Port Angeles School District

Request for Qualifications (RFQ)

For General Contractor / Construction Manager (GC/CM) Services

PORT ANGELES HIGH SCHOOL PROJECT

Deadline for Submissions: February 9th, 2026 4:00pm

Nolan Duce
Director of Capital Projects
Port Angeles School District
360.457.8575
nduce@portangelesschools.org

Kristin Helberg
Project Manager,Vanir
425.698.5833
kristin.helberg@vanir.co

TABLE OF CONTENTS

1. INTRODUCTION 1
2. PROJECT DESCRIPTION 4
3. SCHEDULE 5
4. SCOPE OF GC/CM SERVICES 5
5. SELECTION AND AWARD PROCESS 7
6. QUESTIONS AND ISSUANCE OF ADDENDA 9
7. QUALIFICATIONS SUBMITTAL REQUIREMENTS 10
8. CONTENTS OF SOQS AND EVALUATION CRITERIA 11
9. REFERENCE CHECKS 23
10. SHORTLIST 23
11. INTERVIEWS 23
12. FINAL PROPOSALS 24
13. FINAL SELECTION 25
14. PUBLIC DISCLOSURE 26
15. DEBRIEFING AND PROTEST PROCEDURES 26
16. CANCELLATION AND REJECTION OF QUALIFICATIONS 28

Attachments

- Attachment A – Sun & Wind Analysis
- Attachment B – Slope and View
- Attachment C – Access & Arrival
- Attachment D – Building Type
- Attachment E – Phasing
- Attachment F – Phasing
- Attachment G - Phasing
- Attachment H – Project Schedule
- Attachment I – PRC Application

1. INTRODUCTION

1.1 Request for Qualifications: Port Angeles School District (the District) is requesting Statements of Qualification (SOQ) from qualified general contractors to provide General Contractor / Construction Manager (GC/CM) services in connection with the District's Port Angeles High School Replacement Project (the Project).

1.2 Use of GC/CM: The Project will utilize the GC/CM alternative public works contracting procedure authorized by RCW.39.10. The District's use of the GC/CM procedure for the Project was approved by the State of Washington's Project Review Committee (PRC) on December 4th, 2025.

1.3 Reasons for Using GC/CM: The District has determined that the Project meets the criteria established by RCW 39.10.340 for use of the GC/CM procedure. Among the most important factors in this determination were the following: (1) the Project involves complex scheduling, phasing, and coordination, (2) the Project involves construction on a site with multiple facilities that must remain operational during construction, (3) the Project encompasses a complex or technical work environment, (4) involvement of a GC/CM during the design stage is critical to the success of the project.

1.4 Overview of GC/CM's Role: A qualified GC/CM is being selected to perform preconstruction services and, if a Guaranteed Maximum Price (GMP) is established, to construct the Project (both as described elsewhere in this RFQ).

1.5 Selection Process: The GC/CM selection process will take place over multiple steps. The first step consists of submission and evaluation of Statements of Qualifications (SOQ) in accordance with the criteria set forth in this RFQ. Based on the evaluation of SOQs, the District will establish a list of the most qualified finalists, to which the District will subsequently issue a Request for Final Proposal (RFP). The RFP will include additional Project information and requirements, including the draft Agreement to be entered into between the GC/CM and the District, the General Conditions, and Division 01 Specifications. In addition, the RFP will include instructions for participation by finalists in interviews.

Following interviews, finalist firms issued the RFP will be asked to submit sealed Final Proposals that shall include:

(a) A Percent Fee amount on the estimated Maximum Allowable Construction Cost (MACC). The Final Proposal Form (provided with the

RFP) shall be used by finalists to submit their Percent Fee amount. For scoring purposes, the Percent Fee will be multiplied by the ***estimated*** MACC for the Project to determine a total proposed Fee.

After a final MACC has been negotiated between the District and the selected GC/CM, the total Fee to be included in the Agreement will be established by the following formula:

(Final Proposal Proposed Fee Percentage) x (Negotiated MACC) = Fee Amount

(b) A fixed amount for detailed Specified General Conditions work based on scope items identified in the RFP documents.

The Final Proposal with the lowest sum total amount of (a) the total proposed Fee and (b) the fixed Specified General Conditions work, shall score the full 300 points possible for the price criterion. Proposals containing higher sum total amounts will be scored proportionally lower on the price evaluation criterion.

1.6 Final Selection: The District will select the finalist with the highest total score based on interviews and Final Proposals to enter into the Agreement. As part of the interview process, the District may consider information provided in a firm's initial SOQ, but SOQ scores will not be used to determine the most qualified finalist during the final stage of the scoring process.

1.7 Funding: The District will fund the Project through Levy proceeds from a voter-approved Bond from 2024. Additional funding for the Project comes from the Office of Superintendent of Public Instruction (OSPI).

1.8 Agreement: The District intends to negotiate and execute an Agreement with the selected GC/CM utilizing modified AIA-A133 and AIA-A201 documents. The Contract will require School Board approval before work commences. The Contract will establish an agreed, not-to-exceed fee for the GC/CMs preconstruction services.

1.9 Negotiation of MACC and GMP: The District anticipates that at or near the completion of preconstruction activities (but no earlier than ninety percent (90%) completion of construction documents as required by RCW 39.10.370), the GC/CM and the District will enter into negotiations to establish a final Maximum

Allowable Construction Cost (MACC) and corresponding Guaranteed Maximum Price (GMP) for construction of the Project. Upon agreement on the MACC and GMP, an amendment to the Agreement will be executed. Construction will then commence, including soliciting bids for subcontract bid packages. While in general, subcontract bids will not be issued until a GMP is established, the District and the selected GC/CM may agree to certain early release of bid packages as follows:

(a) The GC/CM may bid some major bid packages before agreement on the MACC and GMP (RCW 39.10.370 (2)) with District approval.

(b) The District may, at its option, authorize the GC/CM to proceed with bidding and award of bid packages and construction before receipt of complete plans and specifications (RCW 39.10.370 (3)).

1.10 Unsuccessful MACC and GMP Negotiation: If agreement on the MACC or GMP cannot be reached, the District may, in its discretion, either negotiate with the next-highest-scored firm, competitively advertise and bid the work (or a portion of the work) and award a contract to the lowest responsible bidder, or take any other appropriate and authorized actions as may be most beneficial to the Project.

1.11 Cost of Responding to RFQ and RFP: All costs incurred by firms choosing to participate in this RFQ and RFP process shall be borne by the Proposers.

1.12 Questions: All inquiries about this RFQ are to be directed, in writing, to the individuals identified in Section 6 of this RFQ.

1.13 Project Pre-Proposal Meeting: An informational Pre-Proposal Meeting will be held to discuss qualifications requirements, provide additional information, and to respond to questions. The meeting will be held on the date and time and at the location indicated in Section 3 of this RFQ.

1.14 Site Visit: Interested firms are invited to attend the Site Visit, which will be held at the time of the Pre-Proposal Meeting. The Site Visit will include a walk through and orientation of the site and existing buildings.

2. PROJECT DESCRIPTION

2.1 Summary:

2.2 The Port Angeles High School Project consists of a proposed new facility of approximately 136,000 square feet of addition, and 21,000 square feet of modernization of the Performing Arts Center. which will serve up to 950 students (master plan is for 1200) in 9th through 12th grades. The partial demolition of the existing building will include 122,000 square feet. The new building will include classrooms, administration spaces, music, library, commons and instructional support spaces. The schedule for the Project is set forth in Section 2 of this RFQ.

2.3 Project Cost and Schedule:

(a) The estimated Maximum Allowable Construction Cost (MACC) for the Project is $132.4 million dollars not including Washington State Sales Tax (WSST).

(b) The Project design and construction schedule is identified below and outlined in further detail in Attachment H:

Project Schedule	Start	Finish
Programming (Ed Specs)	Nov 2025	Feb 2026
Schematic Design	Feb 2026	July 2026
Design Development	July 2026	March 2027
Construction Documents	March 2027	Sept 2027
Site Development Review/ AHJ Review/Permitting	March 2027	May 2027
New School Facility Construction	Sept 2027	June 2029
New School Substantial Completion / Punch	June 2029	July 2029
New School AHJ Occupancy / Relocation of Admin & Students (portable, temporary, other)	June 2029	June 2029
Auditorium Renovation	July 2027	Feb 2029
Auditorium Substantial Completion	March 2029	March 2029
Demolition Old buildings and Site work	June 2029	Jan 2030
Final Contract Closeout	Jan 2030	March 2030

Other Considerations:

2.4 The Project involves a number of challenging elements that must be considered during the preconstruction and construction phases. These complexities are discussed in detail in Attachment I (PRC Application). (Sections 2 and 3 Override PRC Application dates)

3. SCHEDULE

The following is the current schedule for the GC/CM selection process and contracting. The District reserves the right to modify the schedule in its discretion.

GC/CM Procurement		
PRC Application	October 15, 2025	October 15, 2025
PRC Hearing	December 4, 2025	December 5, 2025
First Publication of Request for Qualifications (RFQ) for GC/CM Services	January 5, 2026	January 5, 2026
Second Publication of RFQ for GC/CM Services	January 12, 2026	January 12, 2026
Project Information Meeting	Jan 21st, 2026 10am	Jan 21st, 2026 1pm
Final Addenda Issued (if Applicable)	Jan 28, 2026	Jan 28, 2026
Questions Regarding RFQ Due By	Jan 26, 2026	Jan 26,2026
Statement of Qualifications (SOQ) Submittal Deadline	February 9, 2026	February 9, 2026
Evaluation Committee Scoring of SOQs Received	February 10, 2026	Feb 12, 2026
Notify Proposers of Most Qualified Finalists & Invitation to Submit Final Proposal and Interview	Feb 17, 2026	Feb 17, 2026\
Deadline for Questions and Comments on Contract Documents	Feb 25, 2026	Feb 25,2026
Interviews with Short-Listed Firms	Feb 27,2026	Feb 27, 2026
Final Proposal Submittal Deadline & Opening	March13, 2026	March 13, 2026
Notify Proposers of Scoring and Most Qualified GC/CM	March 27, 2026	March 27, 2026
Pre-Con Work Plan Finalized	March 26, 2026	March 31, 2026
School Board Acknowledgement of Receipt	March 31, 2026	March 31, 2026
School Board Approval of GC/CM Selection	April 1, 2026	April 23, 2026
GC/CM Agreement w/Pre-Con Services Executed	April 24, 2026	April 24, 2026
Pre-Con Services Commencement	April 24, 2026	April 24, 2026

4. SCOPE OF GC/CM SERVICES

The GC/CM will be involved in two distinct stages of project delivery for this Project. Initially the GC/CM will provide designated preconstruction services; thereafter, if a GMP is established, construction services will commence as summarized below:

4.1 Preconstruction Services: The GC/CM will work collaboratively with the District and Architect, as a member of the Project team, to review significant aspects of

the Project. The preconstruction services will be performed over a period of months consistent with the Project schedule. Among the tasks the GC/CM will perform during preconstruction are the following non-exclusive list of tasks:

- site review
- constructability review of plans and specifications
- develop recommendations regarding means and methods, safety and security, schedules, and coordination of the work,
- identify potential cost saving measures,
- develop procurement strategies for long lead materials
- develop subcontract bid packaging plans, and
- perform other tasks related to avoidance/mitigation of Project risks.

The GC/CM shall provide necessary consulting expertise to the District to ensure that the program scope is maximized and the construction budget and the Project schedule are met. In addition, the GC/CM will provide cost estimating and tracking for the Project and will work with the District on reconciling cost estimates. Proposing teams may suggest additional preconstruction services in their response to this RFQ.

4.2 Construction Services: If a MACC and GMP are agreed upon for the Project and an amendment to the Agreement for construction services is executed between the District and the GC/CM, the GC/CM shall provide full general contracting services for construction of the Project in accordance with the requirements of the Contract Documents and RCW 39.10, except to the extent work is specifically indicated in the Contract Documents to be the responsibility of others or by the District. If early subcontract bidding and work occurs, the District and the GC/CM may initially enter into amendments to the Agreement for a portion of the MACC and GMP only.

More detailed information about the scope of work for preconstruction services and construction services may be provided in the RFP.

5. SELECTION AND AWARD PROCESS

The procurement of GC/CM services will be accordance with the District's policies and procedures and other applicable laws, regulations, and procedures. The District is contracting for GC/CM services in accordance with the process authorized by RCW 39.10.340 through 39.10.410.

The process for selection of the GC/CM for preconstruction and construction services is as follows:

5.1 Submittal of Qualifications: Firms interested in the Project may submit SOQs in accordance with the requirements set forth in this RFQ. In order to be considered further, all Proposers must meet the responsibility criteria set forth in RCW 39.04.350. Proposers must be registered with the Washington State Department of Labor and Industries in accordance with RCW 18.27.020 as of the SOQ submittal deadline.

5.2 Evaluation of Qualifications: The first step in the selection process will consist of evaluation of the SOQs received in response to this RFQ and in accordance with the evaluation criteria set forth in this RFQ.

5.3 Reference Checks: Concurrent with the evaluation of SOQs, the District may, in its discretion, conduct reference checks, as further described in Section 9 of this RFQ.

5.4 Announcement of Shortlist: Based on evaluation of SOQs, including any reference checks, the District will announce a shortlist of most qualified finalists and will issue a Request for Final Proposals (RFP) to these firms. The RFP will include draft Contract Documents and other pertinent information. Pursuant to the terms of the RFP, finalists will be invited to interview and submit Final Proposals.

5.5 Interviews: Interviews with all shortlisted finalists will be conducted. During interviews, finalists will be invited to comment on the draft Contract Documents and other matters. Interviews will be scored in accordance with the scoring criteria set forth below.

5.6 Final Proposals: After interviews with all finalists are complete, firms will submit a Final Proposal including a Percent Fee and a fixed amount for the detailed Specified General Conditions Work. These scores will be evaluated and

considered with the interview scores. The Proposer with the highest total score based on the interview and Final Proposal scores will be invited to enter into the Agreement in the form provided with the RFP.

5.7 Start of MACC and GMP Negotiations: The District and the GC/CM will begin MACC and GMP negotiations in compliance with RCW 39.10.370.

5.8 Completion of MACC and GMP Negotiations: MACC and GMP negotiations will take place prior to execution of an amendment to the Agreement for construction services, unless the District and the GC/CM agree that the GC/CM may bid and award some subcontract packages early under the options provided for in Chapter 39.10 RCW. The GC/CM shall not be reimbursed for the MACC negotiations in excess of the agreed not-to-exceed fee for Preconstruction Services. Following successful negotiations of the MACC and GMP, the District and the GC/CM will finalize and execute an amendment to the Agreement for construction phase services.

5.9 Failure to Negotiate MACC: Should the GC/CM and District not agree on a satisfactory MACC and/or GMP, the District shall terminate the negotiations, and may, in its discretion, either negotiate with the next highest scored firm, competitively advertise and bid the work (or a portion of the work) and award a contract to the lowest responsible bidder with a responsive bid, or take any other appropriate and authorized actions as may be most beneficial to the Project. Should the District choose to terminate the negotiations due to failure to successfully negotiate a MACC and/or GMP, such termination will be effective upon written notification to the GC/CM. If for any reason the District and the selected GC/CM do not enter into an amendment to the Agreement for construction services after the GC/CM's performance of the preconstruction services, the GC/CM shall have no recourse whatsoever against the District for such failure to enter into an amendment to the Agreement.

5.10 Compliance with RFQ and RFP: Failure by a Proposer to comply with the requirements of this RFQ or RFP may result in the District declaring the SOQ or Final Proposal "non-responsive."

6. QUESTIONS AND ISSUANCE OF ADDENDA

6.1 Questions: After complete review of the solicitation documents, if a Proposer has questions or needs clarification of the solicitation documents, the Proposer shall submit a written question *by email only* to both of the following individuals:

Nolan Duce
Capital Project Director
Port Angeles School District
nduce@portangelesschools.org

Kristin Helberg
Project Manager
Vanir Construction Management
kristin.helberg@vanir.com

Inquiries shall reference the appropriate section and paragraph number of the solicitation documents. Questions must be received by the District no later than the date (and time, if applicable) specified in Section 3 of this RFQ.

6.2 No Other Contact: All inquiries about this RFQ shall be made in accordance with the directions above. Proposers who contact any other District employee, Board member, or consultant with questions may have their SOQ and/or Final Proposal declared non-responsive.

6.3 Addenda Response to Questions: The District will provide written answers to questions only via addenda which shall be sent by email to all Proposers who have requested a copy of the RFQ from the District's Project Manager or otherwise indicated their interest in the Project. It is the responsibility of Proposers to verify that they have obtained all addenda issued. Only questions answered with changes to the RFQ and issued by formal written addenda shall be binding. Oral interpretations shall be without legal effect.

6.4 Revisions to RFQ: If it becomes necessary to revise any part of this RFQ, addenda will be issued and sent by email to Proposers who have obtained a copy of the RFQ from the District's Project Manager or otherwise indicated their interest in the Project. If addenda are issued, the time and date set for submittal of SOQs may be changed by the District to enable Proposers to take into account the addenda in preparing their SOQs.

6.5 Revisions to Contract Documents: All proposed revisions to the Contract Documents must be submitted by the deadline specified in Section 3 of this RFQ. The District will not consider proposed revisions to the Contract Documents after this time.

6.6 Other Provisions Unchanged: If an addendum is issued amending this RFQ, all provisions that are not modified remain unchanged.

7. QUALIFICATIONS SUBMITTAL REQUIREMENTS

7.1 Qualification Submittal Requirements: SOQs must be submitted in (1) electronic PDF format, and (2) one original bound paper copy. SOQs may not exceed 20 pages in total (excluding Letters of Interest and all attachments). The paper copy should be in an 8 1/2" by 11" format. Proposers may "double side" the printing of their SOQ; however, for the purposes of page limitations of the qualifications outlined in the RFQ, each side of a printed page is considered a separate page.

SOQs must be submitted via email in PDF format on or before the date and time specified in Section 3 of this RFQ, to the following two e-mail addresses. Receipt will be acknowledged.

Nolan Duce
Director of Capital Projects
Port Angeles School District
nduce@portangelesschools.org

Kristin Helberg
Project Manager
Vanir Construction Management
kristin.helberg@vanir.com

In addition, one (1) paper copy of SOQs must be mailed on or before the date specified in Section 3 of this RFQ, to the following address:

Port Angeles School District
Attn: Nolan Duce
Director of Capital Projects
905 W 9th Street
Port Angeles, WA 98363

7.2 Conflicts: In the event of any conflicts between the paper copy and electronic PDF copy of the SOQ, the electronic PDF copy will prevail.

7.3 Late Qualifications: SOQs may not be submitted to the District after the date (and time, if applicable) specified in Section 3. In the event that an SOQ is delivered after the qualifications submission deadline, the SOQ may not be accepted or considered.

7.4 Submittals: No oral, FAX, or telephonic SOQs or subsequent modifications to such SOQs will be considered except as specified herein.

7.5 Reviewing Qualifications: The District will make such reviews and investigations as it considers necessary and appropriate for evaluation of the SOQs. Approval and award of the Agreement will be made pursuant to District policies and is subject to the approval of the Port Angeles School Board.

7.6 Clear and Responsive Qualifications: The District has made every effort to include enough information with this RFQ for a firm to prepare a responsive SOQ. Proposers are encouraged to submit the most comprehensive and competitive information possible. Qualifications that do not respond completely or sufficiently to the evaluation criteria in this RFQ may be rejected as non-responsive, or may receive correspondingly lower scores for those criteria, which may result in the SOQ not scoring high enough to be considered further.

8. CONTENTS OF SOQS AND EVALUATION CRITERIA

Firms shall submit SOQs meeting the following content requirements. The District reserves the right to request additional information from Proposers.

8.1 General SOQ Format: SOQs must address each of the evaluation criteria set forth below in a clear, comprehensive, and concise manner and in the format prescribed below. In order for the District to adequately compare and evaluate qualifications and Project approach objectively, all SOQs must be submitted in accordance with the following format in terms of order, should be clearly separated with tabs (including electronic tabs), and labeled by response to specific requests and criteria. SOQs should be prepared simply and economically, providing straightforward and concise information that will enable the District to quickly access pertinent information. SOQs should avoid duplication of information.

8.2 SOQ Outline: SOQs shall be organized as follows:

(a) Letter of Interest: The Proposer may include a Letter of Interest with the SOQ not to exceed two (2) pages. The Letter of Interest may contain any information desired by the proposer but is not required by this RFQ. The letter does not count in the 20 page limit

(b) Responses to Evaluation Criteria. Responses must not exceed 20 pages.

(c) Resumes. No page limitation.

(d) Accident Prevention Program. No page limitation.

(e) Bonding Agent Letter. No page limitation.

(f) Draft Bid Packaging Plan. No page limitation.

Evaluation Criteria: The Evaluation Criteria to be used in evaluating the SOQs and maximum number of points assigned for each criterion are outlined below. In responding to the Evaluation Criteria, the Proposer should organize its qualifications so that the qualifications are clearly illustrated for each Evaluation Criteria.

No.	Evaluation Criteria for SOQs	Maximum Points
1	Proposer's Qualifications and Capacity to Perform the Work	200
2	Qualifications and Technical Competence of Key Personnel	200
3	Proposer's Past Experience and Performance	200
4	Proposer's Approach to Executing the Project	200
5	Past Performance Utilizing DBE, SBE, and Local Entities and Economic Development Plans	200
	Total for Qualifications:	**1000**

SOQs shall include the following content to address the Evaluation Criteria:

Proposer's Qualifications and Capacity to Perform the Work: 200 Points

8.3 Organization:

(a) History and Structure of Firm: Provide a brief description of the history and structure of the firm including, but not limited to the following: the date the firm was established, any former name(s), type of ownership or legal structure, state of incorporation, Proposer's Federal Tax ID number.

(b) Organizational Structure: Describe the organizational structure of the firm, and whether the firm is a corporation, joint venture, or other legal entity. Identify how the organizational structure will result in an integrated and cohesive team for managing the Project.

(c) Joint Ventures: If the firm is a joint venture, describe the component parts and identify projects where the joint venture partners have had experience working together in the past in managing projects similar in size, scope, and complexity to this Project. Describe the specific responsibilities of each member of the joint venture. The Proposer should specify the degree of control each member of the Joint Venture will exercise, the distribution of profit and loss, and identification of work responsibilities each member will exercise. Include a copy of the joint venture agreement as part of the SOQ. If applicable, the copy of the joint venture agreement shall not be included in this page count limitation.

8.4 Management:

(a) Capabilities and Experience: Describe the capabilities and experience of your firm in managing, performing, and completing large and complex projects (with special emphasis on middle and high school projects similar in nature to the Project described in this RFQ) that would enable your firm to be successful in performing the work of this Project. The description should address your firm's experience with providing the following:

(i) Construction management services including but not limited to the following: ensuring quality of construction work, controlling costs, meeting schedules, facilitating cooperation with other members of a project team and third-party interests, and responsiveness to owner's requests.

(ii) Negotiating the construction cost with owners.

(iii) Developing and publicly bidding subcontract bid packages for projects.

(b) Management and Planning Tools: Describe the management and planning tools your firm will use to ensure an effective Project.

(c) Communications: Describe your firm's internal communication and coordination protocols between all levels of the organization who will be working on this Project. Describe communication and coordination protocols between your firm and any external members of your GC/CM team. Describe how your team will work to establish productive relationships with the District, Architect, and third parties. Provide examples of community outreach programs and successful communication techniques used on similar projects.

8.5 Workloads:

(a) Historical Volume of Work: What has been your firm's annual volume (in dollars) of construction for the past five (5) years (2021-2025)

(b) Anticipated Volume: What is the anticipated construction volume and plan for the next three (3) years? How would your firm's projected workload affect the capacity and capability of your firm to manage and perform the work of this Project? How would your firm ensure it has the capacity to perform the work? What steps would your firm take and commitments would your firm make to ensure that adequate resources are applied to this Project?

8.6 Bonding Capacity: Describe your firm's current bonding capacity and address the ability of the firm to provide separate Payment and Performance bonds for this Project, each in the amount of one hundred percent (100%) of the GMP. Include a signed letter from your bonding agent committing to bond your firm for

this Project in the event your firm is selected. This letter is not included in the page total and should be provided as an attachment. The letter should also include contact information for your bonding agent.

Qualifications and Technical Competence of Key Personnel: 200 Points

8.7 Background and Experience of Key Personnel: Describe the abilities, specialized experience, technical competence, and qualifications of the firm's professional key personnel that will comprise the proposed Project Team.

(a) Identify, at a minimum, the corporate executive dedicated to the Project, the project manager for preconstruction and construction services, the lead superintendent(s), the project engineer, the cost estimator, the scheduler, and the safety officer (key personnel).

(i) List the name and title of the key personnel to be assigned to the Project Team and their proposed role and responsibilities on this Project.

(ii) Describe the familiarity of each of the key personnel with GC/CM, CM/GC, or Construction Manager at Risk projects or other public project experience that is relevant to this Project.

(b) Demonstrate the qualifications and experience of the key personnel to be assigned to this Project by listing three (3) past or current projects performed by each of the key personnel including the following:

(i) Project name, location, and brief description of project including its size, scope, and complexity.

(ii) Description of the individual's position and responsibilities on the projects.

(iii) Whether the individual worked for the GC/CM, subcontractor, or other.

(iv) Relevance of the project experience to the work required for this Project, including project delivery methods, such as GC/CM or similar contracting methods.

(v) Contact information for each project including the owner and firm employing the key individual. References may be contacted by the District and used as part of the evaluation process.

(c) Identify whether any of the key personnel have successfully worked together on previous projects similar in size, scope, and complexity to this Project. Identify and describe the projects.

(d) Describe the extent of involvement of the key personnel assigned during each phase of the Project (preconstruction and construction) expressed as a percentage (100% = full time).

(e) Provide a copy of resumes for all key personnel with the history of employment, education, work experience, length of time with the firm, and any other information the selection committee might find useful in evaluating the qualifications and abilities of the individuals proposed. Resumes shall be provided as an Appendix and will not count against the page limit.

8.8 Organizational Chart: Provide an organizational chart showing the overall organizational structure for the key personnel to be assigned to the Project. Provide a separate chart for the preconstruction and construction phases. Demonstrate the continuity of key personnel between the preconstruction and construction phases.

8.9 Availability of Key Personnel: Discuss the availability and commitment of the key personnel identified for the entire Project (preconstruction services and construction).

(a) Note: By submitting an SOQ, the Proposer agrees to dedicate the key personnel identified in the SOQ for the entire duration of the Project and shall not substitute any key personnel except in the event the individual departs the company, or is approved by the District.

Proposer's Past Experience and Performance: 200 Points

8.10 List of Similar and/or Complex Projects: Provide a list of projects your firm has completed that are most relevant to this Project in terms of size, complexity, schedule, type of work, and project impacts. Experience with middle and high

school improvement projects is preferred. For each project, provide the following information:

(a) Project name and a description of the project.

(b) Owner's name and contact information including name, position, telephone number, and e-mail address of a representative of the client's organization who is familiar with your work.

(c) Description of the preconstruction services your firm performed and how such services are similar to the services to be required for this Project.

(d) An explanation of how your firm's experiences on these projects will help you successfully complete the Project described in this RFQ.

(e) Owner's original estimated cost for the project.

(f) Original Total Contract Amount as identified in the contract between the GC/CM and owner.

(g) Final Total Contract Amount.

(h) Explanation of the reasons for any difference between the Original and Final Total Contract Amount.

(i) Original Substantial Completion date for the project as identified in the contract between GC/CM and owner.

(j) Actual Substantial Completion date.

(k) Explanation of the reasons for any difference between the Original and Actual Substantial Completion date

8.11 Description of Past Performance. Describe how your firm will utilize its past experience to ensure completion of the Project on time and on budget.

Proposer's Approach to Executing Project: 200 Points

8.12 Project Issues:

(a) Project Challenges: Identify and describe the major complexities and challenges to successful completion of the Project, and how your firm proposes to approach them. Your response should include at least the following:

(i) Describe your firm's understanding of the scope of this Project.

(ii) Provide an outline Project Delivery Plan that discusses your firm's approach to construction and completing the Project, including but not limited to the following:

(A) Your firm's proposal for creative phasing and sequencing for the Project.

(B) What early procurement of subcontracts, equipment, or materials you would propose, if any.

(C) An outline of a preliminary construction schedule within the constraints outlined in the RFQ.

(iii) Address the Project challenges identified in Attachment D of this RFQ.

(b) GC/CM Challenges: Identify and discuss key challenges and issues in using the GC/CM process and how your firm would manage those challenges and issues on this Project. Highlight experience with Washington State RCW 39.10 GC/CM projects, followed by experience with other alternative methods of contracting. Specifically address at least the following issues:

(i) Describe your firm's understanding and knowledge of GC/CM contracting as authorized by Chapter 39.10 RCW and how such knowledge, along with your experience with non-GC/CM projects, would enable you to successfully partner with and support the District, and complete the GC/CM delivery for the Project described in this RFQ.

(ii) The purpose and expected use of a risk contingency account.

(iii) A discussion of the strategic issues your firm would consider in developing a Subcontract Plan that identifies the subcontract bid

packages to be advertised. Discuss your firm's process for actually developing the complete subcontract bid packages. Identify any issues or challenges your firm typically encounters in developing subcontract bid packages.

(iv) A discussion of your firm's subcontract bidding and selection procedures and requirements, and how they are in compliance with RCW 39.10.

(v) How your firm would ensure quality subcontractors through either subcontractor bidder eligibility or subcontractor responsibility criteria, and how your firm would manage these processes to be in compliance with RCW 39.10.

(vi) The strategies your firm would employ to ensure that you are able to successfully negotiate a MACC and GMP acceptable to the District within the District's budget. Identify the risks and challenges that may impact the ability of your firm and the District to successfully negotiate a MACC and GMP on this Project.

(vii) A discussion of the advantages and disadvantages for this Project of using either of the early subcontract bidding options permitted in RCW 39.10.370 (2) and (3).

(viii) How your firm would administratively manage, track, and invoice for the various separate cost categories that comprise the MACC and GMP.

8.13 Pre-Construction Issues:

(a) Philosophy: Describe your firm's philosophy and approach to providing preconstruction services.

(b) Critical Preconstruction Activities: Identify the preconstruction activities that you see as being most important to the success of the Project and elaborate on the anticipated benefits of those activities to the Project.

(c) Approach to Meeting Budget: Identify your teams approach to working with the District and the A/E during the design process to maximize the project scope with the funds available.

8.14 Construction Issues:

(a) Self-Performed Work: Indicate the scope of work your firm proposes to submit bids on to self-perform, whether this is work your firm customarily performs, your experience performing this work, and the advantages to the Project if your firm were the low bidder on such subcontract bid packages. The GC/CM selected for this Project, including any subsidiaries of the GC/CM or joint venture partners, may not perform more than thirty percent (30%) of the negotiated MACC and will be subject to the requirements of RCW 39.10.390.

(b) Quality Control: Provide a summary of your firm's approach to developing and implementing quality control plans and programs during construction, addressing, at a minimum, the following:

(i) Quality assurance and inspections.

(ii) Coordination and management of subcontract work to ensure quality of work.

(iii) Coordination of commissioning.

(iv) Description of quality control organization your firm plans to employ.

(v) Describe the levels and authority of the individuals to be assigned quality control responsibilities on this Project. Describe the role and degree of independence that is proposed for the individual(s) or firm(s) responsible for quality control and how corrections to adverse inspections will be managed.

8.15 Safety Issues: Describe your proposed approach and commitment to ensure the safety of workers, students and the public on this Project.

(a) Accident Prevention Program: Submit a copy of your firm's Accident Prevention Program.

Past Performance Utilizing DBE and SBE Entities and Inclusion and Outreach Plans: 200 Points

8.16 Commitment to outreach to support the District's Economic Opportunity Place . The District is committed to supporting outreach efforts on the Project. The District's minimum Opportunity Goals for the Project are:

(a) MBE – 10%

(b) WBE – 6%

(c) SBE – 5%

(d) Local – 20% (defined by Clallam County/Olympic Peninsula)

Describe how your team will partner with the District in meeting or exceeding the above Opportunity Goals.

8.17 Knowledge of Market: Describe your firm's familiarity with the local labor and subcontracting market and the capability and tools of your firm in working with subcontractors to generate viable and competitive prices.

8.18 Past Performance Utilizing SBE and DBE Entities: Describe your firm's past performance in utilization of disadvantaged business enterprises (DBE), small business entities (SBE), and locally-owned businesses. For the past five (5) K-12 school or similar construction projects your firm completed, provide a summary of percentage participation levels of DBE and SBE entities on the project. Describe challenges your firm has faced in encouraging SBE and DBE participation on your projects and proactive steps your firm has taken to address these challenges.

8.19 Economic Opportunity Plans. Describe your firm's planned outreach efforts for ensuring that local contractors, SBE/DBE entities have sufficient information about and are encouraged to bid on subcontract bid packages on this Project.

8.20 Bid Packaging. Discuss your firm's strategies and approach for arranging and packaging subcontract bid packages to encourage the participation of local

contractors.

9. REFERENCE CHECKS

In connection with evaluating SOQs, the District will, in its discretion, conduct reference checks by contacting those individuals identified by Proposers with their qualifications in response to this RFQ. In addition, the District may contact references not listed.

Reference checks will not be scored separately but will be used to validate information included in the SOQs submitted by proposing firms and may be taken into account in evaluating the SOQ scoring criteria set forth above.

10. SHORTLIST

After evaluating SOQs and conducting reference checks as needed, the District will announce a shortlist of most qualified finalists. Finalists will be issued an RFP and invited to interview and submit Final Proposals in accordance with the following requirements.

11. INTERVIEWS

Interviews will be conducted with all shortlisted finalists. Prior to the interview, the District may provide the firms with a list of questions to respond to in the interview. The selection committee may also ask other questions during the interview that were not provided ahead of time.

At a minimum, the corporate executive dedicated to the Project, the project manager, the superintendent, cost estimator, and other key personnel responsible for preconstruction and construction services shall attend interviews. For the interview, finalists will be evaluated based on the following evaluation criteria:

No.	Evaluation Criteria for Interviews	Maximum Points
1	Demonstration of Proposer's Qualifications and Capacity to Perform the Work	100
2	Demonstration of Qualifications and Technical Competence of Key Personnel	100
3	Demonstration of Proposer's Past Experience and Performance	100
4	Demonstration of Proposer's Approach to Executing the Project	100

5	Demonstration of Past Performance Utilizing DBE and SBE Entities and Outreach Plans	100
6	Overall Quality of Presentation, Responses to Questions	200
	Total for Interviews:	**700**

12. FINAL PROPOSALS

12.1 Instructions: The form and format of the Final Proposals, instructions regarding information required, and other details of submittals will be provided in the RFP.

12.2 Assigning Points Based on Prices: The shortlisted Proposers will be requested to submit a Final Proposal for their Percent Fee based on the estimated MACC and a fixed amount for the detailed Specified General Conditions Work. Final Proposals will be evaluated as follows:

- Low Conforming Proposal shall score the full 300 points.
- Other Final Proposals will receive points based on the following formula:

  Low Conforming Proposal Price divided by the Contractor's Proposal Price multiplied by 300 (total points available).

12.3 Two Prices Requested: Proposers invited to submit Proposals will submit two (2) price amounts on a Proposal Form to be provided. The first price amount shall be the Percent Fee. The second shall be a fixed amount for the detailed Specified General Conditions Work. The definitions of the Percent Fee and Specified General Conditions Work will be specifically defined in the RFP to be provided to those firms selected to submit Final Proposals.

12.4 Calculating the Total Proposal Amount: The dollar amount of the Percent Fee and the fixed dollar amount for the detailed Specified General Conditions (SGC) Work will be added together to determine a single number for the Total Proposal Amount.

12.5 Time Period for Validity of Total Price Offer Amount: By submitting a Proposal, all Proposers agree that the Percent Fee and fixed SGC amounts included in the Proposal Form shall be valid throughout the Project.

12.6 Irregularities: In completing the Proposal Form, the Proposer must enter a number for the Percent Fee amount and the detailed Specified General Conditions Work. No other entries, modifications, qualifications, or exclusions shall be made to the Proposal Form. Failure to comply in full with these requirements shall be grounds for a Final Proposal being declared non-responsive. The District reserves the right to reject any or all Proposals, and to waive any non-material irregularities in the Proposal received.

12.7 Data for Proposal Form: The name, address, and Proposer's Washington State Contractor registration number shall be typed or printed on the Proposal Form in the space provided, along with the other information required on the Form.

12.8 Filling out the Proposal Form: Proposals must be (1) submitted on the forms furnished by the District or on copies of those forms, and (2) manually signed in ink.

12.9 Completion of Proposal Form: Proposers shall submit proposal amounts in the format provided in the Proposal Form. Only the amounts and information asked for in the Proposal Form furnished will be considered. All proposal amount spaces should be completed.

12.10 Proposal Envelope: The Proposer should clearly identify the Project name and RFP number on the outside of the envelope.

13. FINAL SELECTION

The Proposer with the highest total score (total possible: 1000 points) resulting from the District's scoring of (a) the Interview (700 points) and (2) the Final Proposal (300 points) will be selected to provide the preconstruction services and to enter into MACC and GMP negotiations. In the event of a tie in total score, the Proposer with the lowest conforming Total Proposal Amount will be selected.

Prior to execution of the Agreement, the District may perform a review of the selected Proposer's financial status and capacity to perform the work. The selected Proposer shall comply with requests for information that are deemed necessary by the District to perform a reasonable review of the firm's financial status. The District reserves the right to reject any Proposer prior to award in the event that the District's analysis of the Proposer's financial status and capacity indicates, in the District's judgment, that the Proposer will not be able to successfully perform the work.

Prior to execution of the Agreement, the District will verify that the selected Proposer meets the mandatory responsibility criteria as outlined in RCW 39.04.350.

14. PUBLIC DISCLOSURE

14.1 Property of the District: SOQs and Proposals submitted in response to this RFQ and the RFP shall become the property of the District.

14.2 SOQs and Proposals are Public Records: Pursuant to Chapter 42.56 RCW, SOQs submitted under this RFQ and Proposals shall be considered public records and, with limited exceptions, will be available for inspection and copying by the public. Except to the extent protected by state and or federal laws, including RCW 39.10.470, SOQs and Proposals shall be considered public documents and available for review and copying by the public. Proposing firms will be responsible for establishing any exemption to public disclosure at their own cost and risk and shall indemnify and hold harmless the District in any action challenging the disclosure of public records.

15. DEBRIEFING AND PROTEST PROCEDURES

15.1 Debriefing: Proposers may request a debriefing within ten (10) calendar days of being notified of the selection of the top ranked firm. Debriefings may include a review of the debriefed Proposer's points for each evaluation criteria, overall ranking, the strengths and weaknesses of its SOQ and presentation in the Interview, and answers to questions regarding the selection process.

15.2 Protests: Interested parties have a right to seek resolution of any concerns, issues, or perceived wrongs associated with this RFQ by filing a written protest in accordance with the following procedures. Failure to file the protest in accordance with the following procedures will result in a waiver of the protest.

(a) Form of Protest. A Proposer protesting for any reason the District's selection of shortlisted finalists or any other issue related to this SOQ solicitation may file a written protest. The written protest shall include the name of the protesting GC/CM, contact information for the protesting GC/CM's designated representative, a detailed description of the specific factual and legal grounds for the protest, copies of all supporting documents, a description of the specific relief requested, and evidence that all entities with an interest in the protest have been given notice of the protest.

(b) E-Mail Addresses for Submission of Protests. Protests shall be submitted by *email only* to both of the following individuals:

Nolan Duce
Director of Capital Projects
Port Angeles School District
nduce@portangelesschools.org

Kristin Helberg
Project Manager
Vanir Construction Management
kristin@vanir.com

(c) Deadline for Protests. Protests based on any terms of the RFQ and/or RFP must be submitted at least four (4) business days prior to the date established for submission of SOQs or Final Proposals, as applicable. Protests based on the District's selection of shortlisted finalists in response to the SOQ must be submitted within four (4) business days of the District's announcement of the most qualified finalists. Protests based on the District's selection of a winning Proposer must be received within four (4) business days of the District's announcement of the winning Proposer. Protests based on any other circumstances must be received by the District within four (4) business days after the protesting Proposer knows or should have known of the facts and circumstances upon which the protest is based.

(d) Decision on Protest. Upon receipt of a written protest, the District will investigate and consider the protest. The District may provide any other affected GC/CMs the opportunity to respond in writing to the protest. If the protest is not resolved by mutual agreement of the protesting GC/CM and the District, District will review the issues raised in the protest and furnish a final and binding written decision to the protesting GC/CM and any other affected GC/CMs.

(e) Condition Precedent. Timely and proper compliance with and exhaustion of these protest procedures shall be a condition precedent to any otherwise permissible judicial consideration of a protest

(f) Sole Remedy. By submitting an SOQ, the Proposer consents to the procedure outlined above as its sole remedy and shall have waived any claim against the District because of actions taken under this procedure.

15.3 No Objections: By submitting an SOQ in response to this RFQ, the Proposer agrees that the process, evaluation criteria, and requirements described in this RFQ are fair and proper, and that the Proposer has no objection to any provisions of the RFQ. If the Proposer does not object to any of the provisions of this RFQ in accordance with the protest procedures set forth above, the Proposer shall be deemed to have waived their rights to any future protest of the provisions of this RFQ.

16. CANCELLATION AND REJECTION OF QUALIFICATIONS

The District reserves the right to reject any and all SOQs and/or Proposals at any time in the selection process and to choose not to award and/or execute a contract(s) at any time, even after a notice of selection has been issued. Proposers acknowledge that a notice of selection confers no right of contract. The District may cancel the procurement and reject all qualifications for any reason. A decision by the District to cancel the procurement and/or enter into a contract will not result in any claims or causes of action for costs or damages by any Proposers against the District.

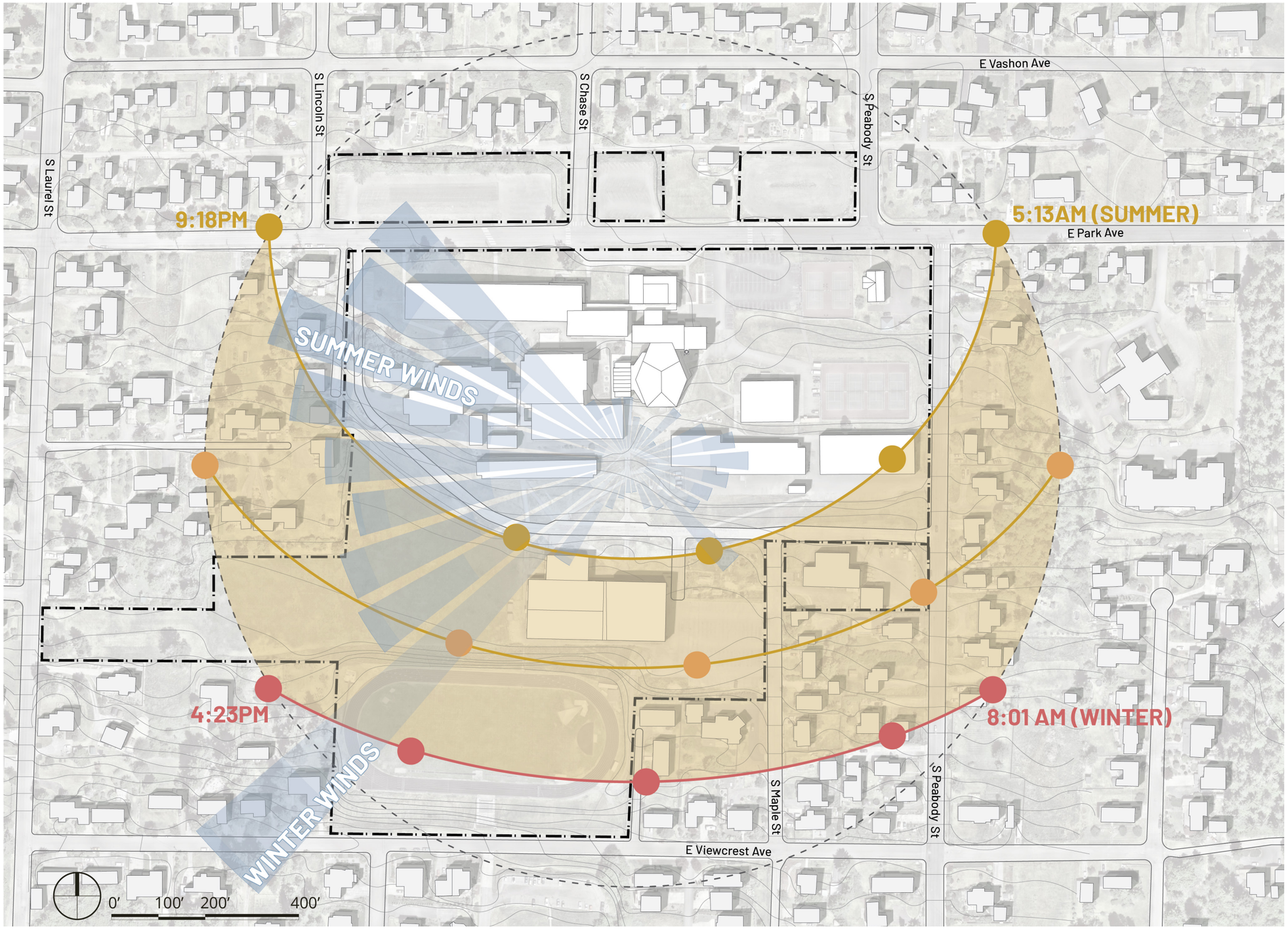
END

ATTACHMENT A

SUN & WIND

SUN ARC

WIND ROSE



Port Angeles High School
December 2025

INTEGRUS

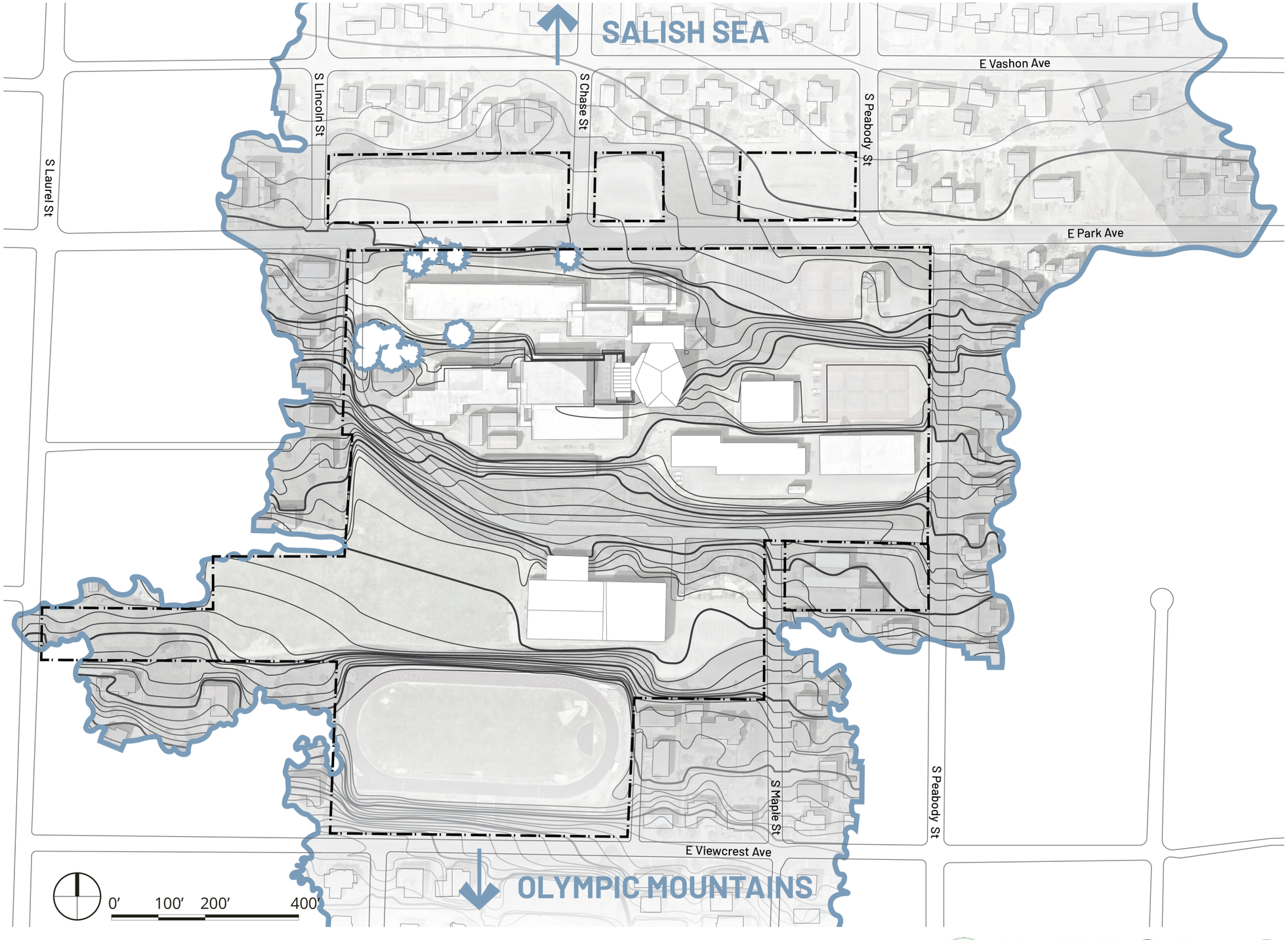
ATTACHMENT B

SLOPE & VIEW

STEEP SLOPE

NATURAL EDGE

VIEW



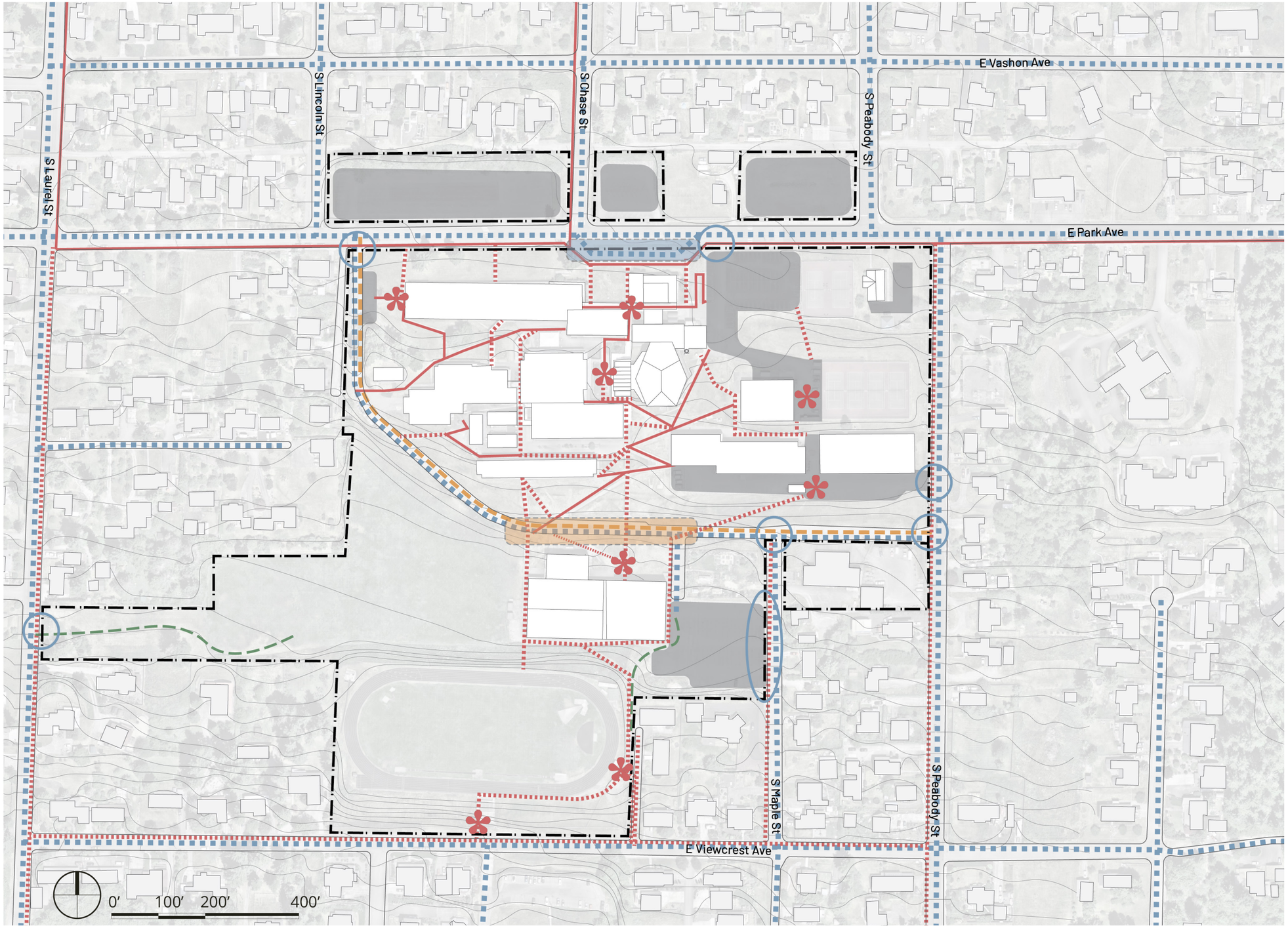
Port Angeles High School
December 2025

INTEGRUS

ATTACHMENT C

ACCESS & ARRIVAL

- CAR
- BUS ACCESS
- MAINTENANCE
- PEDESTRIAN
- PEDESTRIAN - ADA
- PARKING
- BUS DROPOFF
- CAR DROPOFF
- VEHICLE ENTRANCE
- PEDESTRIAN ARRIVAL



Port Angeles High School
December 2025

INTEGRUS

ATTACHMENT D

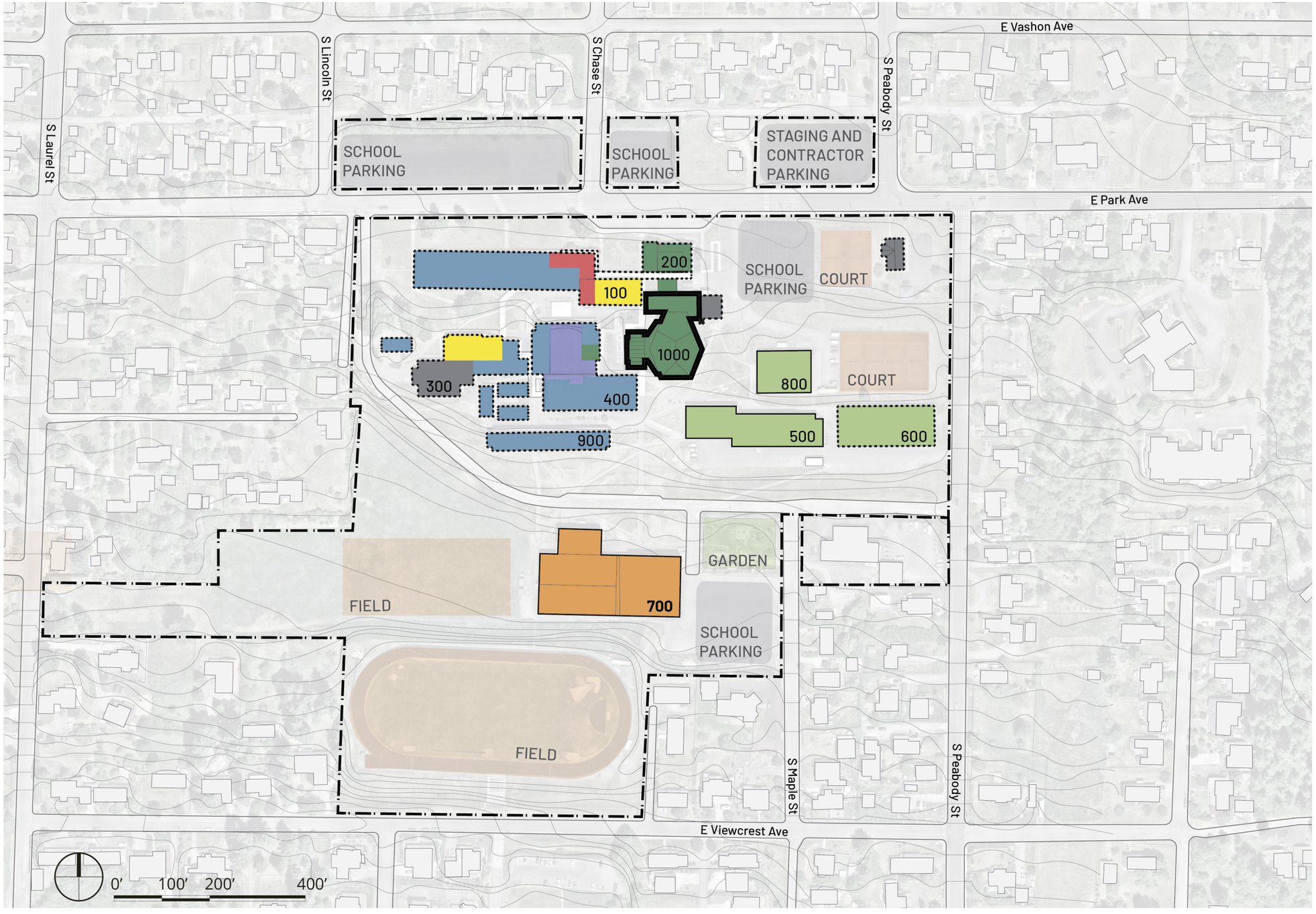
EXISTING

BUILDING TYPE

- CLASSROOMS
- PERFORMANCE
- CTE / ART SCIENCE
- STUDENT ACTIVITIES
- ATHLETICS
- SUPPORT SERVICES
- LIBRARY
- SERVICE

PHASING

- REPLACE
- MODERNIZE
- EXISTING TO REMAIN



Port Angeles High School
December 2025

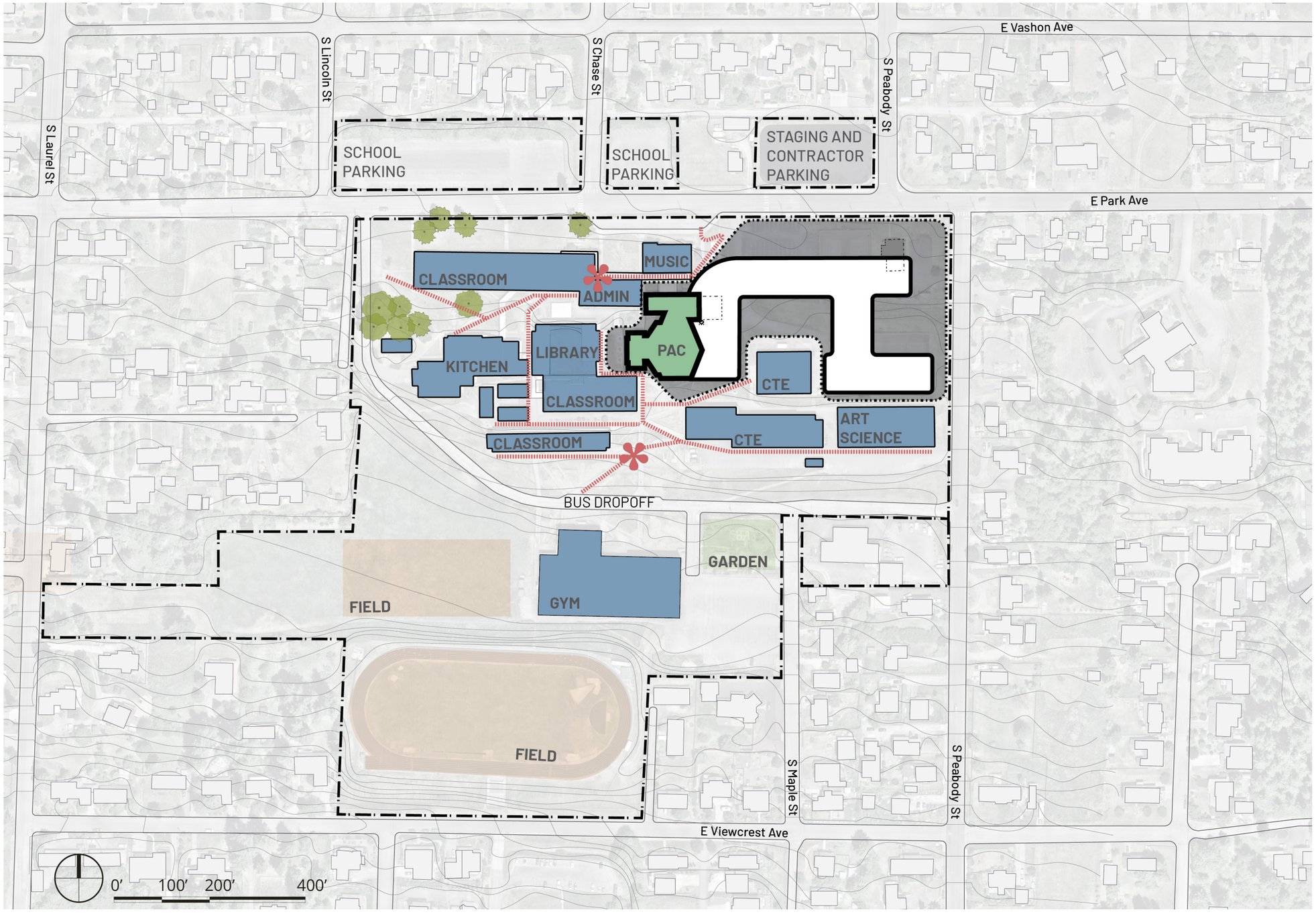
INTEGRUS

ATTACHMENT E

PHASE 1 - WINTER 2027

PHASING

- EXISTING SCHOOL
- EXISTING FIELDS
- MODERNIZATION
- NEW CONSTRUCTION
- CONSTRUCTION ZONE
- DEMOLISHED BUILDING
- CRITICAL CIRCULATION
- STUDENT ARRIVAL



Port Angeles High School
December 2025

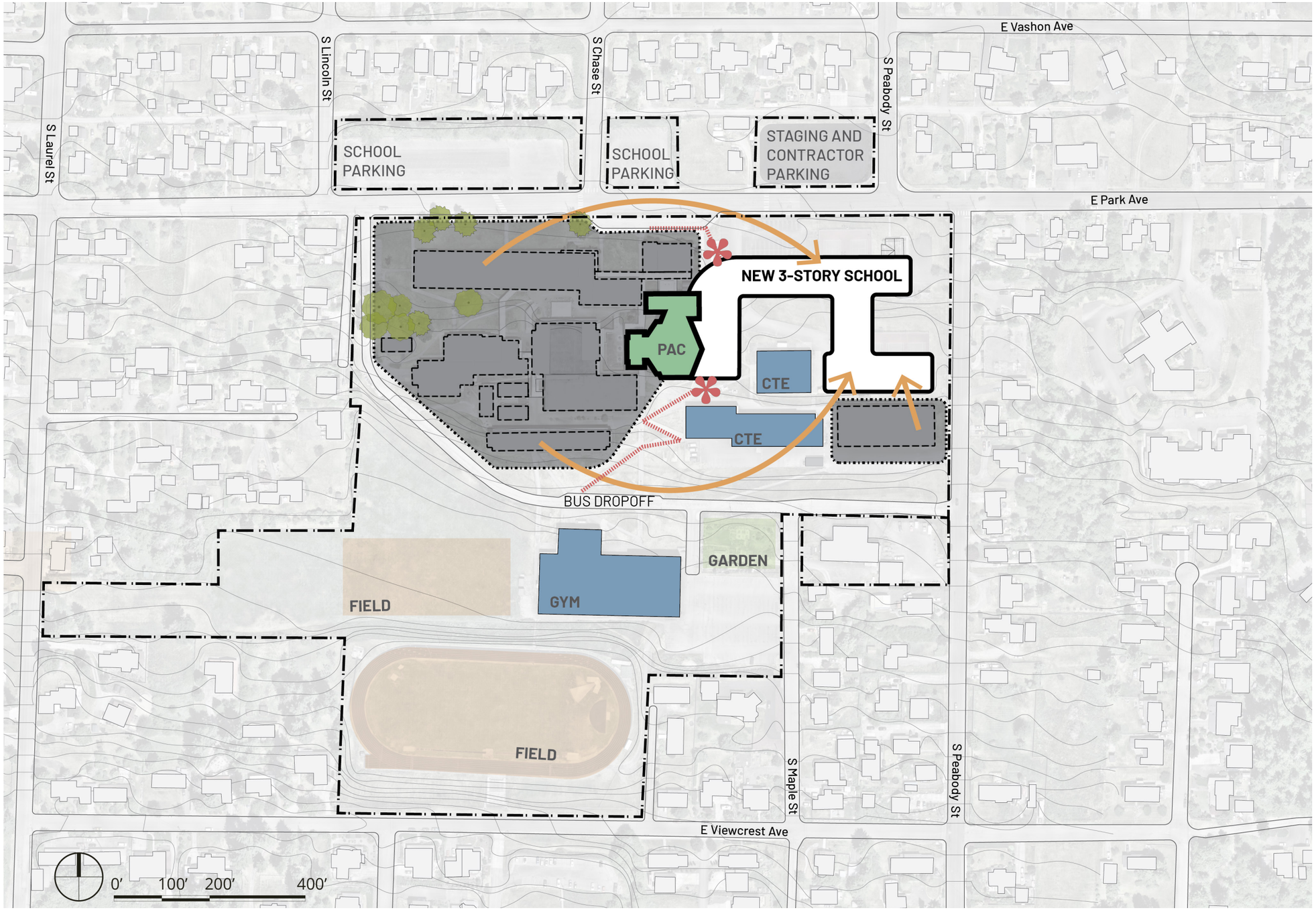
INTEGRUS

ATTACHMENT F

PHASE 2 - SUMMER 2028

PHASING

- EXISTING SCHOOL
- EXISTING FIELDS
- MODERNIZATION
- NEW CONSTRUCTION
- CONSTRUCTION ZONE
- DEMOLISHED BUILDING
- CRITICAL CIRCULATION
- STUDENT ARRIVAL



Port Angeles High School
December 2025

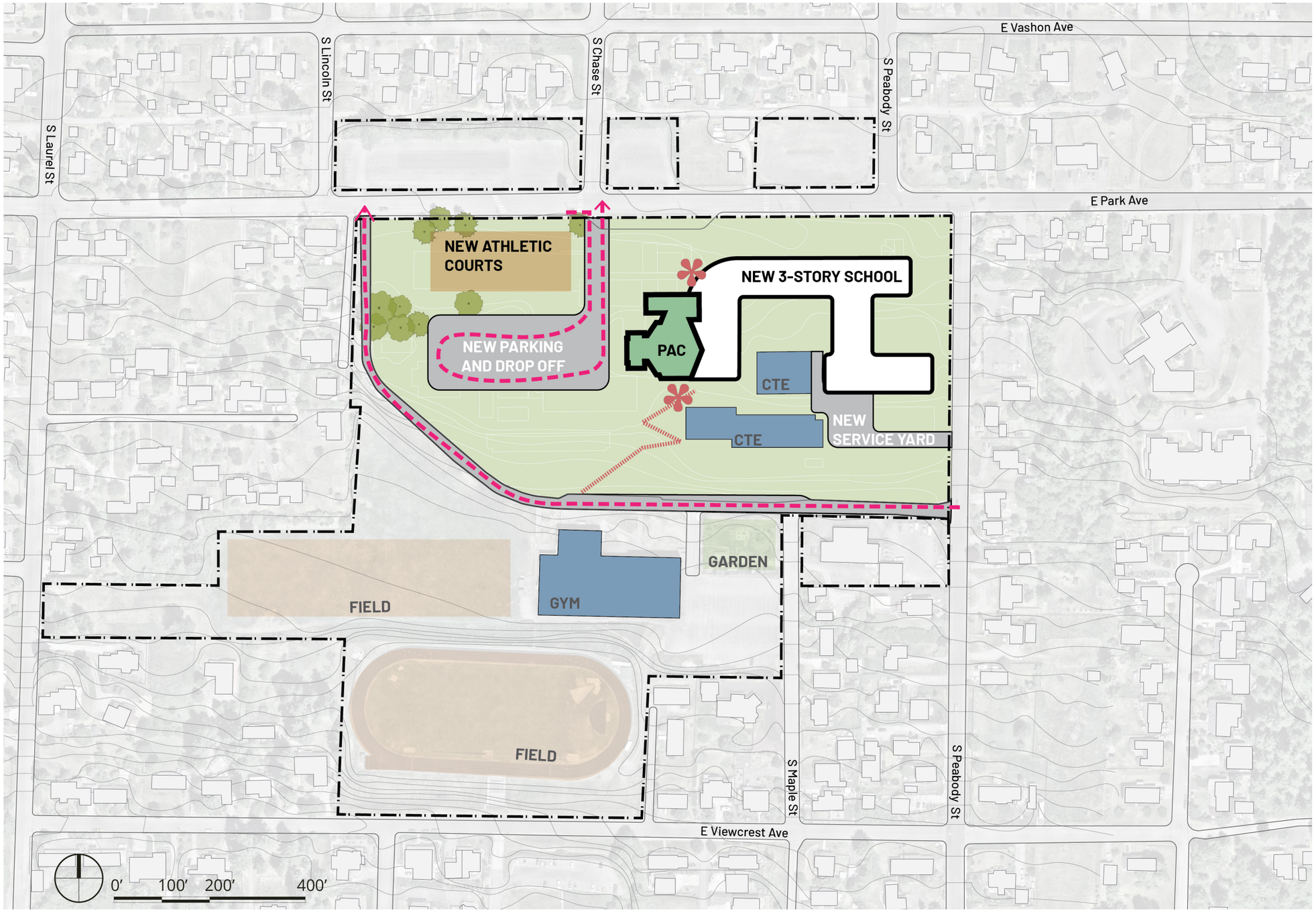
INTEGRUS

ATTACHMENT G

FINAL - 2029

PHASING

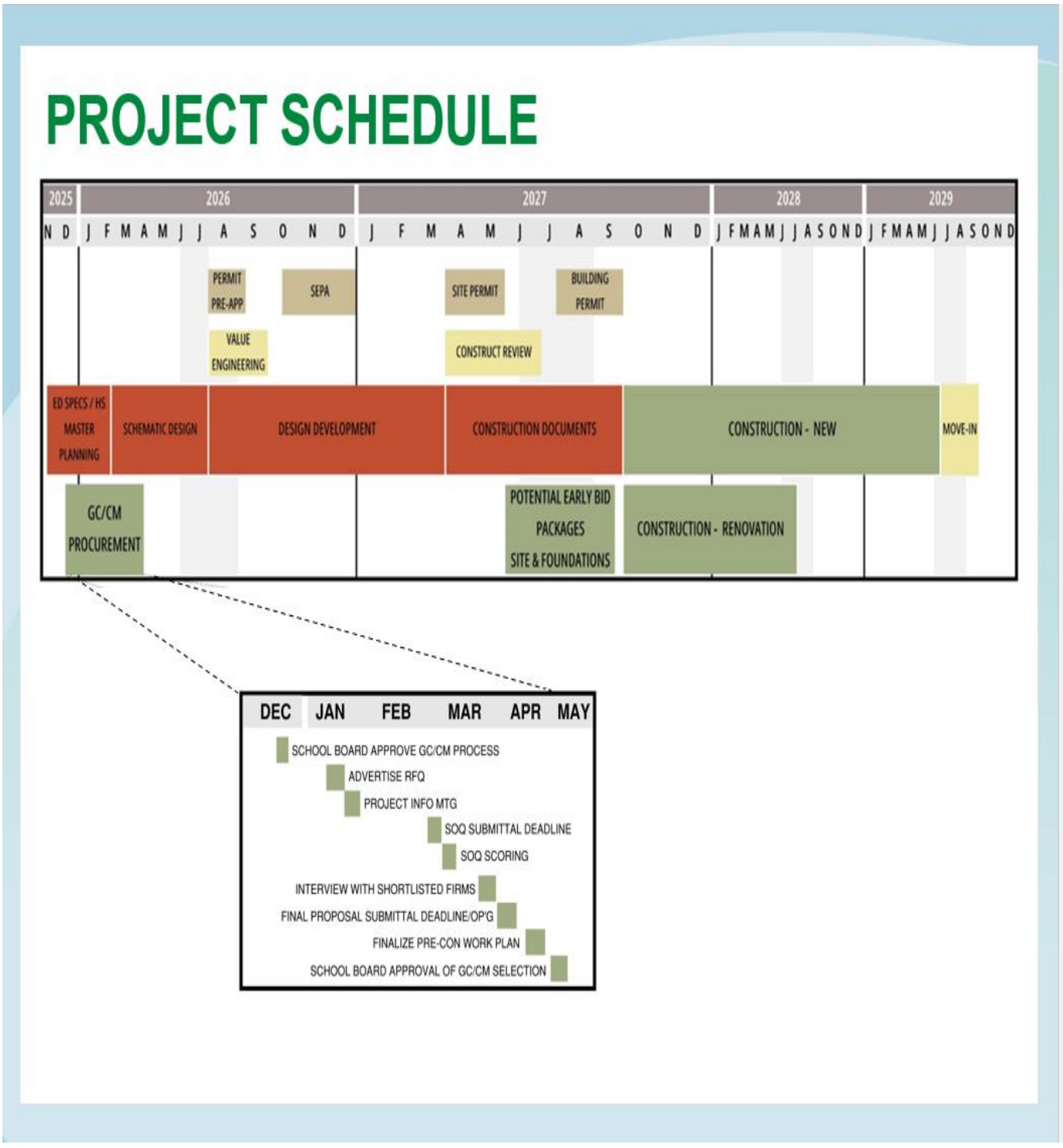
- EXISTING SCHOOL
- EXISTING FIELDS
- MODERNIZATION
- NEW CONSTRUCTION
- CONSTRUCTION ZONE
- DEMOLISHED BUILDING
- CRITICAL CIRCULATION
- VEHICLE TRAFFIC
- STUDENT ARRIVAL



Port Angeles High School
December 2025

INTEGRUS

ATTACHMENT H



ATTACHMENT I State of Washington
PROJECT REVIEW COMMITTEE (PRC)
GC/CM PROJECT APPLICATION
To Use the General Contractor/Construction Manager (GC/CM)
Alternative Contracting Procedure

The PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-7 and 9 should not exceed 20 pages *(font size 11 or larger)*. Provide no more than six sketches, diagrams or drawings under Question 8.

Identification of Applicant

a) Legal name of Public Body (your organization): **Port Angeles School District - 121**
b) Mailing Address: **905 W 9th Street, Port Angeles WA 98363-7275**
c) Contact Person Name: **Michelle Olsen** Title: **Superintendent**
d) Phone Number: **(360) 457-8575** E-mail: **molsen@portanglesschools.org**

1. Brief Description of Proposed Project

a) Name of Project: **Port Angeles High School Replacement and Renovation Phase 1**
b) County of Project Location: **Clallam County**
c) Please describe the project in no more than two short paragraphs. *(See Example on Project Description)*
The Port Angeles High School and Auditorium Renovation project is a major capital project to modernize the high school campus, which was originally built between 1953 and 1978. The project aims to replace the current spread-out design of 11 separate buildings with a consolidated, modern facility better suited for 21st-century education. Phase 1 of the High School Replacement program (November 2024 Bond) scope of work includes:

a. **Replacement of seven Administrative/classroom buildings (100, 200, 300, 400, 600, 900, Family Learning Center (FLC) for a total construction of 136,000 sq. ft. for 950 students. Followed by demolition of the seven buildings (122,000 sq. ft. demolition).**
b. **Seismic upgrades, ADA upgrades, and modernization of the existing Auditorium (1,150 seats) of 21,000 sq. ft.**
c. **Various security upgrades across the campus including the remaining school industrial arts and gyms facilities.**
d. **Master Planning campus site and utilities for a Phase 2 school replacement in the future.**

d) Applying for permission to utilize Alternative Subcontractor Selection with this application? ~~**Yes**~~ \ **No**
(if no, applicant must apply separately at a later date utilizing Supplement B*)*

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal, Consultants, etc.)	$**12.5M**
Estimated project construction costs (including construction contingencies):	$**99.9M**
Equipment and furnishing costs	$**2.72M**
Off-site costs	$**.25M**
Contract administration costs (owner, cm etc.)	$**1.9M**
Contingencies (design & owner)	$**$5.3M**
Other related project costs (City Fees/Utilities)	$**1.2M**
Alternative Subcontractor Selection costs	$**0**
Sales Tax	$**8.9M**
Total	***$*132.4M**

B. Funding Status

Please describe the funding status for the whole project. *Note: If funding is not available, please explain how and when funding is anticipated*

Port Angeles School District will fund the project costs for the Port Angels High School (PAHS) Replacement program Phase 1 (current project) through a combination of voter-approved bonds from 2024 bond issue, as well as School Construction Assistance Program (SCAP) funding from the Office of Superintendent of Public Instruction, as detailed below:

2024 Bond Funds	$ 105,000,000
SCAP	$ 27,400,000
Total Funding	$ 132,400,000

3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

a) Procurement; *(including the use of alternative subcontractor selection, if applicable)*

b) Hiring consultants if not already hired; and

The following consultants have been contracted or have been selected with their contracts under negotiation:

Construction Management; A&E firm; Traffic Analysis; Hazardous Materials and Inspection; Geo-technical Testing and Inspection

The following Consultants are still to be selected after Design has progressed to a point for more consultant scope:

Building Commissioning; Value Engineering; Building Envelope Inspection and Testing; Third Party Construction Inspection and Testing

c) Employing staff or hiring consultants to manage the project if not already employed or hired. *(See Example on Design & Construction Schedule)*

Vanir Construction Management has been hired project management consultant, and Nolan Duce has been hired by the District as the Capital Project Director.

d) Provide an updated schedule to include Alternative Subcontractor Selection Procurement process. (If applicable)

Project Schedule	Start	Finish
Programming (Ed Specs)	Oct 2025	Dec 2025
Schematic Design	Jan 2026	June 2026
Design Development	June 2026	Dec 2026
Construction Documents	Jan 2026	July 2027
Site Development Review/ AHJ Review/Permitting	June 2026	January 2027
New School Facility Construction	March 2027	March 2029
New School Substantial Completion / Punch	March 2029	April 2029
New School AHJ Occupancy / Relocation of Admin & Students (portable, temporary, other)	June 2029	June 2029
Auditorium Renovation	July 2027	Feb 2029
Auditorium Substantial Completion	March 2029	March 2029
Demolition Old buildings and Site work	June 2029	Jan 2030
Final Contract Closeout	Jan 2030	March 2030
GC/CM Procurement Schedule		
PRC Application	October 15, 2025	October 15, 2025
PRC Hearing	December 4, 2025	December 5, 2025
First Publication of Request for Qualifications (RFQ) for GC/CM Services	January 6, 2026	January 6, 2026

Second Publication of RFQ for GC/CM Services	January 13, 2026	January 13, 2026
Project Information Meeting (Date Subject to Change)	Week of Jan 20, 2026	Week of Jan 20, 2026
Statement of Qualifications (SOQ) Submittal Deadline	February 23, 2026	February 23, 2026
Evaluation Committee Scoring of SOQs Received	February 27, 2026	February 27, 2026
Notify Proposers of Most Qualified Finalists & Invitation to Submit Final Proposal and Interview	March 2, 2026	March 2, 2026, 2026
Interviews with Short-Listed Firms	March 12, 2026	March 12, 2026
Final Proposal Submittal Deadline & Opening	March 26, 2026	March 26, 2026
Notify Proposers of Scoring and Most Qualified GC/CM	March 27, 2026	March 27, 2026
Pre-Con Work Plan Finalized	March 30, 2026	April 10, 2026
School Board Approval of GC/CM Selection	April 16, 2026	April 23, 2026
GC/CM Agreement w/Pre-Con Services Executed	April 24, 2026	April 24, 2026
Pre-Con Services Commencement	April 24, 2026	April 24, 2026

4. **Why the GC/CM Contracting Procedure is Appropriate for this Project**
Please provide a detailed explanation of why use of the contracting procedure is appropriate for the proposed project. Please address the following, as appropriate:

- If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities? PAHS consists of fragmented and disconnected school buildings spread across the campus. Phase 1 (November 2024 Bond) consists of constructing a new Administration and Classroom building adjacent to the existing school campus area, while keeping the existing buildings in operation during construction. The ultimate demolition of the replaced buildings will take place in the middle of the school campus presenting access and safety challenges. Coordinating the new utilities during construction and demolishing the old utilities and school structures (in the middle of campus) will present safety and utility coordination issues which are best resolved during campus planning and building design during the design phase as part of a coordinated design/construction team.

  Safety: Construction and demolition around, adjacent to, and within the High School complex carries with it inherent safety concerns due to the volume of students and varied activities throughout the weekday and weekends. A GC/CM will provide safety insights to the design and phasing which will positively influence the construction plans for an occupied school site. Ensuring teenagers safety as they walk and drive to and from school, participate in educational and physical activities, will be paramount to get right from start of design, GC/CM input.

  Scheduling: Project completion is tied to the school year without flexibility on opening dates. Timely completion of this project during the summer of 2029 is critical to the District. The GC/CM delivery method provides critical management of construction scheduling and the procurement process allowing early bid packaging to accommodate specific long-lead materials and equipment.

  Coordination: Proper and early coordination with the authorities having jurisdiction (AHJ) for permitting and establishing utility and Right Of Way (ROW) construction standards, is paramount for a smooth construction schedule. Having a GC/CM onboard during design and attending the City's Pre-permitting meetings allows the contractor to build early relationships with City staff to enable effective communication throughout the project.

  Phasing: Unlike commercial developments or other projects affecting adults, this project impacts teenage youth where stability must be prioritized and any possible chaos minimized to ensure a stable educational environment. During the design phase, a GC/CM contractor will advise on how design can impact construction schedules where construction and operation transitions are worked into school vacation periods (summer, winter, spring breaks). Scopes of work that could impact the educational environment include mobilization, heavy civil/excavation work, move-in to new school, demolition and rebuild of campus areas impacted by demolition.

Project Cost Reliability: The Port Angeles School District is a small remote District which does not have a large reserve Capital Fund for over budget projects. It will be critical that the project be designed to budget and that there is a high probability the MACC is within the project budget. Having a GC/CM on board and establishing project estimates at each phase of design, provides the District with the assurance that the project will be awarded and completed on budget.

- If the project involves construction at an existing facility that must continue to operate during construction, what are the operational impacts on occupants that must be addressed?

  Note: *Please identify functions within the existing facility which require relocation during construction and how construction sequencing will affect them. As part of your response, you may refer to the drawings or sketches that you provide under Question 8.*

  Occupied School Campus The GC/CM will provide guidance to the design team regarding management of and minimizing educational impacts during various scopes of work, to reduce or eliminate degradation to the educational process. The new construction will occur adjacent to buildings that will remain operational. Upon completion of new construction, the "replaced" buildings will be demolished, but which lie in the middle of the school campus. Detailed planning and scheduling of the demolition will be critical to ensure a safe educational environment. The areas of demolition within the campus will then be landscaped and prepared for future school building replacement.

  Though the Auditorium will not be operational during modernization, the building sits within the travel paths of students, and adjacent to classroom buildings remaining in operation. It is expected that deep excavations for exterior seismic foundation strengthening will be located within these travel paths and adjacent to occupied facilities. Detailed construction and access planning of these excavations will be required to ensure adjacent building and student safety.

- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?

  The existing PAHS campus consists of numerous disconnected buildings and utility systems constructed over numerous decades:

  Occupied School Campus: The GC/CM will provide guidance to the design team regarding management of and minimizing educational impacts during various scopes of work, to reduce or eliminate degradation to the educational process. The Design / GC/CM team will coordinate a strategic plan and design that focuses high impact activities into the summer months which minimizes/eliminates impacts to school educational environment, while also considering the most opportunistic weather windows.

  Auditorium Renovation: The auditorium is a heavily used local community asset will require ADA compliance upgrades, and extensive exterior and interior seismic upgrades. The upgrades will (1) impact use of the facility for performance (down time for the school and the community) (2) create potentially hazardous conditions during school hours due to deep excavations required for foundation enhancements. The GC/CM will provide guidance regarding best construction and safety practices, and constructability advise (means, methods, and materials) to minimize facility down time for performances, while improving safety during construction phase through scheduling alternatives and foundation enhancements /excavation constructability.

  Destructive Investigation Advice: The GC/CM will advise the District and the design team on the best and necessary locations of destructive investigations, especially given the complexities and age of the existing buildings and the lack of as-builts from the existing buildings.

  Utilities - The GC/CM contractor will assist the design team in managing the phasing of (1) new utility installation, (2) maintaining existing utility system operation during new construction, (3)

decommissioning existing utilities supporting facilities to be demolished without affecting utility operation to buildings that will remain operational during construction and new buildings, (4) provide guidance to prepare for future-ready utility systems as part of a Phase 2 Bond project.

Constructability: GC/CM will provide real world advice regarding opportunities for alternative construction approaches to the new construction and auditorium modernization, thereby assisting to manage risks, control costs, and minimize school education impacts.

Traffic: PAHS is located on Park Avenue which is a busy street providing critical access for PAHS, for nearby residents and churches, and as a main access route to Olympic National Park. The GC/CM will assist the design team in improving phasing options to minimize traffic/safety impacts by coordinating best location of the new school building, use of adjacent parking lots for logistics management, and maintaining/improving vehicle traffic flow required to serve existing school facilities during construction.

Early Procurement Planning: The GC/CM's ability to begin sourcing and costing materials and equipment during the design phase, in particular long lead items and items likely to increase in cost due to tariffs, allows the project team to pro-actively manage costs and construction schedules by adjusting scope early in design, rather that reactively redesigning the project after Design-Bid-Build proposals possibly bust bids. Redesigning a project after design completion becomes expensive and significantly impacts project schedules, placing the project in challenging conditions to meet summer recess schedules.

Early Construction Packages: The ability of a GC/CM contractor to execute early bid packages during design, in particular civil and structural concrete, provides significant schedule advantages to plan high impact scopes of work during summer recess periods, minimizing impacts to the educational process and significantly improving safety due to heavy equipment and deep excavations..

- If the project encompasses a complex or technical work environment, what is this environment?

  Geological Challenges: As has been the case on most construction projects in Port Angeles, soil conditions are likely to be problematic, consisting of fill materials, and structurally unsound soils. Though geotechnical explorations will take place, the GC/CM can prepare for and advise on most effective and efficient soil improvement methods to least effect the school campus.

  Pedestrian / Vehicle Constraints: The PAHS site is confined by busy streets and limited pedestrian access which raises safety concerns during and after construction. Having a GC/CM onboard early, during design, can assist in developing in-construction alternatives to minimize safety impacts to both pedestrian and vehicle travel (residential neighborhood, parent drop-off/pick-up, buses) to and around the school site.

- If the project requires specialized work on a building that has historical significance, why is the building of historical significance and what is the specialized work that must be done?

  Not Applicable

- If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?

  Not Applicable

5. Public Benefit

In addition to the above information, please provide information on how use of the GC/CM contracting procedure will serve the public interest *(For Public Benefit related only to Alternative Subcontractor Selection, use Supplement A or Supplement B, if your organization decides to use this selection process. Refer to Question No. 11 of this application for guidance)*. For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or

  The GC/CM contracting method has the potential to maximize scope by building to available fixed funding in several ways:

  - Allowing early bid packages to minimize inflation impacts.
  - Allowing a MACC to be established sooner than the Project could otherwise be bid allowing scope adjustments if required to stay within budget.
  - Providing some measure of cost certainty in the face of numerous inherent risks related to existing construction, soils, a long timeline, and complex phasing.
  - Providing advice to the district and design team that could result in savings due to streamlined schedule, simplified phasing, or improved constructability.
  - Using relationships with the local subcontractor community to increase interest and bid turnouts.
  - Transfer risk from the District to the GC/CM for the construction costs.

  A GC/CM Contractor will prepare a feasible and safe construction plan. This is especially beneficial for a project of this type where construction will occur directly adjacent to operational school facilities and a populated residential neighborhood. This opportunity for construction planning input during the bidding of subcontractor packages is not available in traditional DBB construction.

  Beyond these possible fiscal benefits, the GC/CM process could benefit the community by facilitating more input from local tradespeople during the design process. A key goal of the District is to spend the Bond funding within the local community where possible. A GC/CM partner will assist the team by reaching out to local subcontractors to better understand capacity within the town and region for different scopes of work and help ensure the bid packages are developed to encourage local involvement.

- How the use of the traditional method of awarding contracts in a lump sum is not practical for meeting desired quality standards or delivery schedules.

  Quality: The GC/CM delivery method offers a strategic advantage for achieving high-quality results, especially in complex renovation work like the Port Angeles High School Auditorium. Renovations of the magnitude planned for the auditorium often uncover unforeseen conditions that, in traditional lump-sum, low-bid scenarios, can lead to costly change orders and schedule delays. Having the expertise of a GC/CM allows for early collaboration and investigative work, helping to identify and mitigate these risks before construction begins.

  By engaging the GC/CM team early, we gain valuable insight into constructability, material durability, and cost-effective solutions. This is particularly critical for the auditorium's seismic, ADA, and acoustic upgrades, where high-performance materials and precise execution are essential. The GC/CM team provides real-time feedback during design, ensuring that quality is prioritized without compromising budget or schedule.

  This integrated approach fosters transparency, proactive problem-solving, and shared accountability - resulting in a smoother construction process and a facility that meets Port Angeles School District's standards for excellence and long-term performance.

  Schedule: Engaging an experienced and competent GC/CM partner early in the pre-construction phase lessens the risk of change to the scope and delayed schedules The GC/CM will be on board early to assist the design team in making informed, cost-efficient design decisions. The GC/CM will also have the option of early work packages to accelerate construction schedules if that scenario is appropriate during the permitting process. Encountering unforeseen conditions during the traditional DBB (which could have been addressed during design) exposes the District to increased cost and schedule risk which could jeopardize delivering the Project with all the program objectives intact.

In terms of schedule, the GC/CM process increases certainty and potentially accelerates the Project by:

- Allowing early bid packages.
- Advising the owner and design teams on phasing options.
- Providing more realistic and detailed schedules during design than the district would otherwise have access to with a lump-sum delivery method.

The GC/CM process provides real-world continuously updated procurement and construction schedule projections throughout design, allowing the Project team and stakeholders to make timely decisions on scope and allow the GC/CM contractor the ability to provide construction schedule saving ideas.

- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.
  Not Applicable

6. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.

  The Project will be the District's second GC/CM project using this procurement method (Stevens Middle School is currently under construction as the District's first GC/CM project). The District also engaged a robust Project team who have extensive experience in GC/CM procurement as outlined in the resumes below.

- A ***Project*** organizational chart, showing all existing or planned staff and consultant roles.
  Note: *The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Example on Project Organizational Chart)*

  See Attachment (A)

- Staff and consultant short biographies *(not complete résumés)*.

  Michelle Olsen, PASD Superintendent
  Role: Michelle is the District Superintendent and will be guiding the team through senior level coordination of the construction phase.

  Relevant Experience: Her wealth of experience as Assistant Superintendent, and now as Superintendent in understanding school operations, and the flexibility of the greater School District capabilities, will be critical in mitigating construction and modernization impacts. Michelle is currently leading the Stevens Middle School Project through the construction phase. She is fully cognizant of the challenges that could be faced and how best to resolve them using a cohesive team approach provided by the GC/CM process.

Project	Project Value	Delivery Method	Role	Timeframe
Stevens Middle School	$80.1M	GC/CM	Superintendent	2025 - present
Jefferson Elementary School	$7.9M	D-B-B	Principal - design, FF&E selection, and closeout	2002-2004
Daffodil Valley Elementary School	$27M	D-B-B	Design Committee	1998-2000

Nolan Duce, PASD Capital Project Manager
Role: Nolan will be the main District point of contact on the project team and will advise and coordinate all District input to the design, procurement, construction, and movement processes.

Relevant Experience: Nolan has several School District construction projects under his belt. Stevens Middle School is his first GC/CM project with all other projects being DBB procurement. He understands the qualification selection processes and collaborative relationships required during all phases of the program execution.

Project	Project Value	Delivery Method	Role	Timeframe
Stevens Middle School	$80.1 M	GC/CM	District Capital Project Manager	2023 - present
Monroe Sports Field	$1.9M	D-B-B	Maintenance Director	2022 - 2023
Composites Building	$5.4M	D-B-B	Maintenance Lead	2005 - 2007
PASD Skills Center	$9.8M	D-B-B	Maintenance Lead	2002 - 2006
Jefferson Elementary	$7.9M	D-B-B	Maintenance Lead	2001 - 2003

Amy Vanderhorst (A&E)

Amy has 24 years of experience working closely with many communities to create dynamic learning environments for K-12 students. She brings her experience and eye for detail to all phases of a project, from planning and schematic design to construction administration. This keen understanding of the complexity of school projects is balanced with a sensitivity to client's needs. Her ability to listen and translate client visions into creative solutions has been recognized – as demonstrated most recently with her work at school sites with students present during construction. She has led numerous GC/CM projects in recent years.

				Role During Project Phase PM = Project Manager PD = Project Designer PIC = Principal in Charge		
Key Project Experience	**Project Value**	**Project Type**	**Date**	**Planning**	**Design**	**Construction**
Aki Kurose Middle School, Mod and Add; Seattle Public Schools	$152M	GC/CM	Present	PIC	PIC	PIC
Stevens Middle School, PASD	$80.1M	GC/CM	Present	PIC	PIC	PIC
Mirror Lake Elementary School Federal Way Public Schools	$30M	GC/CM	2021	PIC	PIC	PIC
Lake Grove Elementary School Federal Way Public Schools	$29M	GC/CM	2021	PIC	PIC	PIC
Wildwood Elementary School Federal Way Public Schools	$29M	GC/CM	2021	PIC	PIC	PIC
Ingraham High School Seattle School District	$20M	GC/CM	2019	PIC	PIC	PIC
Support Center Edmonds School District	$40M	GC/CM	2015	Architect	Architect	Architect
Rainier Elementary School Clover Park School District	$26M	GC/CM	2014	PM	PM	PM
Meriwether Elementary School Clover Park School District	$24M	GC/CM	2014	PM	PM	PM

Sam Schafer (A&E)

Sam is well-versed in all aspects of the architectural process from programming and documentation to construction administration. His abilities as a school architect stem from extensive involvement in the education specification process including programming, space planning and site planning. He listens to the needs of the entire school community including teachers, students, administrators, and community members. A versatile member of the project team, Sam works closely with every consultant to coordinate and produce documents of the highest quality. His talent for understanding and integrating all aspects of building systems and programmatic requirements into clear and efficient architectural solutions results in learning environments that are flexible, adaptable, and convertible for future generations. He has worked on over a dozen GC/CM projects.

				Role During Project Phase PM = Project Manager PD = Project Designer PIC = Principal in Charge		
Key Project Experience	**Project Value**	**Project Type**	**Date**	**Planning**	**Design**	**Const**
Stevens Middle School, PASD	$80.1M	GC/CM	Present	PD	PD	PD
Ida Nason Elementary School Ellensburg School District	$22M	GC/CM	2022	PD	PD	PD
Mirror Lake Elementary School Federal Way Public Schools	$30M	GC/CM	2021	PM	PM	PM
Lake Grove Elementary School Federal Way Public Schools	$29M	GC/CM	2021	PM	PM	PM
Wildwood Elementary School Federal Way Public Schools	$29M	GC/CM	2021	PM	PM	PM
Mount Stuart Elementary School Ellensburg School District	$24M	GC/CM	2021	PD	PD	PD
Central Kitsap HS & MS Central Kitsap School District	$144M	GC/CM	2019	PD	PD	PD
Ben Steele Middle School Billings Public Schools	$30M	GC/CM	2017	PD	PD	PD
Sacajawea Middle School Bozeman Public Schools	$16M	GC/CM	2017	PD	PD	PD
Medicine Crow Middle School Billing Public Schools	$26M	GC/CM	2016	PD	PD	PD
Elysian School K-8 Elysian School District 23	$8M	GC/CM	2015	PD	PD	PD
Rainier Elementary School Clover Park School District	$26M	GC/CM	2014	PD	PD	PD
Meriwether Elementary School Clover Park School District	$24M	GC/CM	2014	PD	PD	PD

- Provide the ***experience <u>and role</u> on previous GC/CM projects delivered*** under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project. *(See Example Staff\Contractor Project Experience and Role. The applicant shall use the abbreviations as identified in the example in the attachment.)*

  Please refer to qualifications of Owner Team and Design Team above, and PM/CM Team below for GC/CM experience.

- The qualifications of the existing or planned project manager and consultants.

Robin Brown, CCM, MBA, Senior Project Director (Vanir Construction Management)
Role: Robin Brown will be the GC/CM Advisor throughout the planning, design, permitting, procurement, construction, and closeout phases of all projects. Robin has extensive K-12 public school experience on major bond programs.

Relevant Experience: Robin has served as the Program Manager/Project Manager for Highline Public Schools 2016 $384 million and 2022 $564 million Bond Programs. Previously, Robin served as the Development Program Manager/Regional Director of Construction for the Los Angeles Unified School District's $21 billion program and Bond Program Manager for Pasadena Unified School District's $365 million Measure TT Bond Program.

Project	Project	Delivery Method	Role	Timeframe
Evergreen HS Replacement	$206M	GC/CM	Program and Project Manager	2022-Current
Pacific MS Replacement	$138M	GC/CM	Program and Project Manager	2022-Current
Tyee HS Replacement	$183M	D-B-B	Program and Project Manager	2022-Current
Highline HS Replacement	$125M	GC/CM	Program and Project Manager	2017 - 2021
Glacier Middle School	$82M	D-B-B	Program and Project Manager	2017 – 2019
Des Moines Elementary School	$58M	D-B-B	Program and Project Manager	2017 - 2019
Olympic HS Renovation	$30M	D-B-B	Program and Project Manager	2017 - 2019
Edward R. Roybal Learning Center	$202M	GC/CM*	Director of PM/CM Team	2005 - 2008
Helen Bernstein High School	$182M	D-B-B	Director of PM/CM Team	2004 - 2008
Hawkins High School	$192M	GC/CM*	Director of PM/CM Team	2010 – 2012
Miguel Conteras High School	$169M	GC/CM*	Director of PM/CM Team	2004 - 2006
Sotomayor High School	$231M	GC/CM*	Director of PM/CM Team	2008 - 2011

*Projects in California were contracted as a Lease/Lease Back method which is similar to GC/CM

Tobi Maggi, DBIA, Senior Project Director (Vanir Construction Management)
Role: Tobi Maggi is a Senior Project Director for Vanir Construction Management and will be the Project Director for both the High School and Franklin Elementary School projects. Tobi will lead the design firm, owner consultants, GC/CM contractor, and project through the planning, pre-construction, design, permitting, procurement, construction, and close-out phases of the High School Phase 1 project.

Relevant Experience: Tobi has 29 years of experience in construction project management. Tobi has managed a broad spectrum of construction projects in both public and private venues including K-12, commercial, corporate, military, and public utility. Tobi was part of the leadership team that assisted Highline Public School (HPS) through their successful completion of the High School Replacement Project using GC/CM delivery. Tobi is experienced with the Clallam County and Port Angeles areas having served on the Clallam County staff previously. Her work ethics and

experience are in line with the PASD goals and commitments and will bring that knowledge to successful leadership of the PAHS project to ensure that project is completed within the program expectations set by PASD.

Project	Project Value	Delivery Method	Role	Timeframe
Highline HS Replacement	$125M	GC/CM	Senior Project Director	2020 - 2022
Highline Olympic HS Renovation	$30M	D-B-B	Senior Project Manager	2017 - 2018
UW Stevens Court Bldgs. J, K, L Renovation	$15M	GC/CM	Project Manager	2018 - 2021
UW Various Small Works	$500K - $1.5M	JOC	Project Manager	2018 - 2023
SCL Technical Metering Operations Bldg.	$15M	ESCO	Senior Project Manager	2014 - 2016

David Niemerow, Project Manager (Vanir Construction Management)

Role: David Niemerow is a Senior Project Manager for Vanir Construction Management and will be the Project Manager for the Port Angeles High School project through preconstruction, design, permitting, procurement, construction, and close out phases. David has significant experience in various alternative delivery methods, in particular those requiring strong team cooperation and trust such as Desing/Build and GC/CM.

Project	Project Value	Delivery Method	Role	Construction Time Frame
Student Success Center	$122,412,125	Design/Build	Director of Construction	2020 - 2025
Tyee High School Replacement Project	$116,548,323	D/B/B	Senior Const. Mgr.	2023 - 2025
Ceaser E. Chavez Learning Academies	$252,084,412	LLB	Development Team Manager	2010 - 2012
Performing Arts Center	$258,511,480	P Design/Build	Director of Construction	2020 - 2025
Construction Trades Building	$232,834,498	Design/Build	Senior Construction Mgr.	2023 - 2025
*LLB (Lease/Lease Back Alternative Contracting method)				

Dan McNay, Senior Construction Manager (Vanir Construction Management)

Role: Dan McNay is a Senior Construction Manager for Vanir Construction Management and will be the construction manager for the Port Angeles High School project through preconstruction, design, permitting, procurement, construction and close out phases.

Relevant Experience: Dan has over 40 years of experience of construction inspection and management of public and private infrastructure, schools, healthcare, site development and reclamation projects. He has vast experience in many levels of construction projects and strives to provide excellence and assurance in quality to all the projects he is involved in. Dan has a proven track record of numerous successful and award-winning projects delivered during his years of experience. As a long-time resident of Port Angeles, Dan has a thorough working knowledge of the AHJ's, local contractors, utility franchises and suppliers serving the Olympic Peninsula.

Project	Project Value	Delivery Method	Role	Timeframe
Sequim School District Community School	$5M	ESPC	Sr Construction Mgr.	2017- 2018

Quileute Tribal School	$50M	P-D-B	Sr Construction Mgr.	2018-2021
Port Angeles School District Middle School	$80.1M	GC/CM	Sr Construction Mgr.	2022 - 2027

Craig Fulton, PE, DBIA, CCM, (Vanir Sub-Consultant)

Role: Craig Fulton is a Vanir Sub-consultant, providing project management and AHJ support and continuity across all PASD projects. Craig will assist the Project Team - Architect, owner consultants, GC/CM contractor, and owner through planning, pre-construction, design, permitting, procurement, construction, and close-out phases of the Project.

Relevant Experience: Craig has 30 years of experience in construction project management with Federal (DOD) and Municipal (City of Port Angeles) clients as a Navy Civil Engineer Corps Officer and Director of Public Works, respectively. Craig has managed a broad spectrum of construction projects in both public and private venues including K-12, commercial, corporate, military, and public utility. Craig was the Team lead that successfully delivered the Quileute K-12 School Replacement project in La Push WA, using the Progressive Design Build Delivery method. As a previous resident of Port Angeles, Craig is experienced with the District's goals and commitments and will bring that knowledge to the successful leadership ensuring the project is completed within program expectations. As the previous City of Port Angeles Director of Public Works, Craig promoted his office staff to be fully integrated into the local community and with City staff to assist the project through the municipality's permitting process.

Project	Project	Delivery	Role	Timeframe
Port Angeles School District Middle School	$80.1M	GC/CM	Project Director / Consultant	2022 - 2027
Quileute K-12 School Replacement	$54M	PD/B	OR / Project Director	2018 - 2022
Peninsula Housing Authority – Apartment Complex (4) Renovations	$14M	D/B	OR / Project Manager	2021 - 2022
Port Angeles Waterfront Center / Field Arts and Events Hall	$52M	D-B-B (negotiated)	OR / Project Director	2018-2023
USMC Barracks Construction, Camp Lejeune, NC	$334M	D/B	Owner	2010-2013

Mica Klein, Partner (Legal Consultant)

Role: The District is represented by Perkins Coie LLP's Construction Group. Perkins Coie has deep experience with Chapter 39.10 RCW alternative project delivery and has represented numerous public agencies in connection with complex GC/CM projects.

Mica Klein, Partner, will serve as the School District's lead attorney. Mica's practice focuses on complex public construction and dispute resolution. As a Partner with Perkins Coie's Construction Group, Mica specializes in structuring, drafting, negotiating, and implementing complex agreements for large-scale, $20M+ public projects. Among these projects, Mica has successfully counseled dozens of clients on all aspects of GC/CM procurement, from PRC approval through project completion.

- If the project manager is interim until your organization has employed staff or hired a consultant as the project manager, indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.

  Vanir Construction Management has been hired for the duration of the PAHS project with a contract through 2029. Vanir's contract amount has been captured within the Project budget. Nolan Duce has been hired to be the District's Capital Project Director. He previously served as the District's Facilities Director. Nolan's contract with the District is also through the direction of the project to 2029.

- A brief summary of the construction experience of your organization's project management team that is relevant to the project.

  The PAHS project management team is an experienced team with a proven recent work history of working collaboratively on Alternative Delivery Method projects to successfully deliver this critical educational facility for the District.

  Please see the experience tables above in the staff and consultant biographies.

- A description of the controls your organization will have in place to ensure that the project is adequately managed.

  The PAHS will be overseen by the District's Superintendent and Capital Project Manager (Nolan Duce), with daily oversight and process management by the Vanir team. The Capital Project Manager was previously the District's Facilities Director and has worked for the District for over 20 years. The Project team will be guided throughout the project process using the published District policies.

  The Capital Projects staff will be supported by Vanir, which specializes and excels in Program, Project, and Construction Management, including GC/CM project delivery. Vanir will provide a GC/CM advisor (Robin Brown) through all phases of the project. The local Vanir Port Angeles team will work side-by-side with Nolan throughout the entire Project, providing pertinent experience and management expertise while administering the school design/consultant /construction contracts and processes. The local Project team will be provided with adequate time, resources, and staff support to successfully manage the project. Vanir will report directly to Mr. Duce and will work closely with District staff, the design team, and GC/CM to nurture a successful project.

  Project cost control will be exercised by adherence to the designated project scope, schedule, and budget. Construction cost estimates by design team and the GC/CM contractor have been, and will continue to be, reconciled at the end of each phase of Project development. Value Engineering and Constructability Review measures will be ongoing and will be a consistent agenda item at project coordination meetings. Market prices will be regularly monitored for impacts on cost estimates and project material costs. Once the MACC is negotiated, the GC/CM, the District, and the architect will continuously evaluate the construction documents to determine if there are changes (or tariffs) that may impact the MACC. If deviations arise, adjustments will be made to keep the project on budget and within the established MACC.

  The roles and responsibilities that have been established for the District, the design team, GC/CM Advisor, and GC/CM contractor will be tailored to create a successful GC/CM process that is effectively managed and will help support a Project that will be completed safely, on time, and within budget.

- A brief description of your planned GC/CM procurement process.

The procurement process will match similar successful processes the Project team members have used on other projects such as Highline High School, Evergreen High School, and the ongoing Stevens Middle School. The processes will include:

- Developing a thorough RFQ with clear expectations for phasing, safety, DEI goals, and early works.
- Outreach and marketing the Project to potential GC/CM candidates to gain market interest prior to the RFQ release.
- Request for Qualifications
  - Issue RFQ to solicit qualifications.
  - Score and rank the SOQs based on scoring matrix developed for and included in the RFQ.
  - Check references and develop shortlist of the most qualified GC/CM firms.
- Interviewing the firms shortlisted.
- Request for Final Proposals
  - Soliciting pricing proposals for Fee and Specified General Conditions from the highest-ranked firms.
  - Score the final proposals based on criteria established in the RFQ and select highest qualified GC/CM firm.
- Provide recommendation of Award to PA School Board

- Verification that your organization has already developed *(or provide your plan to develop)* specific GC/CM ~~or heavy civil GC/CM~~ contract terms.

  The District's legal counsel, Perkins Coie LLP, will develop a GC/CM agreement for use on this project. The agreement, written on modified AIA A133 / A201 contracts, contains all terms required by the RCW 39.10 statutory scheme.

7. Owner Readiness *(To be answered by the Owner*

a) What have you done as an Owner to prepare yourself and your staff for this GC/CM project?

The District has received PASD specific training from Mica Klien of Perkins Coie (and District Legal Counsel) regarding Alternative Delivery Methods and in particular GC/CM. Mica regularly provides legislative and case law updates at the Annual School Construction Workshop. The District leadership is registered to attend the upcoming 37th annual School Construction Workshop on 10/24/25, where Mica is a featured speaker.

PASD has increased their Financial Department staff, including purchasing personnel to ensure proper Bond and financial management for all Bond projects.

i. How have you communicated with other public owners to understand the organizational alignment and administrative time needed to manage an alternative delivery project?

The District has consulted with Vanir regarding organizational alignment and administrative needs while using GC/CM procurement and delivery. Through Vanir's experience with a number of Washington State school Districts, Vanir provided essential guidance in preparing for and setting aside adequate District staff and hours to undertake this capital improvement effort.

ii. What training have you as an Owner and your staff taken?

See Perkins Coie Training above.

iii. How have you considered the differences in alternative delivery vs Design Bid Build with regards to contract requirements around risk allocation, attitudes towards contract changes, disputes, etc.?

During the Stevens Middle School project development, the District had lengthy discussions with Vanir staff regarding the pros and cons of DBB versus GC/CM procurement, including risk, cost, quality, schedule and dispute resolution impacts. It was stressed that collaboration among all Project team members, especially the owner, would be critical to a successful GC/CM project.

As with Stevens Middle School, it is anticipated that GC/CM will provide the most advantageous means forward in regard to budget control through design; risk reduction (both change orders and disputes) through early contractor design involvement and constructability reviews and selecting the "best qualified" contractor rather than simply low bid.

b) How does your organization ensure that knowledge is passed down to your staff and project team?

The District hired Nolan Duce, after his retirement, to become the Capital Project Manager to oversee the completion of the ongoing Stevens Middle School project and the execution of the two Bond projects - Franklin Elementary School and the Port Angeles High School. This ensures the lessons learned on the Middle School project are continued into the two follow-on Bond projects.

In coordination with the District's legal Counsel (Perkins Coie), the District is building a Capital projects package of legal documents to ensure uniformity of documents on all future capital improvement projects.

c) How have you familiarized yourself and your staff with GC/CM Best Practices?

The District has downloaded and reviewed the DES CPARB "GC/CM Best Practices Manual" of April 2025. We will be using this document in addition to Vanir guidance to ensure best practices are implemented on this project.

d) What is your role in monitoring GC/CM Subcontractor Bid Packaging, and do you have staff allocated to provide oversight in Prime contractor's bidding and subcontract terms?

The District will be overseeing subcontracting in multiple ways:

- The GC/CM AIA contract will provide initial contractual guidance regarding subcontract processes.
- The District will be encouraging robust subcontracting outreach by the GC/CM to ensure local and disadvantaged businesses are aware of and encouraged to propose.
- The District will attend and oversee all bid package opening events to ensure standard rules of bid openings are followed.
- The District will provide GC/CM with goals for subcontracting achievement.

8. Public Body (your organization) Construction History:

Provide a matrix summary of your organization's construction activity for the past six years outlining project data in content and format per the attached sample provided: *(See Example Construction History. The applicant shall use the abbreviations as identified in the example in the attachment.)*

- Project Number, Name, and Description
- Contracting method used
- Planned start and finish dates
- Actual start and finish dates
- Planned and actual budget amounts

Project #	Project Name	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or Schedule overrun
2	Stevens Middle School	School Replacement / Modernization	GC/CM	Jul 2024	Nov 2027	May 2025	Under Const	$80.1M	Under Const	See below
1	Monroe Sports Field	Build new athletic field at the Monroe site	DBB	7/2022	10/2022	6/2023	10/2023	$1.75M	$1.81M	See explanation below

- Reasons for budget or schedule overruns:

  Stevens Middle School - Design schedule extended to restart Schematic Design phase with revised scope and the addition of a GC/CM contractor through the remaining Design phases. Scope was revised to delete the renovation of the existing school classroom buildings and build 100% new. The revised scope saved several million dollars. Construction is ongoing.

  Monroe Sports Field – Initial bids were over-budget, so the project was redesigned and repackaged to enhance local contractor participation. The redesign, repackaging, and rescheduling the work resulted in robust local participation, favorable bid proposals, and increased scope of work with budget.

- Small-, minority-, women-, and veteran-owned business participation planned and actual utilization.
  - Despite the District residing in a more remote corner of the state, the District places high emphasis on fostering local and disadvantaged businesses.
  - For Stevens Middle School project, the bidding results were:
    - 9% Local, 0.1% MBE, .5% WBE, 0% SBE; Resulting in $5.875M contracts awarded (11% of total construction)
    - Project team continues to source supplies and equipment through local and MWSBE businesses.

9. Preliminary Concepts, sketches or plans depicting the project

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. *(See Example concepts, sketches or plans depicting the project.)* At a minimum, please try to include the following:

- An overview site plan *(indicating existing structure and new structures)*
  - See Attachment (B)
- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.
  Note: *Applicant may utilize photos to further depict project issues during their presentation to the PRC.*
  - See Attachment (B)

10. Resolution of Audit Findings on Previous Public Works Projects

If your organization had audit findings on ***any*** project identified in your response to Question 8, please specify the project, briefly state those findings, and describe how your organization resolved them.

There have been no recent audit findings on projects.

11. Subcontractor Outreach

Please describe your subcontractor outreach and how the public body will encourage small-, minority-, women-, and veteran-owned business participation. Please include past performance inclusion goals (%) and actual utilization ($).

The Port Angeles School District is a diverse and culturally rich community. The District consists of approximately 3,500 students, of which 30% are members of minority communities. Though the District is in a remote area of the State along the north coast of the Olympic Peninsula, it has set significant inclusion goals including:
20% Local, 10% MBE, 6% WBE, 5% SBE. Stevens Middle School project resulted in $ 5.875M awarded in local and diversity contracts (11% of total construction)

The District is committed to removing barriers and pursuing outcomes that enable all students to realize their potential and maximize their future opportunities. Through its vision that all Port Angeles School District students will graduate prepared for life-long learning, the District works to consistently improve and support family and community engagement, excellence in learning and teaching, to remove barriers, and support student success. It is the District's desire to replicate this commitment in all procurement opportunities, wherever possible. The District has developed Equity Policies to further this educational equity, (Refer to PASD Policy 0007 Planning – Equity Policy).

In keeping with its educational philosophies, the District is committed to increase opportunities for historically disadvantaged businesses, including small, women, minority, and veteran-owned businesses on its projects. The District will implement the following efforts to encourage participation of these businesses on the Project:

- The Project team will coordinate procurement and communication efforts with local construction and business groups such as the North Peninsula Building Association (NPBA), the Port Angeles Business Association (PABA) and the Chambers of Commerce, to ensure the greatest outreach to local disadvantaged businesses. This local outreach proved successful on other construction project on the Peninsula.

- The District will establish minimum, target participation goals for the Project. This will be in the form of a percentage of participation by contract value or quantity of vendors. All goals will be designed to expand and deepen involvement by disadvantaged businesses in the Project.

- The District will place heavy weight in the selection process on GC/CM Proposers' inclusion plans and past performance in utilizing disadvantaged businesses.

- The District will conduct targeted Project outreach during the design phase and throughout buyout, led by the District and the selected GC/CM contractor, as appropriate. These efforts will include preproposal and outreach meetings.

- The District will work closely with the selected GC/CM contractor to ensure bid packages are broken out and structured in a manner that encourages participation by diverse businesses in the Project.

12. Alternative Subcontractor Selection

- If your organization anticipates using this method of subcontractor selection and the scope of work is anticipated to be over $3M, please provide a completed *Supplement A, Alternative Subcontractor Selection Application* document, *one per each desired subcontractor/subcontract package*.

  The District does not anticipate using Alternative Subcontractor Selection at this time.

- If applicability of this method will be determined after the project has been approved for GC/CM alternative contracting or your project is anticipated to be under $3M, respond with **N/A** to this question.

  N/A

- If your organization in conjunction with the GC/CM decide to use the alternative subcontractor method in the future and your project is anticipated to be over $3M, you will then complete the *Supplement B Alternative Subcontractor Selection Application and* submit it to the PRC for consideration at a future meeting.

CAUTION TO APPLICANTS
The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria to be approved.

SIGNATURE OF AUTHORIZED REPRESENTATIVE
In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so may delay action on your application.

The PRC strongly encourages all project team members to read the GC/CM Best Practices Guidelines as developed by CPARB and attend any relevant applicable training. If the PRC approves your request to use the GC/CM contracting procedure, you also you also agree to provide additional information if requested. For each GC/CM project, documentation supporting compliance with the limitations on the GC/CM self-performed work will be required. This information may include but is not limited to a construction management and contracting plan, final subcontracting plan and/or a final TCC/MACC summary with subcontract awards, or similar.

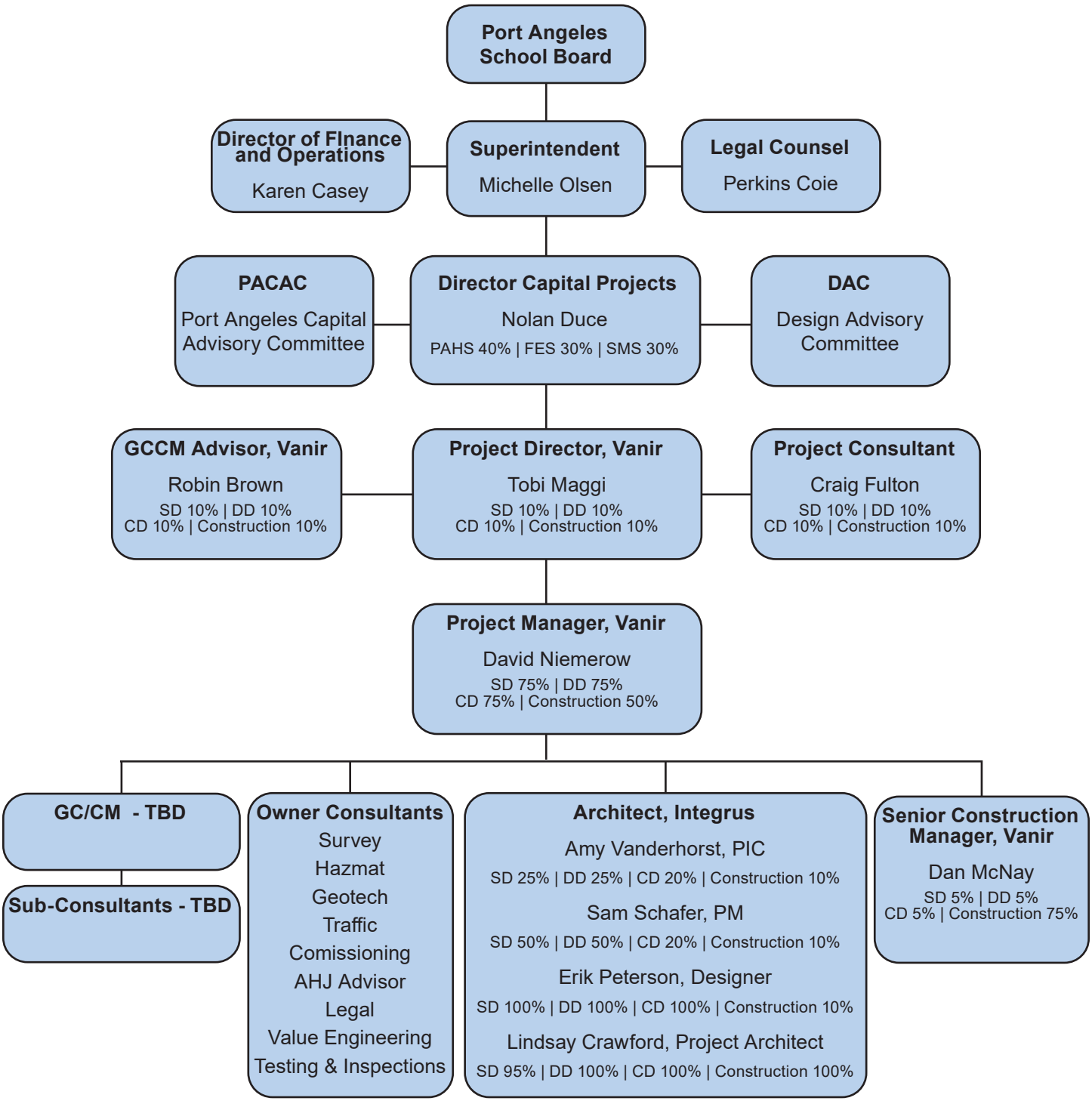
I have carefully reviewed the information provided and attest that this is a complete, correct and true application.

Signature: 

Name *(please print)*: Michelle Olsen *(public body personnel)*

Title: Superintendent

Date: 10-13-25

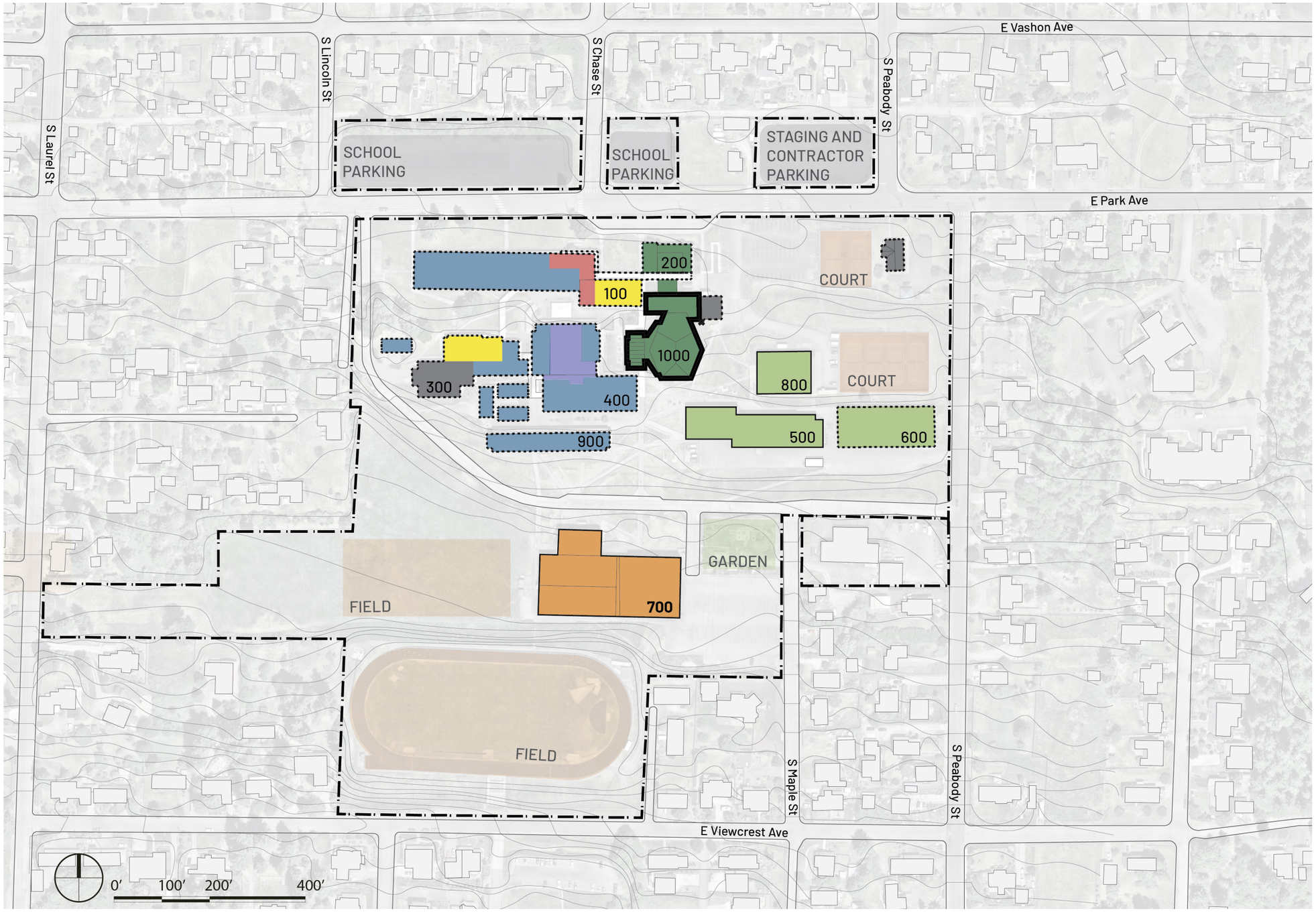

Port Angeles School Board
Director of FInance and Operations
Karen Casey
Superintendent
Michelle Olsen
Legal Counsel
Perkins Coie
PACAC
Port Angeles Capital Advisory Committee
Director Capital Projects
Nolan Duce
PAHS 40% | FES 30% | SMS 30%
DAC
Design Advisory Committee
GCCM Advisor, Vanir
Robin Brown
SD 10% | DD 10%
CD 10% | Construction 10%
Project Director, Vanir
Tobi Maggi
SD 10% | DD 10%
CD 10% | Construction 10%
Project Consultant
Craig Fulton
SD 10% | DD 10%
CD 10% | Construction 10%
Project Manager, Vanir
David Niemerow
SD 75% | DD 75%
CD 75% | Construction 50%
GC/CM - TBD
Sub-Consultants - TBD
Owner Consultants
Survey
Hazmat
Geotech
Traffic
Comissioning
AHJ Advisor
Legal
Value Engineering
Testing & Inspections
Architect, Integrus
Amy Vanderhorst, PIC
SD 25% | DD 25% | CD 20% | Construction 10%
Sam Schafer, PM
SD 50% | DD 50% | CD 20% | Construction 10%
Erik Peterson, Designer
SD 100% | DD 100% | CD 100% | Construction 10%
Lindsay Crawford, Project Architect
SD 95% | DD 100% | CD 100% | Construction 100%
Senior Construction Manager, Vanir
Dan McNay
SD 5% | DD 5%
CD 5% | Construction 75%

BUILDING TYPE

- CLASSROOMS
- PERFORMANCE
- CTE/ ART SCIENCE
- STUDENT ACTIVITIES
- ATHLETICS
- SUPPORT SERVICES
- LIBRARY
- SERVICE

PHASING

- REPLACE
- MODERNIZE
- EXISTING TO REMAIN



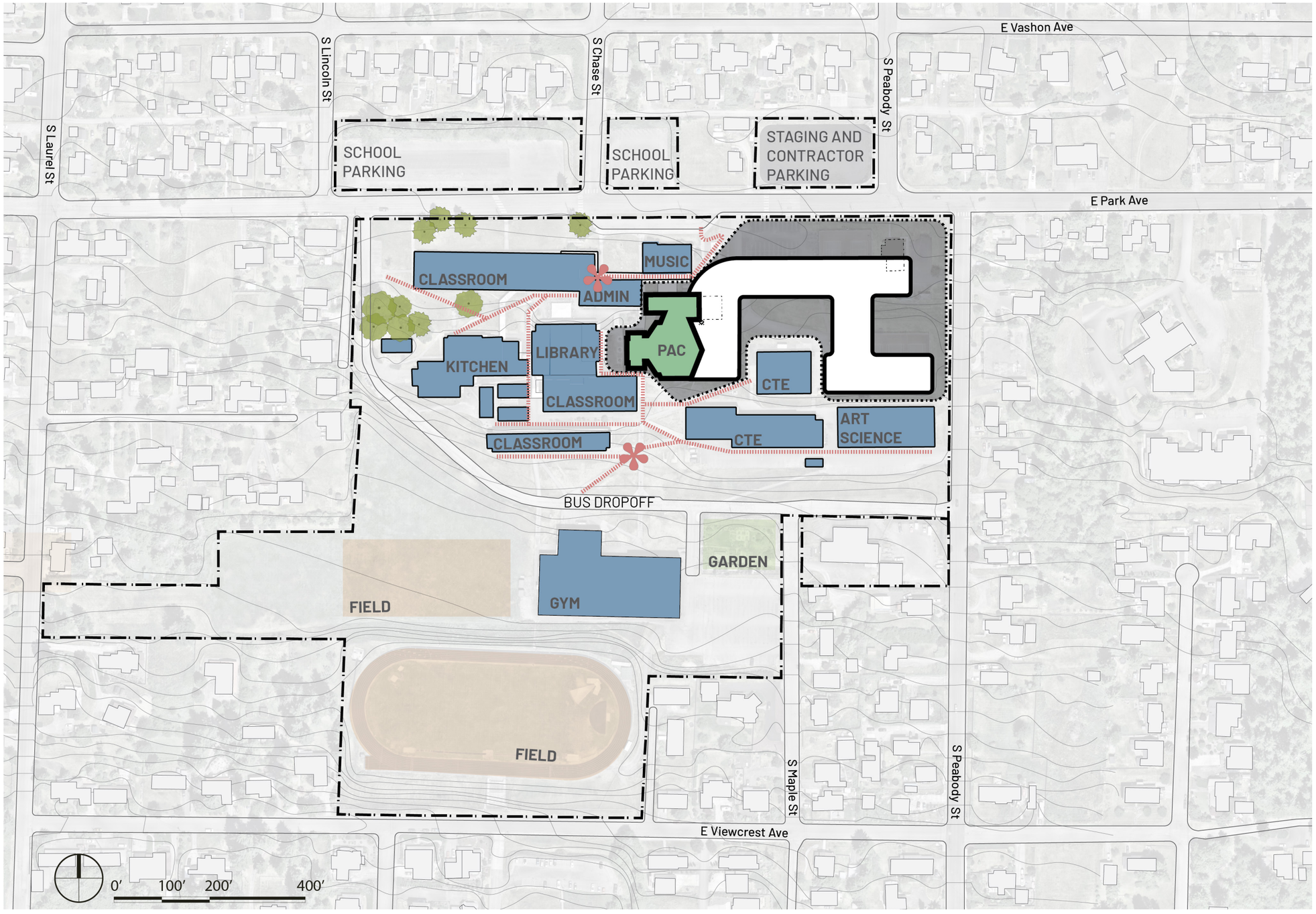
Port Angeles High School
10/13/2025

INTEGRUS

PHASE 1 - WINTER 2027

PHASING

- EXISTING SCHOOL
- EXISTING FIELDS
- MODERNIZATION
- NEW CONSTRUCTION
- CONSTRUCTION ZONE
- DEMOLISHED BUILDING
- CRITICAL CIRCULATION
- STUDENT ARRIVAL

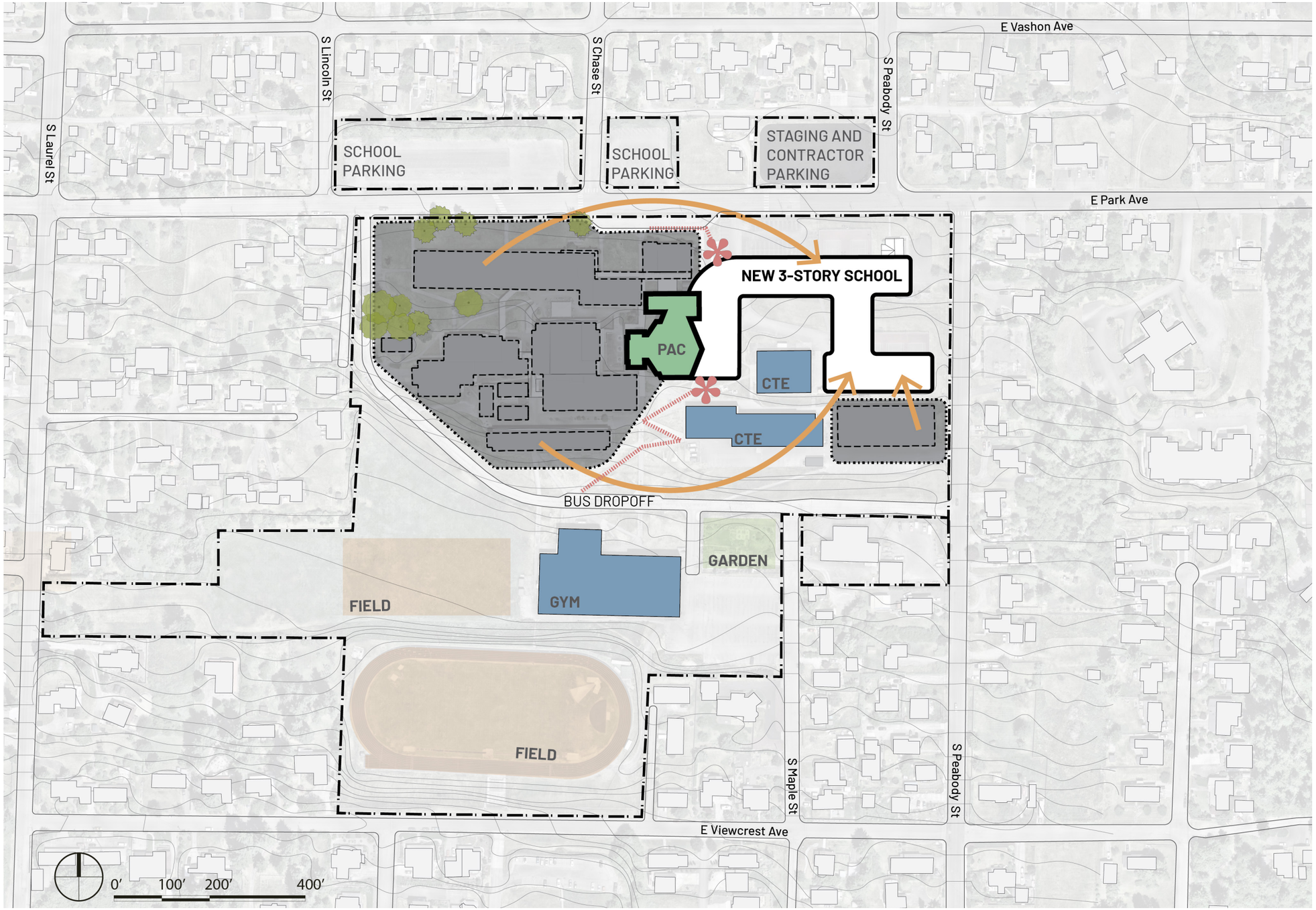


Port Angeles High School
10/13/2025

INTEGRUS

PHASING

- EXISTING SCHOOL
- EXISTING FIELDS
- MODERNIZATION
- NEW CONSTRUCTION
- CONSTRUCTION ZONE
- DEMOLISHED BUILDING
- CRITICAL CIRCULATION
- STUDENT ARRIVAL



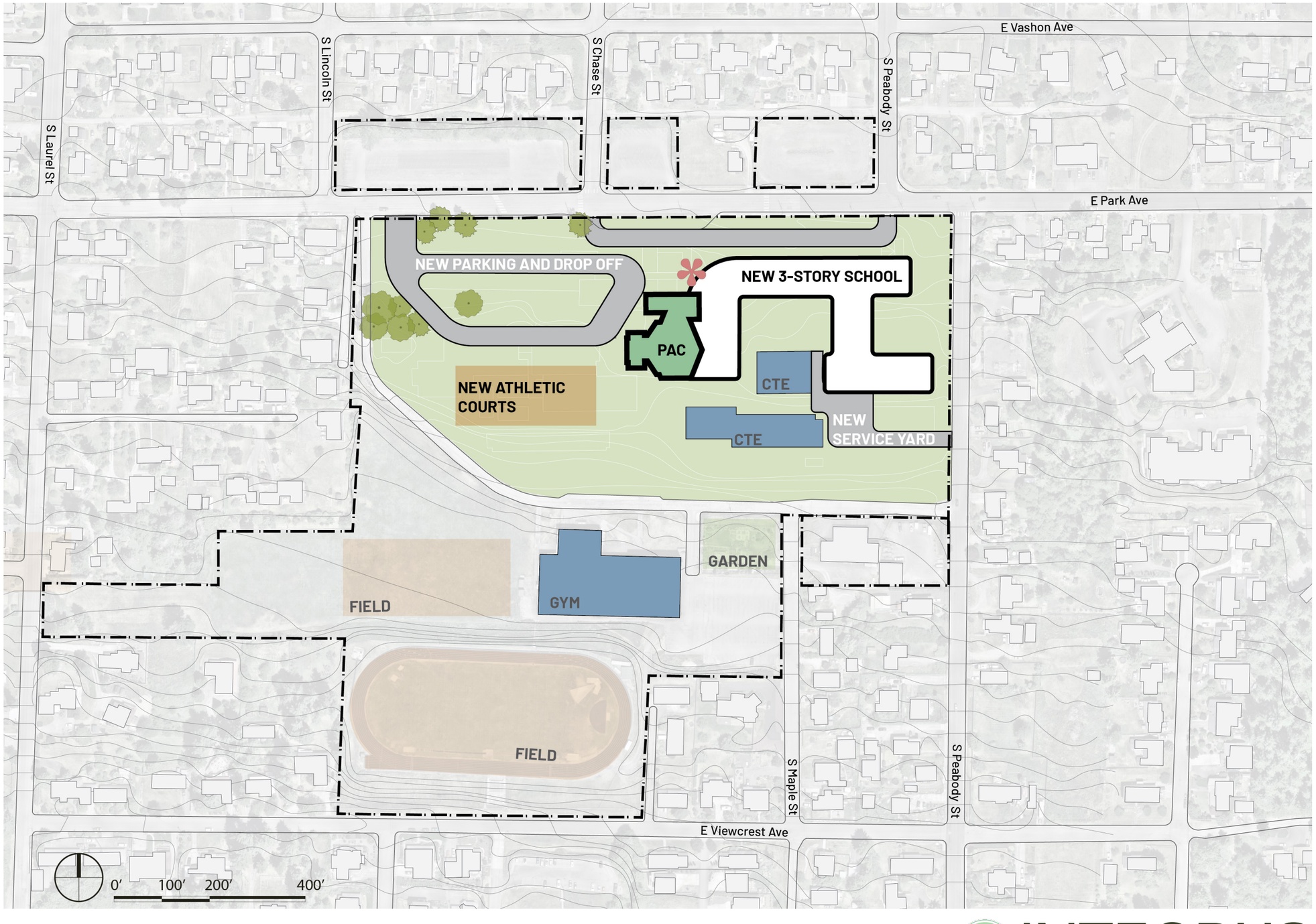
Port Angeles High School
10/13/2025

INTEGRUS

FINAL - 2029

PHASING

- EXISTING SCHOOL
- EXISTING FIELDS
- MODERNIZATION
- NEW CONSTRUCTION
- CONSTRUCTION ZONE
- DEMOLISHED BUILDING
- CRITICAL CIRCULATION
- STUDENT ARRIVAL



Port Angeles High School
10/13/2025

INTEGRUS