

PORT ANGELES SCHOOL DISTRICT

STEVENS MIDDLE SCHOOL RENOVATION PROJECT

1. What is the rationale for not applying for permission to utilize the Alternative Subcontractor Selection with this application?

The Project Team has discussed the merits of including EC/CM and MC/CM for the Stevens MS Modernization Project, and understands the significant advantages the Alternative Subcontractor Selection process can provide. At this stage of the Project, the Project Team has not made a determination that use of the Alternative Subcontractor Selection process is in the best interest of the Project. Following selection of a GC/CM contractor, the Project Team plans to solicit the GC/CM's input as to whether the Alternative Subcontractor Selection process is appropriate. As the Project develops, should the Project Team determine in coordination with the GC/CM that the Project will benefit with either EC/CM or MC/CM, the District will request approval from the PRC to use the Alternative Subcontractor Selection process.

2. Do you have a plan for managing the cash flow around levy funding that comes in twice yearly and SCAP funding that can't be collected till local funds have been spent, usually around 75% of the project completion?

The District has carefully considered expected cash flows for the Project and has developed plans for managing cash flows.

The District has been collecting levy funds since the voters' approval of the levy. During the preconstruction phase, all the project costs will be paid with levy funds.

Once a GMP is developed, the District will not issue a Notice to Proceed for construction or execute a GMP Amendment until all levy funds have been collected and OSPI has issued the Form D-10 (Authorization to Sign GC/CM Contract).

Once the D-10 is issued, the Project team will be submitting monthly claims to OSPI. Once the threshold for spending has been achieved the SCAP funds can supplement the cashflow. The District will have adequate capital funding to manage the cashflow between payments and receipt SCAP funds.

3. Will the SCAP funds cover the costs of the follow-on phases?

The work may be completed in phases but under one GC/CM contract funded by the levy and SCAP funds.

4. Do you have any off-site costs such as sidewalks for safe-walk to schools?

There are no requirements to improve "off-site" safe walk to school routes.

The District is considering frontage improvements as part of on-site costs. Initial cost estimates for school property frontage improvements have been identified as \$121,000. Per City of Port Angeles Development Standards, South D Street is considered an Access Street. As South D Street or the easterly portion of West 14th Street are not currently improved with a concrete walk along the frontage, the following street improvements are suggested:

South D Street:

- Maintain the existing curb alignment

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- Provide new 6' concrete walk adjacent to the existing curb
- Provide concrete curb ramps at the intersection of South D Street and West 14th Street

West 14th Street:

- Maintain the existing curb alignment and pavement
- Provide new concrete walk (170 LF) along the easterly segment without a paved walking surface

Additional coordination with the AHJ is expected to confirm expectations to meet development standards.

Funding for the above site costs is addressed in the District's budget.

5. When the agency addresses operational impacts on occupants in the application, they stated air quality as primary concerns. Does the agency plan on setting up mitigation standards for air quality that will include monitoring and tracking of the indoor air quality the students and staff will be breathing during construction? This includes the areas that will be affected by mechanical and plumbing system shut downs.

Yes. PACRIM Environmental has been contracted to provide Task Order 1 - initial Hazardous Material investigations/report, Task Order 2 - developing HAZMAT removal specifications, and Task Order 3 - Abatement Compliance and Oversight services (to-be-negotiated).

Ongoing air quality monitoring and tracking will be a requirement of construction and will be documented in the Contract Documents. The GC/CM, in coordination with the District and its consultants, will be responsible for developing a Construction Indoor Air Quality (IAQ) Management Plan with specific requirements will be outlined for monitoring and tracking air quality in the existing school during construction. The IAQ management plan will include baseline indoor air quality testing procedures that meet EPA limits.

6. Under public benefit, how does the agency plan on getting "input from local tradespeople" and what demographics are you targeting?

The District is committed to encouraging participation by local trade firms and organizations in the Project. Our PM/CM firm, Vanir, has managed multiple local Port Angeles projects and are fully embedded within the local community. The Project Team will engage and collaborate with local construction organizations such as the North Peninsula Building Association, to further develop relationships and gather input from local trades during both the design and construction procurement processes. These relationships worked well in gaining local participation and input for the recent Port Angeles Waterfront Field Hall and Events Center.

The District's outreach efforts will target local and small businesses, as well as disadvantaged and minority-owned businesses, and veteran-owned businesses.

7. In evaluating good faith efforts, will the District:

- a. Orchestrate any pre-response meeting, preferably, at inception of project.

Yes. The PASD established an ongoing dialogue with the community, starting in 2019, regarding the Stevens Middle School Project. Discussions have been conducted with all the civic groups in the area, along with local radio interviews and newspaper articles. This community dialogue will continue throughout the life of the project, including at the outset through a pre-response meeting. This ongoing dialogue results in community feedback which was critical for the School Capital levy.

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The District continues regular meetings with the Port Angeles Capital Advisory Committee (PACAC) made up of school and community members to guide critical project decisions.

Additionally, the project team has been in discussions with, and will continue to be in discussions with the local construction and business community regarding future project participation, including the Clallam County Economic Development Council, the North Olympic Peninsula APEX Accelerator (formerly Washington Procurement Technical Assistance Center – PTAC), the North Peninsula Building Association (NPBA) and the Port Angeles Building Association (PABA).

- b. Advertise in general circulation, trade association, and minority-focused media concerning subcontracting opportunities.

Yes. It is the intent to use both the Peninsula Daily News and Daily Journal of Commerce to advertise subcontracting opportunities, along with conducting targeted meetings with various local business and construction organizations to ensure the greatest distribution of information and greatest levels of participation in the project.

- c. Provide written notice to a reasonable number of specific small, women, minority, and veteran-owned businesses that their interest in participation is being solicited, in sufficient time to encourage participation.

Yes. The project team has commenced discussion with NPBA, Washington APEX Accelerator, and Clallam County Economic Development Council to identify existing local certified disadvantage businesses, and to encourage and mentor other local businesses to become certified in their specific areas, along with assisting businesses in obtaining HUB Zone certifications. More intensive discussions will take place as we move closer to the construction phase.

- 8. This applicant listed five(5) specific areas of interest in its outreach agenda to include but limited to (1) Coordination of procurement and communication efforts; (2) Establish minimum and target participation goals for the project; (3) Selection process; (4) Conduct targeted project outreach during design phase and throughout buyout; and (5) Work closely with selected GC/CM contractor to ensure bid packages are broken out and structured in a manner that encourages participation. It is not clear how these may be carried out; I would appreciate a detailed explanation of the process referencing specific examples from past projects.

- 1. Coordination of procurement and communication: Communication efforts have already begun and will continue throughout the life of the project as discuss in Item 7 above.
- 2. Establish Minimum targets: minimum targeted goals will be a discussion item among the larger project team including the District, Design team, local business organizations and GC/CM Contractor.
- 3. Selection Process: The District's project team will require GC/CM contractors to provide detailed information regarding their plans and past performance utilizing local, DBE and SBE firms. The District will place heavy scoring emphasis on the GC/CM contractor's demonstrated performance in encouraging and supporting participation by disadvantaged firms in prior projects.
- 4. Targeted Outreach: The District has engaged Vanir with a proven track record of experience and success in the local area. Vanir, in concert with the design and construction team, will

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implement a similar outreach conducted during the design and buyout phase for the Port Angeles Waterfront Center Field Arts and Events Hall. Numerous subcontractor meetings were held in various locations to educate potential DBE/SBE firms on the project opportunities.

5. Bid Package Development: Part of the Project Team focus in working with GCCM firm is to develop bid packages into opportunities that can be successfully executed by local and SBE/DBE firms. If subcontractor bid packages are all of a large size and scope, many small, disadvantaged businesses might not have the resources (finance/equipment/personnel) to propose, nor would they have the bonding capacity. By breaking down bid packages to smaller/targeted scopes of work, smaller businesses would have better capacity to propose and be successful. PASD accomplished this on their recent ballfield construction project by breaking the project into distinct smaller scopes of work rather than procuring through one large contract. This allowed local businesses to participate when they would not have been able to under a large single contract.

9. How does this applicant intend to address the following:

- a. Provide interested small, women, minority, and veteran-owned businesses with adequate information about the plans, specifications, and requirements of the contract.

PASD will work with the Design Team and the prospective contractor to ensure project documents are easily available for electronic download. The download information will be made available to the local business and construction industry partners (e.g. APEX Accelerator) which the project team is currently working with. For those firms that do not have capabilities to download project documents, Vanir will setup up "plan room" where documents can be made available.

- b. Negotiate in good faith with interested small, women, minority and veteran-owned businesses based on a thorough investigation of their capabilities, not rejecting small, women, minority, and veteran-owned businesses as unqualified without sound reasons.

During contractor selection process, including in-person interviews, the contractor's qualification process will be a discussion point to ensure small disadvantaged businesses are not prematurely rejected. On past large projects, the Vanir team has been able to develop innovative means to ensure small-disadvantaged businesses can participate even though they not meet the prime contractor's normal level of qualifications.

- c. Effectively use the services of available minority community organizations; minority vendors groups; local, state, and federal minority business assistance offices; and other organizations that aid in the recruitment and placement of small, women, minority, and veteran-owned businesses.

The project team is currently engaged with the local Washington APEX Accelerator to develop a plan to reach out to disadvantage businesses and assist them in obtaining the proper certifications.