capture related, yet independent, projects and initiatives.



Vancouver WA | Seattle WA | Bellingham WA | Portland OR | Lake Oswego OR | The Dalles OR | Coeur d'Alene ID | Kellog ID

www.maulfoster.com





*Strategic Planning Consulting Services
Proposal for*

Chelan Douglas Regional Port Authority

Colleen Rozillis, Partner

Annie Rose Favreau, Senior Manager

Moss Adams LLP

www.mossadams.com



MOSSADAMS

Dear Ms. de Mestre:

We are pleased to submit our proposal to provide strategic planning consulting services for the Chelan Douglas Regional Port Authority (Regional Port). We are confident we offer the team, capabilities, approach, and level of dedicated service that will meet or exceed your expectations for the following reasons:

- **Extensive strategic planning expertise.** For over 40 years, we have provided strategic planning services to not-for-profit entities, public sector organizations, and businesses. Our planning expertise will enable us to help the Regional Port develop a comprehensive, practical, and achievable strategic plan that engages stakeholders throughout the planning process. Our approach identifies not just key goals and priorities, but the actionable steps to attain goals; implementation planning; and performance measures to monitor and report progress to leadership and the community.
- **Our approach is grounded in comprehensive stakeholder engagement.** We firmly believe the planning process is just as important as the resulting plan. Effectively engaging the Regional Port's leadership, employees, and community stakeholders will be critical to successful execution of the plan.
- **An established, reputable firm with a diverse team that can address the Regional Port's unique needs.** As you know, Moss Adams employs over 4,400 professionals and staff across more than 30 locations, we have provided high-quality services to our clients for over 100 years.

February 20, 2024

Stacie de Mestre
*Director of Economic
Development*

**Chelan Douglas Regional
Port Authority**
One Campbell Parkway
Suite A
East Wenatchee, WA 98802

We understand the unique opportunities and challenges that come with being an inland port. We hope after reviewing our proposal you find Moss Adams highly qualified to provide the Regional Port's strategic planning services. We look forward to the possibility of working with you on this important undertaking. Thanks very much for your consideration.

Sincerely,

Colleen Rozillis
Partner
(206) 302-6795
colleen.rozillis@mossadams.com

Annie Rose Favreau
Senior Manager
(206) 302-6326
annierose.favreau@mossadams.com

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SECTION 1

Firm's Background, Qualifications, General Experience



Firm's Background, Qualifications, General Experience

SUMMARY OF QUALIFICATIONS, EXPERIENCE, AND CAPABILITY



Each day is an opportunity to imagine and plan for tomorrow. To think ahead, anticipate, and peer around corners. To see what's unfolding in our world. At Moss Adams, we believe in the power of possible. In the face of accelerating change—where so much seems unplanned, unmanaged, and uncertain—we're inspired by the extraordinary potential organizations possess to discover and claim their future. We bring a spirit of optimism and enterprise to our work. Rather than resist and fear uncertainty, we're moved by the possibility disruption can bring. It's what drives us to be difference-makers for our clients.

Our team specializes in helping governments improve performance. With a successful, firmwide Government Services Practice and a long list of special purpose government clients throughout the United States, we commit significant personnel resources to our team and work to build technical expertise in all areas.

We understand the unique requirements of public sector agencies and programs, as well as the intricacies involved in the diverse needs of various customers, departments, and constituents. Our consulting practice has earned a reputation for adding value and providing objective analysis and insight.

Strategic Planning Experience

Moss Adams has over 40 years of experience developing and implementing strategic plans for not-for-profit organizations as well local governments and their agencies, tribes and tribal entities, and businesses. Our dedicated consultants have a proven track record for developing collaborative, inclusive plans founded in broad stakeholder engagement, performance metrics, and processes that support progress tracking and reporting.

We've helped numerous organizations like the Regional Port develop short- and long-range plans, engage stakeholders, establish priorities, develop policies, define outcomes, develop key performance indicators, and measure performance.

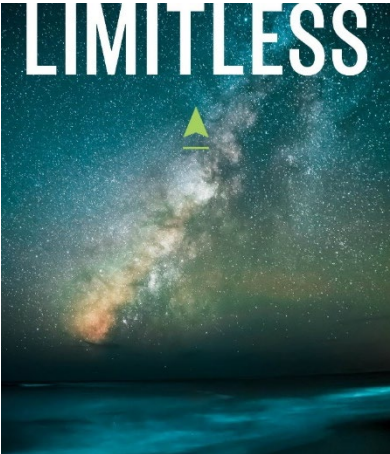
With Moss Adams, the strategic planning process is just as important as the resulting plan. We work collaboratively with our clients to deliver high-quality, insightful work products that facilitate a productive and rewarding planning process.

Facilitation Experience

Our team members are experienced and well versed in conducting facilitation services including facilitating focus groups, interviews, town halls, Council/Board meetings, and other types of community input to support strategic planning, organizational improvement, customer service, and other studies. We have developed custom training for management teams and elected officials focused on

communications, roles and responsibilities, and governance best practices. We also regularly facilitate leadership team, governing body, and other cross-functional meetings with the goal of bringing diverse groups of stakeholders to consensus.

HISTORY AND BACKGROUND OF FIRM



As a business and personal advisory firm with 4,400 professionals across more than 30 locations, we work with clients to meet the rising challenges and opportunities of tomorrow. Through a full spectrum of consulting, accounting, and wealth management services, we bring the deep industry specialization and unconventional thinking our clients seek.

Over a Century of Service

Every business, managed well, has the potential for tremendous growth and durability. We know, because it’s our story too.

Moss Adams LLP has its origins in 1913, with its current formation as a Washington limited liability partnership in 1996. Our firm’s history began the year President Woodrow Wilson signed the federal income tax into law. That same year, John G. McIntosh, CPA, set up a small Seattle practice to serve a booming Pacific Northwest timber industry. Through good times and bad, through two world wars and 19 US presidents, that practice steadily extended its reach—first regionally, then nationally—to serve the businesses and industries that built this country.

Today, that practice is Moss Adams, one of the largest accounting, consulting, and wealth management firms in the nation, dedicated to assisting clients with growing, managing, and protecting prosperity. But our principles remain the same as they were when we opened our doors more than a century ago: Consistently hire talented people, work hard to make a difference in our communities, and empower our clients to discover and claim success.

Areas of Expertise

We understand the scope of this engagement is limited to the requested strategic planning services. But the people who make up your engagement team, like all our professionals, have a wider skill set and are trained to be aware of issues that fall outside typical assurance and tax work. Exposing our accountants to a broad range of financial and operational disciplines is an approach that’s hardwired to our practice.

We do this because we place a high value on having peripheral vision when it comes to your business. For this reason, the Regional Port should know Moss Adams can provide a broad set of additional solutions if the need arises, including the following:

Accounting	Consulting
ASSURANCE	IT
Financial Statement Audits	Compliance
Employee Benefit Plans	Cybersecurity
Public Company & SEC	Assessment & Planning
Internal Audit	Development & Integration
SOC Audits	Enterprise Systems
Contract Compliance	STRATEGY & OPERATIONS
Sustainability Audits	Data Analytics
TAX	Disaster Recovery & Continuity
Accounting for Income Taxes (ASC 740)	Organizational Planning
Accounting Methods	Performance Audits
Compensation & Benefits	Succession Planning
Controversy & Dispute Resolution	TRANSACTIONS
Credits & Incentives	Due Diligence
International Tax	M&A Tax
Personal	Merger Management
State & Local	Restructuring
Tax Structuring	Valuations
ADVISORY	Post-Acquisition Dispute Resolution
Disruption Services	SPECIALTY
IPO Solutions	Financial Services
Outsourced Finance & Accounting	Health Care
Technical Accounting	Telecommunications

Strategy and Operations Consulting

In addition to strategic planning, our Strategy and Operations consulting team specializes in the following services:

Board development and facilitation	Human capital advisory
Capital planning and program reporting	Operational efficiency and effectiveness analysis
Construction auditing	Organizational assessments

Construction process improvement

Performance audits

Enterprise risk assessments

Process improvement

Finance assessments and finance department transformation

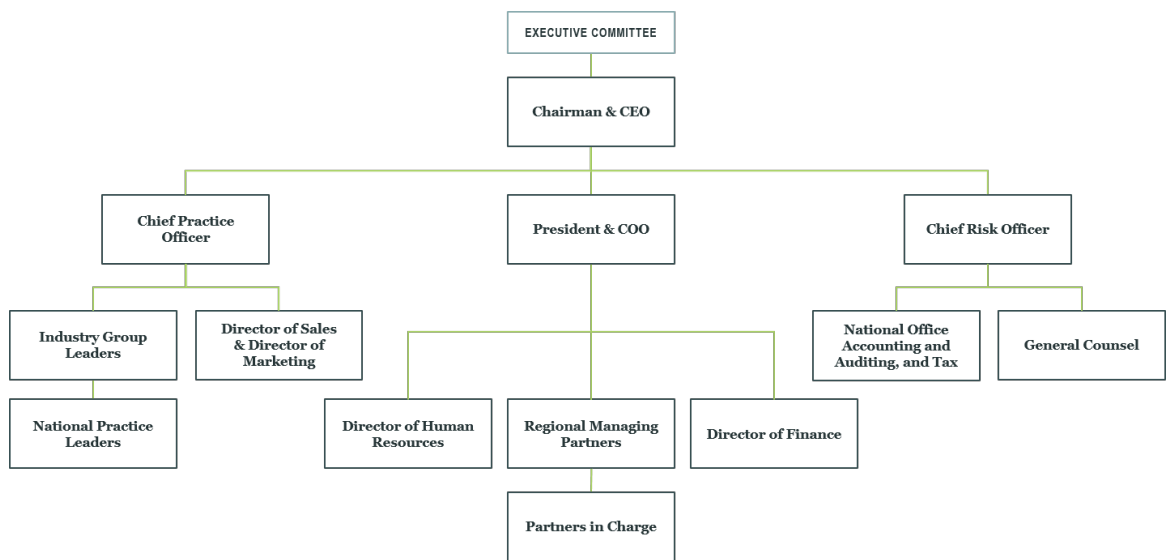
Staffing and organizational structure analysis

Governance assessments

Succession planning

MANAGEMENT AND ORGANIZATIONAL STRUCTURE

Moss Adams is organized as a limited liability partnership with more than 400 active partners. Firm business is conducted under the leadership of our chief executive officer, chief operating officer, and chief practice officer; an elected executive committee; regional managing partners; partners in charge of our offices; and industry group leaders. Our national office, located in Seattle, Washington, provides centralized support services for the firm. Below is an organizational chart of the firm.



RESUMES

Project Manager and Team Structure



Colleen Rozillis, partner, will be your client relationship steward and will also serve as the project's quality assurance reviewer. In this role, she will serve as an escalation point for the Regional Port and the reviewer of all deliverables to make sure they meet the high-quality standards of the firm. Annie Rose Favreau, senior manager, will be the project manager who will lead the day-to-day work effort and serve as the primary contact for the Regional Port, Annie Rose, in conjunction with Colleen, will be responsible for the completion of each service component and final deliverable. They each have significant experience supporting public sector clients.

Working with the right team of professionals makes all the difference to your engagement. The team members we've thoughtfully selected to meet your specific needs have years of relevant experience. But more than that, you'll find they bring an optimistic perspective focused on helping you explore and embrace emerging opportunity.

As you'll see in the list below, our proposed team composition reflects a robust combination of quality assurance, project management, analytical expertise, and relevant industry experience.

Team Member	Project Role
Colleen Rozillis, PMP, Partner	Engagement Partner, Quality Assurance
Annie Rose Favreau, Senior Manager	Project Manager, Facilitator
Jessie Lenhardt, PMP, Senior Manager	Facilitator
Tommy Conkling, Senior	Analyst

Resumes for the proposed team are included on the following pages.



Professional Experience

Since 2005, Colleen has provided strategic guidance to a diverse range of clients, including local, state, and tribal governments, educational institutions, utilities, and private companies. Colleen leads our firm's Public Sector, Non-Profit, and Tribal Consulting Industry Group, as well as our Environmental, Social, and Governance (ESG) consulting services.

Colleen focuses on helping organizations enhance their organizational and program operations and efficiency, facilitate strategic leadership and planning, and cultivate more effective governance. She works collaboratively with clients to understand their goals and objectives and define organizational and programmatic changes to better equip and position them to achieve those goals.

Colleen has recently provided strategic planning consulting services to clients including Burns Paiute Tribe, Carson City, Chitimacha Tribe, Corona-Norco School District, City of Corona, City of Creswell, County of Maui Planning Department, Curry County, City of Patterson, Platte River Power Authority, City of Roseville, City of Salem, and San Manuel Band of Mission Indians.

Professional Affiliations

- Chair, Board of Trustees, Humanities Washington
- Member, Society for Corporate Governance
- Member, Project Management Institute
- Member, International City & County Management Association
- Member, Institute of Internal Auditors
- Member, Association of Local Government Auditors

Professional Certifications

- Project Management Professional (PMP)

Education

- MS, public policy and management, Carnegie Mellon University
- BA, English and political science, University of Michigan
- Diversity and Inclusion Certificate, Cornell University

Annie Rose Favreau, Senior Manager



Professional Experience

Annie Rose helps mission-driven organizations increase their impact. With a focus on organizational development, her areas of expertise include strategic planning, governance consulting, organizational assessments, performance measurement development, and leadership facilitation.

Annie Rose has extensive experience bringing practical insights and clear solutions for complex problems to an array of clients in the public and social sectors—including local, state, and tribal governments, not-for-profit organizations, foundations, and higher education institutions.

Some of her recent clients include the Port of Cascade Locks, Berkeley Public Library, City of Santa Monica, City of Salem, Confederated Tribes of the Umatilla Indian Reservation, County of Maui, First 5 Association of California, Global Fund for Women, Osage Nation, Platte River Power Authority, Sierra Health Foundation, Sound Transit, the University of California-Irvine, University of Nevada-Las Vegas, and the Quinault Indian Nation.

Professional Affiliations

- Member, Institute of Internal Auditors (IIA)
- Member, International City and County Manager’s Association (ICMA)

Education

- MPA, Daniel J. Evans School of Public Policy and Governance, University of Washington
- BA, French and English literature, Seattle University

Jessie Lenhardt, PMP, Senior Manager



Professional Experience

Jessie specializes in organizational development work including strategic planning, succession planning, process improvement, organizational and operational assessments, compensation benchmarking, and structure and staffing assessments. Jessie has a keen ability to identify areas for improvement and implement targeted interventions to enhance efficiency, foster innovation, and improve overall organizational effectiveness. She is known for her collaborative approach, integrity, and solution-oriented mindset, driving tangible and sustainable improvements within any organization.

Jessie is also a leader in the firm’s Environmental, Social, and Governance (ESG) Practice. She provides strategic insights to organizations navigating the complexities of ESG at any phase of their journey, including start-up, ESG

Annie Rose Favreau, Senior Manager

strategy development, ESG risk assessment and management, reporting, policies, procedures, and governance practices. She works closely with organizations across industries to support integrated business practices and achievement of goals. Jessie holds the International Financial Reporting Standards (IFRS) Fundamentals of Sustainability (FSA) credential.

Some of her recent clients include the City of Stockton, City of Santa Monica, Hoopa Valley Public Utilities District, Las Virgenes Municipal Water District, Port of Cascade Locks, and Oregon Public Defense Commission.

Professional Affiliations

- Member, Project Management Institute
- Member, International Financial Reporting Standards Foundation
- Member, International City & County Management Association
- Member, Association of Local Government Auditors

Professional Certifications

- Project Management Professional (PMP)

Education

- MA, organizational leadership, Gonzaga University
- BA, art history, University of Oregon



Professional Experience

Tommy is experienced at helping organizations improve efficiency, enhance effectiveness, and cultivate excellence. He collaborates with clients to identify, analyze, and leverage their unique wealth of quantitative and qualitative data, producing actionable insights to inform and improve strategy and operations. Tommy has experience in a wide range of financial, organizational, operational, and strategic assessments, plans, redesigns, and implementations. He particularly enjoys solving problems at the intersection of finance and operations.

Prior to joining Moss Adams, Tommy worked for a Bill & Melinda Gates Foundation initiative to improve state education agency performance, providing services to the State of Washington, the State of Oregon, and the State of Tennessee.

Tommy has recently provided services to the State of Utah, City of Cupertino, City of Glendale (AZ), City of Salem, and City Santa Monica, Douglas County (CO), Orange County, Port of Portland, Platte River Power Authority, Beverly Hills Unified School District, and California State University.

Professional Affiliations

- Member, Government Finance Officers Association
- Member, International City/County Management Association
- Member, Association of Local Government Auditors

Education

- MPA, University of Washington, Evans School of Public Policy and Governance
- BA, public policy analysis, Pomona College

SUBCONSULTANTS

Our proposed scope of work for this engagement does not include subcontractors. However, if chosen, we are committed to maximizing potential contract opportunities by subcontracting with local, small, minority, woman, and veteran-owned businesses. We believe in fully integrating our subcontractors into our engagements and actively seek opportunities to support their growth.

SIMILAR PROJECTS

Port of Cascade Locks, OR

We are currently working with the Port of Cascade Locks to develop a five-year strategic business plan. The planning process is focused on bringing together insights from their Board of Commissioners, management team, community stakeholders, and key partners like the City of Cascade Locks and nearby tribal communities. The plan itself will encompass all of the Port's current operations—including maintenance of a bi-state bridge, significant land holdings, major capital improvement investments, and other economic development initiatives.

Platte River Power Authority, CO

We facilitated a collaborative process with Platte River Power Authority leadership (Board and management) to develop a multi-year strategic plan to guide the organization's efforts to achieve 100% noncarbon energy mix by 2030, one of the most aggressive goals in the state.

The organization is governed by an eight-person Board of Directors that includes a diverse range city council leaders and utility directors from each of the four city owner communities. As such, we focused our work sessions around educating Board members about their roles and responsibilities, building collaboration and teamwork, and ensuring alignment between all members of the leadership team.

City of Salem, OR

We serve as the City of Salem's consultant of record, supporting organizational alignment, strategic improvement, and enterprise leadership. We facilitated the 2021 update of the City's strategic plan and the annual City policy agenda process. We performed comprehensive strategic planning services that included interviews, data gathering, meeting facilitation, and plan development.

As part of this work, we facilitated multiple work sessions with City Council and department directors to develop the strategic plan elements and align the strategic plan to the City's priority-based budgeting framework. Due to the timing of the project, these work sessions were conducted virtually. In order to ensure that each session was interactive and engaging, we utilized a variety of tools—including breakout rooms, polls, online collaboration boards, and structured brainstorming activities.

Following the strategic plan update, we facilitated a cross-functional team of City staff to develop the City's first suite of performance measures to support the strategic plan and annual community report.

Most recently, we performed a comprehensive financial scenario analysis—including developing a budget reduction prioritization framework and scoring tool—to help the City assess program options for various funding scenarios. This was a collaborative process that involved input from a cross-functional team of City staff.

City of Corona, CA

In 2021, we performed comprehensive strategic planning services that included interviews, data gathering, meeting facilitation, and plan development. We facilitated both in-person and virtual planning sessions with the City’s leadership team and Council, conducted interviews of key community stakeholders, and conducted a community survey with more than 1,000 responses. We also held multiple virtual open houses to gain community input.

A key component of this project was to find alignment between diverse groups of stakeholders. To support this goal, we developed summaries of key priorities for each stakeholder group and created a crosswalk to identify areas of convergence and divergence. Using this tool as a basis, we facilitated several work sessions with City leadership to dig into the data and select priorities that best reflected the needs of all community members.

GOVERNMENT CONSULTING EXPERIENCE



360+
government
entities served

Our Government Services Practice is grounded in the expertise of over 340 Moss Adams professionals who specialize in serving tax-exempt entities, including governments, higher education institutions, not-for-profits, tribal and gaming entities, energy and utility entities, and federal contractors.



340+
professionals dedicated
to higher education,
government, and
not-for-profit clients

We recognize government organizations are accountable to many different constituencies—Boards and Councils, partner organizations, elected officials, taxpayers—all with different expectations and demands. That’s why we commit significant personnel and resources to this Practice, building technical expertise in all areas of government.

Our experienced partners and senior managers lead engagements for over 360 government entities across the United States including libraries; state agencies; cities and counties; public colleges and universities; special purpose governments including ports, utility districts, and transit agencies; public retirement funds; and others.

Our significant experience working with government organizations means our professionals are more likely to help you spot potential problems, create effective, practical solutions, and understand the industry-specific impacts of today’s major disruptors like COVID-19, cybersecurity, globalization, population demographics, and aging workforce, as well as the constant drive to innovate.

Listed below are some representative government clients our firm has served throughout the country.

Representative Government Clients

- Carson City
- City of Abilene
- City of Arcadia
- City of Bellingham
- City of Bend
- City of Issaquah
- City of Laguna Niguel
- City of Los Angeles
- City of Lynnwood
- City of Modesto
- City of San Diego
- City of San Jose
- City of Santa Monica
- City of Santa Rosa
- City of Seattle

- City of Berkeley
- City of Cerritos
- City of Clearlake
- City of Clovis
- City of Corvallis
- City of Culver City
- City of Edmonds
- City of Fairfield
- City of Folsom
- City of Gardena
- City of Hemet
- City of Monterey Park
- City of National City
- City of Nogales
- City of Oxnard
- City of Patterson
- City of Phoenix
- City of Portland
- City of Redmond
- City of Redondo Beach
- City of Riverside
- City of Roseville
- City of Stockton
- City of Tacoma
- Clark County
- Curry County
- Douglas County
- King County
- Lane County
- Pierce County
- San Juan County
- Snohomish County
- Sonoma County

Representative Port and Airport Clients

- Albuquerque Sunport International Airport
- El Paso International Airport
- Idaho Falls Regional Airport
- Los Angeles World Airports (LAX)
- Pago Pago International Airport
- Port of Bellingham
- Port of Cascade Locks
- Port of Everett
- Port of Long Beach
- Port of Portland
- Port of Tacoma
- Portland International Airport
- Rogue Valley International – Medford Airport
- San Francisco International Airport
- Seattle-Tacoma International Airport/Port of Seattle
- Spokane Airports



SECTION 2

Project Approach and Methodology



Project Approach and Methodology

PROJECT MANAGEMENT PHILOSOPHY

Due to our nimble organization and careful planning, our firm is well-equipped to handle complex projects with hard deadlines. We believe in proactive engagement with your team, agreeing on responsibilities and deadlines well in advance, and addressing potential issues ahead of time. With relatively low staff turnover, you can expect consistency throughout the engagement and even from year to year, providing added value through their familiarity with the Regional Port and increased efficiency.

PROPOSED APPROACH

We understand that the Regional Port is seeking a qualified consultant to facilitate the development of a plan that includes input from a broad range of stakeholders, including Port Commissioners, Port staff, community partners, and citizens. Ultimately, the plan will provide a broad vision for the current and future direction of the Regional Port, and will also provide clear guidelines for the development of the annual budget. The plan will be a 10-year vision that includes initiatives and objectives, metrics for charting and reporting on progress, and an implementation plan.

Strategic planning processes can present unique challenges. We tailor our team's approach to both anticipate and mitigate risks so we can ensure a smooth and successful outcome.

- **Effective Communication:** We believe in proactive communication—no aspect of this work should come as a surprise. To support this, we build in a variety of communication touch points throughout the process. To start, we conduct a kickoff meeting with the client's strategic planning team upon contract award. During this meeting, we finalize the work plan and establish clear expectations for the project. Assembling the necessary information to support the planning sessions is a crucial aspect of strategic planning. We will also establish regular biweekly status calls with the designated project lead to discuss progress and can provide written updates as needed.
- **Staff Engagement:** If staff are not engaged in the process, it can be difficult to implement a strategic plan. As such, we focus on creating an inclusive approach that will foster overall employee engagement. We value true interactivity during interviews and work sessions and strive to develop creative ways to keep staff fully engaged in the process. For example, in one strategic planning session for a county, we divided the management team into small, cross-departmental teams. Each team was tasked with developing objective ideas for specific strategic goals, rotating between different goals every 10 minutes. This approach encouraged combined knowledge sharing and generated a large list of ideas quickly and without much redundancy. Many managers commented that this collaborative way of working together was a unique and effective experience, resulting in increased buy-in for the final plan.
- **Stakeholder Engagement:** The Regional Port has unique organizational characteristics that will need to be accounted for throughout the planning process. In particular, we anticipate that there will be a wide range of stakeholders that will need to participate in the planning process. We've structured our project plan to incorporate and encourage broad participation that enhance insights and perspectives represented by the plan and buy-in to the plan, which are critical to implementation success.
- **Implementation management:** A strategic plan provides a road map for achieving a defined vision, but it is not always used as an effective management tool. In addition to delivering a comprehensive

plan document, we will also prepare an implementation template, one-page plan summary, and reporting protocols to facilitate effective communication of the plan, ongoing management of the plan, and progress reporting on the plan.

By maintaining a collaborative and communicative approach throughout the engagement, we ensure that our clients' needs are met, and their strategic goals are effectively achieved.

Work Plan

We'll achieve a successful strategic planning process by properly initiating and defining the project, understanding your strategic priorities, efficiently performing the work, and preparing clearly articulated deliverables. Each stage of our integrated approach to the strategic planning process is described below.

PHASE 1 COORDINATION

Project coordination will encompass finalizing the work plan, establishing progress reporting requirements, confirming responsibilities and timing, ongoing project management, and quality assurance.

Finalize Work Plan

Upon contract award, we will conduct a kickoff meeting with the Regional Port's strategic planning team to finalize the work plan and establish clear expectations for the project. The work plan will define the scope, timing, resources, and level of effort required to complete each phase. We will work with you to establish Regional Port and Moss Adams roles and responsibilities for generating needed information. The work plan will also specify the stakeholder engagement process and communication plan, including target participants for each engagement opportunity including community residents, businesses, partners, and other community stakeholders.

Provide Progress Reports

We'll work with Regional Port leadership to establish protocols for managing work and submitting progress reports to verify the project is being performed on time, within budget, and at a satisfactory level of quality. To keep you informed of project progress, we will host biweekly or monthly progress coordination meetings, and will provide regular reports (at the Regional Port's desired frequency) that address schedule status, budget status, and any issues that may require attention.

Perform Quality Assurance

A partner will review all deliverables to verify that our mutual quality standards are met before submittal.

PHASE 1 DELIVERABLES

- Final work plan and schedule
- Ongoing progress reports
- Ongoing quality assurance reviews

PHASE 2 FACT FINDING

We believe the strategic planning process is just as important as the resulting plan. Preparation activities will include stakeholder engagement and assembling appropriate information from relevant documents.

Conduct Initial Orientation Work Session(s)

We'll begin the planning process by conducting one to two orientation sessions with Regional Port leadership (Council and management). These sessions will set priorities for the strategic planning process and review the organization's current budgets, plans, and priorities; current challenges and opportunities; mission, vision, and goal statements; and annual work plan.

Conduct Needs Assessment/Environmental Scan

The needs assessment/environmental scan will provide essential input for the planning process by identifying focus areas to be addressed by goals, objectives, and initiatives. We'll conduct interviews and/or focus groups with Regional Port employees, the community, and Regional Port Commissioners. We will request and review relevant documents, including past plans, organizational charts, agency budgets, and previous reports. We will also conduct a pre-retreat survey of the Regional Port. Key elements of the needs assessment and environmental scan will include understanding the Regional Port's current and future needs as we assess values, strengths, weaknesses, opportunities, and threats (SWOT analysis).

Begin Community Outreach

We'll initiate community engagement with the public and stakeholder groups as determined by Regional Port leadership. Typically, our team will conduct focus groups or interviews with key community partners or stakeholders and incorporate feedback into the environmental scan.

PHASE 2 DELIVERABLES

- Needs assessment/environmental scan results

PHASE 3

FACILITATION

Planning Session Facilitation

We will conduct three to four facilitated planning sessions with the Regional Port to develop the plan's formal components. Our planning sessions will focus on the development of strategic priorities aligned with the organization's mission, vision, and values; actionable strategies; and performance metrics. Key inputs from the needs assessment and stakeholder engagement will be synthesized and presented for consideration during these sessions.

The work sessions should serve as an iterative process where input from the Commission, management, staff, and key stakeholders is merged to create a document that reflects the insights and priorities of each group. The goal is to ensure that: 1) priorities are well understood, 2) there is strong alignment between the overarching strategy and the specific tactics, and 3) performance measures are meaningful.

Continue Community Outreach

To gain community feedback on draft plan elements, our team typically conducts community-wide surveys and will work with you to identify other engagement opportunities that work for your community. These could include town halls, virtual meetings, presentations, focus groups, prioritization exercises, or other approaches.

PHASE 3 DELIVERABLES

- Priority-setting retreat results
- Draft strategic plan elements
- Employee survey results
- Brochure or similar material to support community engagement
- Community outreach results

PHASE 4

REPORTING

Produce Draft Strategic Plan

Our primary deliverable will be a comprehensive strategic plan that will function both as the Regional Port's blueprint for success and as a powerful communication tool that clearly defines the Regional Port's mission, vision, priorities, goals, objectives, strategies, and outcome measures. The plan will be fiscally responsible and serve as a "living" document that covers a ten-year period. The overall strategic plan will incorporate the following elements:

- Mission, vision, and values
- Strategic goals, objectives, and actions
- Implementation timing
- Outcome-focused performance metrics

Develop Implementation Tools and Templates

We will deliver an implementation template that can be used to select priorities and track progress toward goals in future years. If desired, we can also create a consolidated one-page strategic plan summary that captures all key strategic plan elements. The purpose of these deliverables is to facilitate dissemination of the plan and facilitate tracking and reporting on implementation progress.

Present Final Strategic Plan

We will submit the draft plan to the Regional Port for review and revise the draft plan based on comments. The draft plan and process overview will be presented based on direction from the Regional Port, we will make any required changes and then finalize the strategic plan for adoption.

PHASE 4 DELIVERABLES

- Draft strategic plan
- Final strategic plan
- Implementation template for tracking and reporting status of strategic plan projects

PROPOSED METHODS FOR PUBLIC INVOLVEMENT

For each of our strategic planning projects, we believe in a highly collaborative approach. The greater the engagement from management, staff, and stakeholders, the greater the insights we'll gain regarding what is working well and what can be improved. As described in our workplan, we typically perform a variety of community engagement practices during the planning process including:

- Focus groups or interviews with key community partners
- Survey(s) of residents or other community stakeholders
- In-person or virtual open houses for community stakeholders

At the beginning of the process, we will collaborate with the Regional Port leadership to develop a comprehensive engagement strategy that meets the needs of the organization. We will also work with the Port to determine which activities will be best carried out by Port staff vs. the Moss Adams team. The most effective community engagement often benefits from the knowledge and expertise of Port staff.

PROJECT MILESTONES AND DELIVERABLES

Strategic planning projects of this nature typically take approximately five to six months to complete to accommodate all the stakeholder engagement, planning session activities, and ongoing interaction with the Regional Port between these activities. We'll tailor the schedule to the Regional Port's needs as part of the kickoff process and we're prepared to begin the project at contract execution.

Phase	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
1. Coordination						
2. Fact Finding						
3. Facilitation						
4. Reporting						

REFERENCES

We are pleased to provide references that reflect our relevant experience for this important project. Below we have provided contact and service details for three recent strategic planning engagements we have conducted for other local government clients. We encourage you to contact these references for feedback about the quality of service we provide and their level of satisfaction.

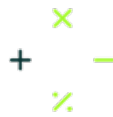
City of Salem, Oregon	
Contact	Courtney Knox-Busch, Strategic Initiatives Manager (503) 540-2426, cbusch@cityofsalem.net

City of Corona, California	
Contact	Jacob Ellis, City Manager (951) 279-3670, jacob.ellis@coronaca.gov

Platte River Power Authority	
Contact	Jason Frisbie, GM/CEO (970) 229-5201, frisbiej@prpa.org

SECTION 3

Cost



Cost

Our cost schedule aligns with the narrative/plan of each phase of the project, as described above. For our clients, it's about more than the dollars you pay at the end of the day; it's about value. Consider both the tangible and intangible benefits of working with us. You'll get solid and timely deliverables. But more than that, the experience you'll have working with forward-thinking, industry-specialized professionals who work side by side with you to explore new possibilities is where you'll see the value. Invest in your future prosperity and experience a different style of service with us.

Our professional fees will be billed monthly based on the amount of work completed based on the hourly rates outlined below. We are committed to fees that are fair and commensurate with the experience and level of service described in this proposal. Based on our initial understanding of your needs, we estimate this engagement will cost \$65,000.

Service Description	Amount
Phase 1: Coordination	\$10,000
Phase 2: Fact Finding	\$15,000
Phase 3: Facilitation	\$25,000
Phase 4: Reporting	\$15,000
Total	\$65,000

If applicable, expenses will be billed separately. Our team is available to travel onsite for in-person work sessions with travel and expenses billed at cost. Travel and expenses and will not exceed 5% of the total project fees (\$3,250).

HOURLY RATES

Our standard hourly rates range from \$280 to \$625, however, we have provided the following discounted hourly rates for the Regional Port, which includes all overhead rates. Our rates will apply to all services described in the scope of proposed and further elaborated herein.

Staff Level	Hourly Rate
Partner	\$400
Senior Manager	\$350
Manager	\$300
Senior	\$250
Staff	\$200

Conflict of Interest and Exceptions to Sample Agreement

Before accepting any new engagement, we conduct a thorough check throughout our firm to make sure there are no conflicts of interest or independence issues. This procedure complies with the independence requirements of all regulatory agencies. If selected as your auditor, we'll maintain and monitor our independence and reassess our independence with respect to your organization on an annual basis.

This proposal is contingent upon completion of the Moss Adams new client acceptance process and execution of a mutually agreeable contract.

With regard to the RFP terms and Attachment A, sample Personal Services Agreement (PSA), Moss Adams suggests: (i) clarifying applicable contract documents and terms (RFP §2.9); (ii) providing for mutuality in termination rights and addressing remedies on termination (PSA §5); (iii) focusing and clarifying any indemnification provisions (PSA §7); (iv) clarifying insurance requirements to comport with existing policies, including providing for confidentiality of insurance structure (including deductibles, retention levels, and declaration pages), professional liability is per claim, additional insureds are added via blanket endorsement, insurer rating is A-VII, notification is from primary insured (PSA §8); (v) clarifying Client's ownership of final deliverables and Moss Adams' ownership (and retention) of intellectual property, working papers, works in progress, and general skills and know-how (PSA §§9, 13(E)); (vi) clarifying compliance with applicable laws (PSA §11); (vii) access and audits focused on information pertaining to fees and expenses charged and access shall not include facilities or systems housing confidential information of Moss Adams or Moss Adams' other clients (PSA §12); (viii) clarifying parties' rights to discovery, timeframe for initiating arbitration, and sharing costs of arbitration (PSA §16); (ix) following the American rule on attorneys' fees (PSA §19); and (x) addressing mutual limitation of liability and no third-party beneficiary in the resulting contract (new).

We have successfully signed services agreements with thousands of clients and we commit to working in good faith to successfully negotiate a mutually agreeable contract on a timely basis should we be awarded this work.