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**
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@portangelesschools.org**

1. Brief Description of Proposed Project

a) Name of Project: **Franklin Elementary School Replacement**
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 project consists of the replacement of Franklin Elementary School. The school was constructed in 1954 and is in a state of failure in many respects, requiring highest priority replacement for Port Angeles School District (PASD).

The scope of the project includes constructing a new 60,000 sq. ft. for grades K-5 on the current school site. After construction and occupation of the new school, the old school will be demolished, and new parking and playgrounds will be constructed in its place.

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 etc.)	$ **3.9M**
Estimated project construction costs (including construction contingencies):	$ **31.9M**
Equipment and furnishing costs	$ **1.2M**
Off-site costs	$ **.25M**
Contract administration costs (owner, cm etc.)	$ **1.5M**
Contingencies (design & owner)	$ **1.7M**
Other related project costs (briefly describe)	$ **0.9M**
City Fees/Permitting/Utilities/ Builder Risk Insurance	
Alternative Subcontractor Selection costs	$ **0**
Sales Tax	$ **2.8M**
Total	***$*** **44.1M**

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 Franklin Elementary School 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	$ 35,000,000
SCAP	$ 9,100,000
Total Funding	$ 44,100,000

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 as project management consultant. Nolan Duce has been hired by the District as the PASD staff Capital Project Director.

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

Project Schedule	Start	Finish
Programming (Ed Specs)	October 1, 2025	December 31, 2025
Schematic Design	January 1, 2026	March 31, 2026
Design Development	April 1, 2026	July 31, 2026
Construction Documents	August 1, 2026	December 31, 2026
Site Development Review/ Building Department Review/Permitting	January 1, 2027	February 28, 2027
New School Construction	March 2027	June 2028
New School Substantial Completion / Punch	June 1, 2028	End of June 2028
New School AHJ Occupancy / Relocation of Admin & Students (portable, temporary, other)	July 1, 2028	September 1, 2028
Existing School Demo & Site Work	June 15, 2028	October 31, 2028
Full site – Punch	November 2028	December 31, 2028
Final Contract Closeout	January 2029	March 2029
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 1, 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 **(Regular Board Meeting)**	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?

  Safety: Construction around an elementary school carries with it inherent safety concerns due to inquisitive very young children. A GC/CM will provide safety insights to the design and phasing which will positively influence their construction plans on an occupied construction site. Ensuring children safety as they walk to and from school, play during school, and passing around the school construction site after school hours, will be paramount to get right from start of design, with contractor input.

  Scheduling: Project completion is tied to the school year with no flexibility on opening dates. Timely completion of this project during the summer of 2028 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 scheduled.

  Coordination: Proper and early coordination with the authorities having jurisdiction (AHJ) for permitting and establishing utility and 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 young children where stability should 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 play areas.

  Project Cost Reliability: The Port Angeles School District is a small remote District which does not have a large reserve of cash 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: 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 during the summer months which minimizes/eliminates impacts to school educational environment, while also taking into account the most opportunistic weather windows.

Though there will not be interior impacts within the existing school, there will be impacts to the outdoor play areas. As the new school will be built on the existing outdoor fields and play areas, the project team will need to develop and implement alternative options for outdoor exercise and play. These temporary play areas might need to be relocated several times during construction, as the school grounds are encumbered or unencumbered. The GC/CM will be instrumental in advising the project team with alternatives and options to lessen the impact on students in the outside environment.

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

GCCM Design Support: The District's GC/CM partner will advise on the benefits of avoiding and mitigating challenges on the project site, likely to include poor/in-fill soil conditions, significant elevation differences across the project site, challenging conditions adjacent to the site including poor pedestrian access, high traffic roads, and residential neighborhoods which will be concerned about the construction. Alternative approaches to project phasing or construction methods can be used to alleviate or minimize many of these issues. Due to soil conditions encountered on many Port Angeles projects, a GC/CM contractor can provide expertise and real-world beneficial input in developing various soil stabilization alternatives (piles, spread footings, deep excavations, etc.), to save costs and expedite construction schedules. The cost impacts of soil stabilization and likely cost escalation can be minimized with GC/CM input and guidance during design to reach the most optimal scope of construction within the existing funding constraints.

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 than reactively redesigning the project after Design-Bid-Build (DBB) 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.

Constructability and Value Engineering Review: Having the GC/CM contractor providing constructability reviews through each phase of design and participating in Value Engineering review process provides immeasurable benefits through real-world construction experts. The GC/CM will provide alternative means and methods for staying within design budget and planned project schedules.

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

Pedestrian / Vehicle Constraints: The elementary school site is confined by busy streets and limited pedestrian access which raises safety concerns during and after construction. Having a contractor onboard early, during design, can assist in developing in-construction alternatives to minimize safety

impacts of both pedestrian and vehicle travel (residential neighborhood, parent drop-off/pick-up, buses) to and around the school site.

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 Geotech 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.

- 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.
  - Allowing a MACC to be established sooner than the Project could otherwise be bid.
  - 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 subcontractor community to increase interest and bid turnouts.
  - Transfers risk from the District to the GC/CM for the construction cost.

  In terms of budget, the GC/CM process would provide real-world continuously updated cost 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 cost-saving recommendations.

  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 an operational school facility 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 fiscal benefits, the GC/CM process will 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 dollars in the local community where possible. A GC/CM partner will help the team reach out to subcontractors in the community to understand capacity within the city, county and local 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:. By engaging the GC/CM team early, the project team gains valuable insight into constructability, material durability, and cost-effective solutions. The GC/CM team provides real-time

feedback during design, ensuring that quality is prioritized without compromising budget or schedule. For example, the GC/CM will help reduce project risk related to the marine environment of Port Angeles, caused by high humidity and salt-laden air. Careful consideration of both material selection and construction sequencing are important to ensure maximum durability and longevity of the new school.

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 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 project utilizing the GC/CM procurement method. The District has engaged a comprehensive Project team who have extensive experience in GC/CM procurement and execution 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 Middles 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	Delivery	Role	Timefra
Stevens Middle School	$80.1M	GCCM	Superintendent	2025 - present
Jefferson Elementary School	$7.9M	D-B-B	Principal - design, FF&E selection and closeout	2002-2004
Daffodil Valey Elementary	$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 GCCM 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	Delivery	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

Brian Ho, TCF, Principal in Charge (A&E)

Brian Ho has over twenty years of experience working on K-12 projects, including more than thirteen years specializing in alternative delivery methods including both GC/CM and Progressive Design Build. He leads the design team in project visioning and educational planning, supporting clients in meeting their goals while ensuring responsible management of public funds. Brian emphasizes collaboration and practical solutions on complex educational facility 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	Construction
Armin Jahr Elementary	$35M	PDB	2025	PIC	PIC	PIC
View Ridge Elementary	$35M	PDB	2025	PIC	PIC	PIC
Bryant Montessori K-8	$33M	PDB	2023	PIC	PIC	PIC
Mount Vernon High School Administration	$7M	GC/CM	2019	PIC	PIC	PIC
Mount Vernon High School Old Main	$25M	GC/CM	2020	PIC	PIC	PIC

Webster K-8	$29M	GC/CM	2019	PIC	PIC	PIC
Madison Elementary	$30M	GC/CM	2019	PIC	PIC	PIC
Rowley Elementary	$31M	GC/CM	2018	PIC	PIC	PIC
Lake Wilderness Elementary	$32M	GC/CM	2016	PIC	PIC	PIC
Olympia Regional Learning Academy	$22M	GC/CM	2013	PD	PD	PD
Browns Point Elementary	$25M	GC/CM	2017	PM	PM	PM
Washington Elementary	$25M	GC/CM	2015	PD	PD	PD

Marc Pevoto, TCF, Design Project Manager (A&E)

With more than 30 years of experience leading projects of all sizes, Marc will manage the design process and design team. His recent work as Project Manager for the new K-12 campus for the Cape Flattery School District in Neah Bay provides valuable insight into the keys to successfully designing on the Olympic Peninsula, including designing for the marine environment and availability of local materials and trades.

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
Cape Flattery School District Neah Bay K-12	$80M	PDB	2025-2027	PM	PM	PM
Peninsula School District – Kopachuck Middle School	$21M	DBB	2023	PM	PM	PM
Peninsula School District – Key Peninsula Middle School	$22M	DBB	2023	PM	PM	PM
City of Tumwater – O&M Facility	$30M	DBB	2024	PM	PM	
City of Sumner – Heritage Park Events Building	$12M	DBB	2025	PM	PM	
City of Battleground – O&M Facility	$12M	DBB	2025	PM	PM	

- Provide the ***experience and role 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 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	Role	Timeframe
Evergreen HS	$206M	GC/CM	Program and Project	2022-Current
Pacific MS Replacemen	$138M	GC/CM	Program and Project	2022-Current
Tyee HS Replacemen	$183M	D-B-B	Program and Project	2022-Current
Highline HS Replacemen	$125M	GC/CM	Program and Project	2017 - 2021
Glacier Middle	$82M	D-B-B	Program and Project	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	2017 - 2019
Edward R. Roybal	$202M	GC/CM*	Director of PM/CM	2005 - 2008
Helen Bernstein	$182M	D-B-B	Director of PM/CM	2004 - 2008
Hawkins High School	$192M	GC/CM*	Director of PM/CM	2010 – 2012
Miguel Conteras High	$169M	GC/CM*	Director of PM/CM	2004 - 2006
Sotomayor High School	$231M	GC/CM*	Director of PM/CM	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 PASD projects to ensure that is completed within the program expectations set by the PASD.

Project	Project Value	Delivery Method	Role	Timeframe
Highline HS Replacement	$125M	GC/CM	Senior Project Director	2020 - 2022
Pacific MS Replacement	$138M	GC/CM	Program and Project Manager	2022-Current
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

Kristin Helberg, CMIT, Project Manager (Vanir Construction Management)
Role: Kristin Helberg is a Project Manager for Vanir Construction Management and will be the project manager for the Franklin Elementary School project through preconstruction, design, permitting, procurement, construction, and close out phases.

Relevant Experience: Kristin has over 30 years of experience in K12 contracting, procurement, and construction project management. Kristin has managed construction projects in both public and private venues including K-12, commercial, healthcare, non-profit, and government. She has vast experience in contracting and owner procurement, including FF&E expertise. Kristin is dedicated to providing exemplary service as an owner's representative. Kristin lives in Port Angeles and is experienced with local AHJ's and has broad knowledge of local contractors and subcontractors.

Project	Project Value	Delivery Method	Role	Timeframe
Sequim School District Community School	$5M	ESPC	Project Manager	2017- 2018
Quileute Tribal School	$50M	P-D-B	Project Manager	2018-2021
Port Angeles School District Middle School	$80.1M	GC/CM	Project Manager	2022 - 2027

John Turk, CECS, CCM, Construction Manager (Vanir Construction Management)
Role: John Turk will be the Construction Manager for the Franklin Elementary School project through preconstruction, design, permitting, procurement, construction, and closeout phases.

John has over 8 years of experience in construction management with a background in alternative and traditional delivery methods across public sector, education, healthcare, and infrastructure projects. John is adept at interpreting contract documents, facilitating value engineering, and ensuring cost, schedule, and scope alignment. Known for proactive communication, risk mitigation, and navigating complex agency processes, John remains committed to building collaborative teams that deliver high-performing capital projects with transparency, accountability, and technical excellence.

Project	Project	Delivery	Role	Timeframe
Community Transit Merrill Creek Operating Base Ph.3A	$20M	D-B-B	Construction Manager	2021-2024
Seattle Public Utilities, Lake Forest Park Reservoir, Floating Cover and Liner Replacement	$6.4M	D-B-B	Construction Manager	2020-2021
Northshore School District, East Ridge Elementary School	$6.1M	ESPC	Project Engineer	2020
Sequim School District, Central Kitchen	$5.4M	ESPC	Project Engineer	2017-2018
Snohomish County Ph.5	$3.3M	ESPC	Project Engineer	2017-2019

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 projects 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 Port Angeles 2024 Bond program 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 duration 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 Franklin Elementary School project management team (Vanir) is an experienced PM/CM 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. Vanir is currently assisting the District as their full PM/CM partner on the Stevens Middle School Replacement project.

  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 Franklin Elementary School Project will be overseen by the District's Superintendent (Michelle Olsen) 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, 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, community outreach and inclusion/small business 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 PASD 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.

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 Klein of Perkins Coie (and District Legal Counsel) in regard to 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

The District has consulted with Vanir in regard to organizational alignment and administrative needs while using GC/CM procurement and delivery. Through Vanir's experience with several 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 D/B/B versus GC/CM procurement, including risk, site safety, 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, as 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 and Perkins Coie 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 explanation 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 was extended to restart Schematic Design phase with revised scope and with the addition of a GC/CM contractor through the remaining Design phases. Scope was revised to delete renovation of the existing school classroom buildings and instead, build 100% new. The revised scope saved several million dollars. Construction is ongoing.

Monroe Sports Fields – 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 within budget.

- Small-, minority-, women-, and veteran-owned business participation planned and actual utilization
  - Though the District resides in a more remote corner of the state, the District places high emphasis on fostering local and disadvantaged businesses.
  - For Stevens Middle School the bidding results were:
    - 9% Local, 0.1% MBE, .5% WBE, 0% SBE for total of **$5.875M in awards** (11% of 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 the existing building and potential location for the new structure, as well as conceptual construction phasing is attached.
  - 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 resulted in $ 5.875M awarded in diversity contracts (11% of 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, 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 increasing 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 projects 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.

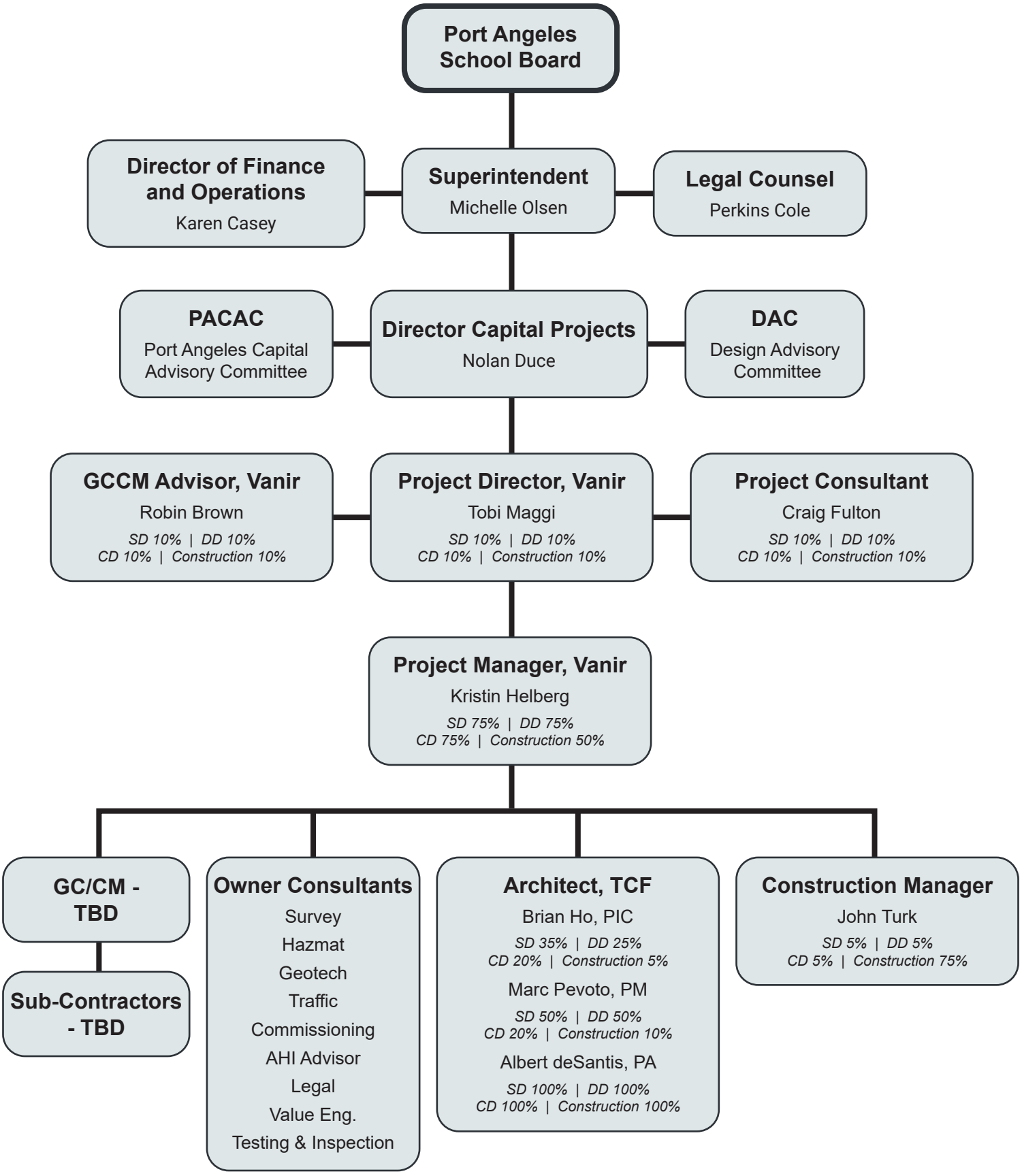
Signature: 

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

Title: Superintendent

Date: 10-13-25

AttachmentA– Project Team Organization Chart Attachment B – Conceptual Site Layout



Attachment A

Conceptual Site Strategy:
This approach strives to provide every classroom with water views to the Salish Sea. In a 2 story configuration, the building footprint follows the top of the slope placing classrooms to the north and gathering the main public spaces to the south, adjacent to the parking lot and bus loop. The Gym and Commons frame the entrance, and students and visitors would enter under the Library providing a welcoming arrival experience and one that is protective from inclement weather.
This strategy allows all major construction to be completed in Phase 1, maintaining safe separation from occupied spaces. It does place cars and buses in relative proximity and will require a thorough traffic assessment to ensure peak flow traffic can be managed safely and efficiently.
The completed site would be split by the existing slope with the playfield on the lower tier and educational spaces on upper tier. Access between these elements will require an accessible ramp which navigates the contours of the slope.

TCF

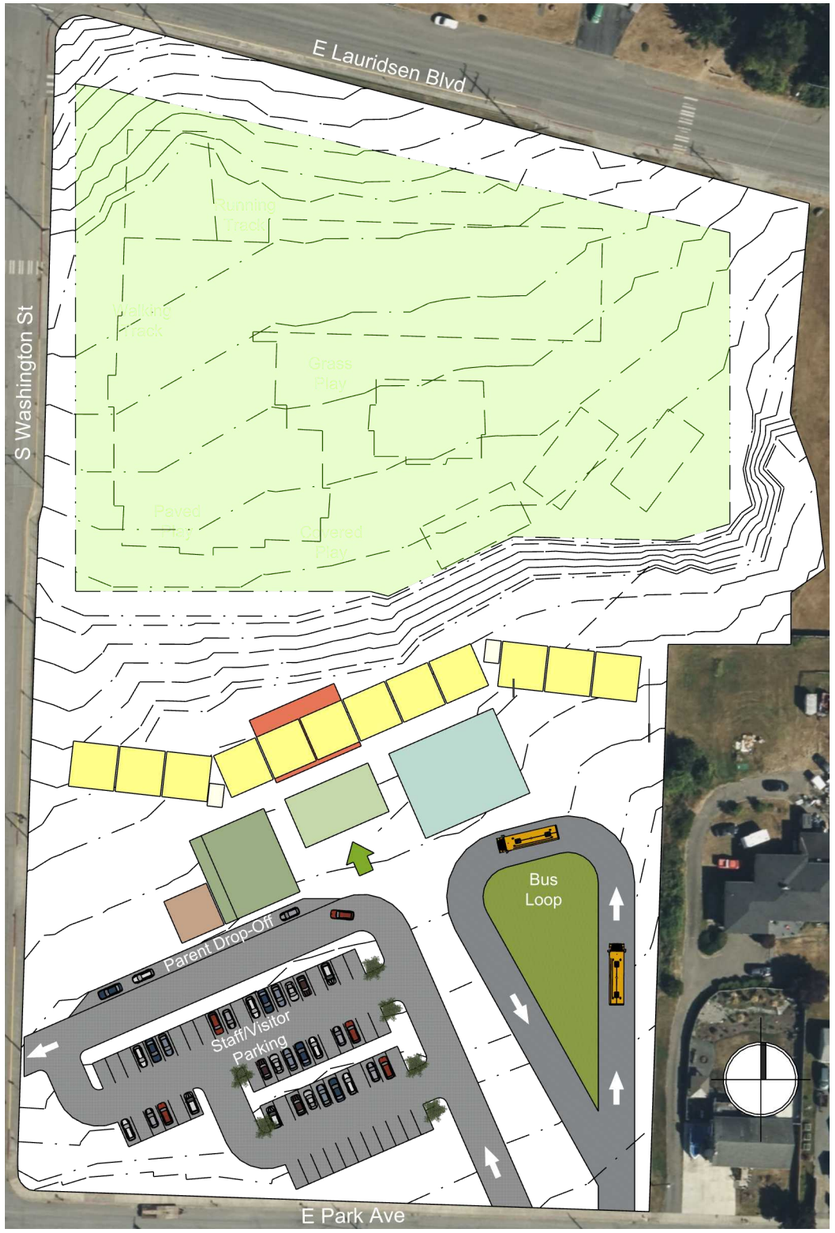
Conceptual Site Layout

Franklin Elementary School
Port Angeles School District

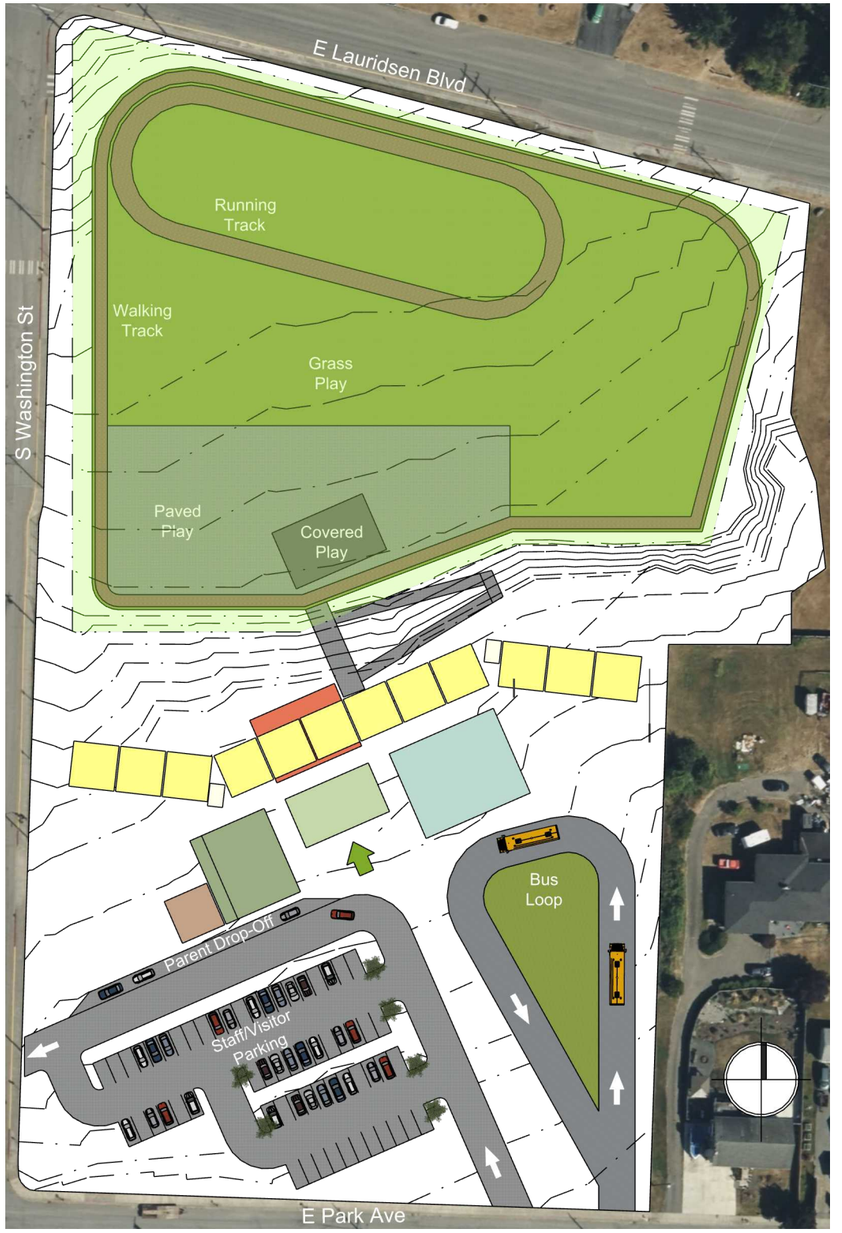
Attachment B

VANIR

Phase 1 - Construct new school building, parking lot, and bus loop



Phase 2 - demo existing school structures



Phase 3 - Construct new playfield

TCF

Conceptual Construction Sequencing

Franklin Elementary School
Port Angeles School District

VANIR

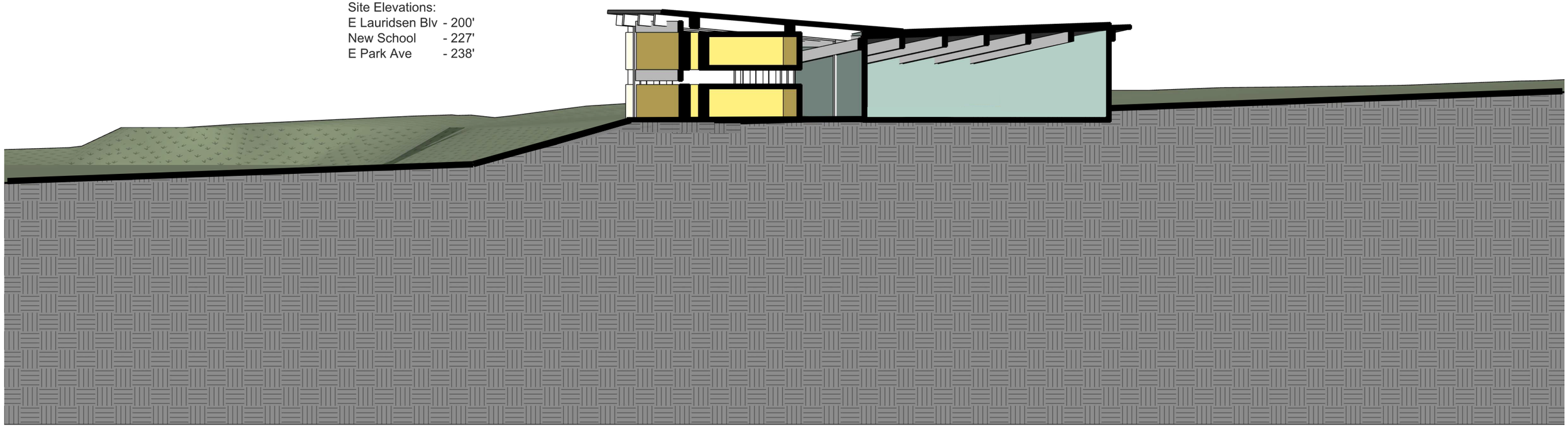
TCF

Conceptual Aerial View

Franklin Elementary School
Port Angeles School District

VANIR

Site Elevations:
E Lauridsen Blv - 200'
New School - 227'
E Park Ave - 238'



TCF

Conceptual Site Section

Franklin Elementary School
Port Angeles School District

VANIR