

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): **Sequim School District**
- b) Mailing Address: **503 N. Sequim Ave, Sequim, WA 98382**
- c) Contact Person Name: **Michael Santos** Title: **Director of Facilities, Operations, and Security**
- d) Phone Number: **360.582.3275 cell: 360.477.8346** E-mail: **msantos@sequimschools.org**

1. Brief Description of Proposed Project

- a) Name of Project: **Sequim High School Remodel and CTE Building Construction**
- 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 will replace five separate buildings on the Sequim High School Campus with new instructional wings that connect all buildings and create a secure campus. The new construction will include approximately 51,000 SF with spaces such as administration, library/media center, science labs, shop spaces and art spaces. Additionally, a new CTE building will be built to expand and enhance career and technical education opportunities.

- d) Applying for permission to utilize Alternative Subcontractor Selection with this application? **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.)	\$ 3,321,385
Estimated project construction costs (including construction contingencies):	\$ 39,581,824
Equipment and furnishing costs	\$ 1,465,980
Off-site costs	\$ 879,625
Contract administration costs (owner, cm etc.)	\$ 1,539,807
Contingencies (design & owner)	\$ 5,126,798
Other related project costs (briefly describe)	\$ 1,874,752
Alternative Subcontractor Selection costs	\$ 0
Sales Tax	\$ 3,538,042
Total	\$ 57,328,213

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*

This project will be funded as part of the \$146M capital bond which was approved by the voters in February 2025. In addition, the CTE portion of this project will receive an additional \$4.9M through a Community Improvement Grant.

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
- c) Employing staff or hiring consultants to manage the project if not already employed or hired.
(See Example on Design & Construction Schedule)
- d) Provide an updated schedule to include Alternative Subcontractor Selection Procurement process.
(If applicable)

Project Task	Target Date
Procure Owner Advisor	Complete
Procure GC/CM Legal Advisor	Complete
PRC Application Submitted	10/20/25
Design Team Selection	11/3/25
Anticipated PRC Approval	12/4/25
Issue Request for Qualifications (RFQ)	12/9/25
Pre-Submittal Meeting	12/17/25
GC/CM SOQ's Due	1/13/26
Selection Committee Review and Scoring	1/19/26 - 1/20/26
Notify Shortlisted Firms and issue RFP	1/21/26
Interviews/Interactive Meetings	1/29/26
Open Proposals	2/3/26
Board Approval of GC/CM Selection	2/16/26
Begin Preconstruction	February 2026
CTE Building Substantial Completion	February 2028
High School Substantial Completion	July 2029

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?

The Sequim High School project poses significant challenges with scheduling, phasing and coordination. The project will replace five aging buildings in the middle of campus while maintaining school operations in the remaining buildings. New construction is intended to be built in between and connecting to these remaining buildings. Early engagement of the GC/CM will allow for a collaborative process to develop a quality phasing and construction plan that considers all stakeholders and ensures continuity of educational programs.

A few specific complexities include:

- **New and existing utility phasing and management. Installing new utilities in and around existing buildings while maintaining school operations.**
 - **Student/staff access and campus safety. Early involvement of the GC/CM will allow for better identification of work sequences and requirements in order to pre-plan and communicate necessary phasing and access plans.**
 - **Close proximity to adjacent buildings and limited site space. The GC/CM will be well positioned to identify construction sequences and processes that will best accommodate the very limited space for construction.**
 - **Specialized teaching spaces including CTE spaces requiring specialized equipment. The project will benefit from early identification and coordination involving the GC/CM and trade partners.**
- 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.

Sequim High School must continue to be a fully functional campus throughout construction. Early involvement of the GC/CM will be leveraged to create detailed phasing, sequencing and logistics plans that can be clearly communicated to trade partners and district stakeholders in order to assure the campus remains safe, secure and functional.

Operational impacts that must be addressed include:

- **Parking and vehicular access including bus pick-up and drop-off. Access in and out of the site will require thoughtful planning and execution as crossing parking and drive lanes will be difficult to avoid.**
- **Student pathways. The project will significantly impact the flow of students between the separate buildings on each side of the new construction. This will require collaboration with stakeholders towards a detailed logistics and safety plan that includes methods for communication and management during construction.**
- **Availability of operational spaces. The project will benefit from contractor involvement in decisions regarding timing, phasing and location of new construction so that enough teaching spaces will be available to conduct school operations at all times during the project.**

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

As stated above, the GC/CM lead process for development of a phasing and logistics plan will be critical to ensure the project can be conducted safely and efficiently while supporting ongoing school operations. The GC/CM will be able to proactively identify risks and suggest mitigation strategies for incorporation into the project design.

Additionally, GC/CM involvement during design will provide for increased cost control through iterative cost estimates. Accurate identification and communication of costs will lead to improved decision-making regarding materials and systems that will bring best value to the district while mitigating the effects of cost escalation. Furthermore, the GC/CM will provide continuous constructability review and value analysis further empowering the owner and designer in decisions that will improve the coordination between trades.

The GC/CM will also provide subcontractor outreach and engagement which is critical for ensuring the interest of qualified firms with experience that will lead to reduced risks associated with bid package pricing.

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

The work environment will be complex and technical due to the nature of demolishing and replacing buildings in close proximity and surrounded by occupied and operational instructional space. As previously identified the school will remain operational which will require careful and thoughtful planning, sequencing and design.

Integrating the new construction with existing buildings and systems such as mechanical, low voltage, access controls and electrical will benefit from involvement of trade partners and a collaborative approach that includes District stakeholders.

Adding to the complexity is the absence of laydown or storage space which will require careful and deliberate planning.

GC/CM involvement will be necessary to properly address these complexities and develop practical and collaborative mitigation strategies to protect the safety of the school community and provide the best value for the public funds.

- **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 use of the GC/CM method will allow the contractor to provide assistance throughout design and construction focused on identification of risks, accurate cost estimating and efficient scheduling. The public will benefit fiscally through the increased predictability of estimates and schedules which will serve to reduce costly budget overruns and schedule delays that are more common in traditional project delivery.

The GC/CM will provide further fiscal benefit through value analysis and constructability reviews during the design process. This will identify potential cost saving measures and value added alternative products or building systems to improve the performance and cost of the completed facility while improving the educational experience for students and staff.

The GC/CM will also be able to attract and secure increased subcontractor participation. This will increase competition for improved pricing as well as ensuring participation by trade partners that are experienced and qualified in the construction of specialized educational spaces conducted on operating school campuses.

- 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.

Early involvement of the GC/CM will best serve Sequim School District by reducing some of the risks inherent in traditional DBB delivery such as:

- **Cost overruns created by the lack of timely and accurate cost estimating performed by a contractor who is continuously engaged in the costing of specialized educational facilities with complex site logistics and phasing.**
- **Delays due to constructability of the plans and/or lack of buy-in from the contractor regarding phasing or sequencing.**
- **Coordination issues with integration of new and old building systems that could have been avoided through collaboration between the designer, contractor and trade partners.**
- **High quantity of change orders because of scope gaps and design mistakes that would have benefited from contractor input and careful/intentional packaging of bid packages by a contractor.**

- 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.

Sequim School District has a history of successful projects delivered through the traditional Design-Bid-Build method including the recent projects conducted under their successful capital projects levy. Because of the significant community investment represented by the passage of the bond and the complexities of the included projects, the district's Director of Facilities, Operations and Security sought to consider alternative delivery methods. The director has a wealth of experience with various delivery methods from his prior career in construction and asset management, giving him a solid understanding of the value added through these processes. The district engaged in a thorough evaluation process to ensure the right choice of delivery method specific to the Sequim High School Project. The district consulted with colleagues from school districts who have successfully utilized GC/CM and PDB methods, reviewed best practices and consulted with their owner's representative, Wenaha Group with whom they have a long-established relationship.

The Sequim School District has contracted with Wenaha Group to provide comprehensive project management and owner's representative services. Wenaha Group has a reputation for successful projects utilizing alternative project delivery methods including GC/CM (Washington), CMGC (Oregon), CMAR and Progressive Design-Build methods. Their experience applying these methods to projects under different authorities for both private and public clients has given them the expertise to maximize the value of an integrated team and benefit the district's board, staff, and the community. In addition to the experience represented in the project specific team, the district will have access to the full breadth of knowledge held by more than 30 Wenaha project managers with diverse backgrounds and experiences. In total the Wenaha Group has delivered more than 60 alternative delivery projects for a construction value of over \$2.6B.

The Sequim School District is represented by Porter Foster Rorick LLP (PFR) as legal counsel. During the last 47 years, PFR has provided legal counsel to more than 120 Washington school districts, ranging in size from 50 to more than 50,000 students. PFR's clients serve communities in all regions of the state, bordering Canada, Oregon, and the Pacific Ocean, and spanning both sides of the Cascade Mountains. PFR's 16 attorneys provide comprehensive general counsel legal services to school districts, including advising regarding administration and government, labor and employment, special education, student civil rights, finance and business services, and property and facilities. PFR attorneys frequently advise school districts regarding real property transactions, construction of school and other facilities, and construction-defect issues.

- 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)

Please see Attachment A.

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

Michael Santos, Director of Facilities, Operations, and Security, Sequim School District

Michael Santos, Director of Facilities, Operations, and Security – Sequim School District
Mr. Santos has over 30 years in project and asset management, with site experience that spans from the Arctic to the Antarctic. Mr. Santos holds a Bachelor's of Science in Business Management, with three minor degrees in Project Management, Public Administration/Non-Profit Management, and Business Intelligence from Colorado State University. Mr. Santos is a A55K certified asset management professional, who has managed the installation, maintenance, operation, design, and disposition of real property assets and engineered system inventories with replacement values that exceeded \$23 billion (Director of Asset Management, Denver International Airport). His project specific experience includes a host of successful alternative delivery processes.

Regan Nickels, Superintendent, Sequim School District

Regan Nickels serves as Superintendent of Sequim School District. She holds a Certificate of Educational Leadership from Western Washington University in Bellingham, a Masters Degree in Instructional Technology from City University in Bellevue and a Bachelor's Degree in Human Ecology from the College of the Atlantic in Bar Harbor, Maine. Regan has been involved in five school improvement projects from a capital levy portfolio, to renovation of an elementary school, replacement of a stadium turf field and high school construction and subsequent expansion. Her involvement has ranged from administrative project planning, funding, design team participation, final project acceptance and project communications.

Chris Marfori, Senior Project Manager, Wenaha Group

Chris has worked as a construction manager for Wenaha Group since 2018 and has spent nearly 26 years working on projects for local municipalities, state and federal agencies across the United States. Chris' project types range from simple to complex and have spanned the infrastructure, bridge, utility substation, educational facility, high end hospitality, medical and institutional market sectors. Throughout his career, Chris has worked both as an estimator and project manager and has assisted in the development and implementation of over \$1.5B in capital projects, of which more than \$750M were delivered utilizing alternative delivery methods. These projects include both PBD and GC/CM project deliveries. As part of his work within the educational sector, Chris has completed projects for multiple school districts, including the Sequim School District.

Heath Gardner, Assoc. DBIA, Project Executive, Wenaha Group

Heath has more than 25 years of project management experience and has been providing owner's representative consultant services for the last 15 years. Before Wenaha Group, he worked as a contractor including as a partner in a general contracting firm. Heath has experience with alternative project delivery including, PDB Pasco Public Facilities District Aquatics Facility \$46M; PDB Ellensburg Fieldhouse \$25M; GC/CM Walla Walla High School \$63M; PDB East Umatilla Fire and Rescue \$5.6M; CMGC Hermiston Bond Projects \$60M; and CMGC Sherman County Courthouse \$9M. Heath also experienced many CM at risk projects as a contractor and early in his career two Design-Build projects; Weyerhaeuser Corporate Aircraft Hanger; and a private commercial bank. Heath has a reputation for managing collaborative teams in order to accomplish difficult projects and ensuring shared success among team members.

Sam Hyatt, Project Manager, Wenaha Group

Sam has 30 years of experience across many disciplines within the construction industry as a journeyman tradesperson, superintendent, quality control manager, project and program manager. He holds a Bachelor's degree in Science from Pacific Lutheran University. Sam has experience with multiple delivery methods and geographically separated, contiguous projects. Notable recent experience with GC/CM delivery methods includes the Jamestown Evaluation and Treatment facility in Sequim and the Quinault Wellness Center in Aberdeen.

Yue Chen, PMP, AIA, LEED AP, Project Manager, Wenaha Group

Yue is a licensed architect in Washington with over nine years of design and construction experience and currently serves as a Project Manager with Wenaha Group. Yue manages capital projects for the Sequim School District levy program and a variety of residential, office, and client projects for tribal partners including the Jamestown S'Klallam and Tulalip Tribes. Prior to joining Wenaha, Yue practiced as an architect on high-rise residential, office core and shell, tenant improvement, and life science projects in Seattle, where Yue coordinated design development and construction administration. Yue's combined background in BIM, construction administration, and owner's representative services provide strong support for collaborative delivery methods such as design-build.

Parker Howell, a partner with Porter Foster Rorick LLP, will lead the Sequim School District's representation. Parker's practice has focused nearly exclusively on school district representation for the last 13 years. Parker regularly advises school districts regarding all phases of capital facility construction and renovation, including procurement of and contracting for design and construction services. Parker has experience drafting and negotiating complex construction and construction-management contracts, professional services contracts, and various other modified American Institute of Architects. In particular, Parker has advised school districts regarding alternative delivery of construction projects under Chapter 39.10 RCW. For example, Parker participated in

team of consultants to obtain state approval for an approximately \$100 million school construction project using general contractor/construction manager (GC/CM) process, and drafted the necessary contracts to facilitate the project.

- 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.)*

See Attachment B

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

Please see above Bio's as well as Attachment B

- 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.

Project Manager is not interim.

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

Please see above bio's as well as Attachment B

In addition to the experience demonstrated in the team bio's and Attachment B the district and Wenaha Group have completed a capital projects levy program that included construction activity in every district facility. This has served to create a proven and effective team with an extensive shared knowledge of district facilities, infrastructure and operational needs.

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

The District needs and expects a clear, consistent dialogue between the selected contractor, Wenaha Group, and themselves, with the ability to maintain adaptability and flexibility in the event that unexpected changes arise that need quick, decisive action. For this project, Director of Facilities, Operations, and Security (Director) Michael Santos has been designated to represent the district and provide a single point of contact to provide responsive decision making within the scope of established priorities. He has been given broad authority to facilitate ground level decision making on a day-to-day basis.

Some other controls include:

- **The district Superintendent, Director and Wenaha Group have worked to refine the district's current decision making process to make sure that its decisions during the development of the design and during the construction of the project are timely and informed.**
- **Wenaha Group will facilitate weekly project meetings to include a minimum of the Superintendent, Director, Wenaha Group Project Manager and the project level staff of the GC/CM. The GC/CM will be required to set agendas and distribute minutes of these meetings for distribution to identified stakeholders.**
- **A stakeholder register will be utilized to identify all stakeholders and define their respective level of engagement during various phases of design and construction. The register will identify decision points and specify the level of authority and engagement required of each stakeholder for each decision point. The Project Manager will provide monitoring of the register and will coordinate other district stakeholders and decision makers for responsive decision making.**
- **The Director and Wenaha Group will review documentation and reports from the GC/CM in order to compose a monthly project report which they will present to the Superintendent and Board of Directors.**
- **Throughout the project, Wenaha Group will assist in tracking all project costs against the established budget and provide analysis to the Director and designated stakeholders no less than once per month as part of the monthly project report.**

- Wenaha Group will review all project invoices and contractor payment applications and consult with the Director and designated financial manager. Monthly reconciliation meetings will be held between Wenaha Group and the district to ensure alignment on all costs.
- The contractor will be required to utilize Target Value Design budget techniques and provide updated cost estimates including a comparison of amounts in relation to the available budget at agreed upon intervals and/or milestones.
- The Director, Wenaha Group and the GC/CM will continually collaborate to provide value analysis and facilitate decision making focused on maximizing value. The GC/CM will be required to keep a decision log to document team decisions.
- The GC/CM will be required to keep a trend log to identify potential changes to the project with regular review during weekly project meetings.
- The district will maintain a project contingency to cover owner-added scope or change order costs. The Director and Wenaha Group will report on owner contingency usage and risks as a part of the monthly report.
- A proposed schedule of project milestones will be provided in the RFP documents.
- Once selected, the GC/CM will collaborate with the Director, identified stakeholders and Wenaha Group to establish a detailed project schedule for all phases of the project.
- The GC/CM will be required to provide weekly short-term look ahead schedules to be reviewed at project meetings. They will also provide monthly updates of the overall project schedule in conjunction with progress payment applications.
- The Director and Wenaha Group will review the look ahead and overall schedule updates and collaborate with the GC/CM regarding necessary schedule recovery and/or opportunities. Analysis of the schedule status and risks/opportunities will be communicated as part of the monthly project report.

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

The district will select the GC/CM contractor using an approach that is fully consistent with RCW 39.10. Wenaha Group will lead the procurement process in consultation with Porter Foster Rorich and district procurement personnel. The process will follow the standard GC/CM process informed by CPARB best practices and the experiences of the project team.

The procurement will be transparent, competitive and qualifications based with a focus on established GC/CM firms with a track record of delivering complex projects on active and operational school sites.

The selection process will be administered using a three-step model:

1. Request for Proposals – Issue a publicly advertised RFP focused on relevant GC/CM experience, team qualifications and experience, and project approach.
2. Interactive Meetings – Shortlisted firms will engage the selection committee in an interactive meeting designed to demonstrate their team’s capabilities, compatibility with the project team and ability to achieve the project goals.
3. Request for Fee Proposal – Finalists will submit sealed bids for specified general conditions and fee percentage. The cost components will be evaluated along with the qualitative scoring as dictated in the RFP documents to arrive at a final scoring.

The selection committee will provide a recommendation of award to district leadership for approval to award the contract.

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

As previously stated, the City has engaged Parker Howell of Porter Foster Rorich to provide legal counsel for GC/CM and construction related matters. Parker will prepare

customized versions of industry proven contracts and general conditions tailored to the requirements of the District. These draft documents will be shared with prospective GC/CM firms as part of the procurement process to allow for review and clarifications prior to final fee proposal submission.

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?

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

District facilities and administrative staff have reached out to their counterparts at other school districts who have experienced GC/CM delivery to gather information on lessons learned and the benefits that have been realized. These discussions served to inform decisions on delivery methods for the bond projects and were also referenced during establishment of the stakeholder register which identifies organizational alignment and decision making.

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

District personnel have reviewed the GC/CM best practices document from CPARB and have engaged in training and question and answer sessions with Wenaha Group. Further training is planned and scheduled to take place before issuance of the RFP. Furthermore, the district's Director of Facilities also serves as a proponent of alternative delivery and a resource to district colleagues.

- 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.?

In addition to discussions with hired consultants and other owners we have consulted with our legal counsel from Porter Foster Rorick who has extensive experience with GC/CM contracting. We are currently in the process of working with them to develop project specific contract and general conditions that will be finalized for inclusion in the GC/CM procurement process. Through these activities we have gained a strong foundational understanding of the differences between GC/CM and Design-bid-build delivery.

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

District personnel routinely meet together to share information and lessons learned. Weekly project core team meetings include time for added discussion of the GC/CM process and open dialogue with our hired consultants and legal experts. Extended staff from the district are periodically invited to participate in these meetings and encouraged to ask questions as well. Furthermore, Director of Facilities Michael Santos has extensive experience and serves as a proponent of alternative delivery and a resource to district colleagues.

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

Our district core team members have read the GC/CM best practices manual as well as engaging in training and outreach to other owners. We are currently extending this effort to include building level administrators and departmental staff from finance and operations.

- 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 and Wenaha Group will be proactive in oversight of the contractor's bidding and contracting procedures. The GC/CM will be required to submit and maintain a contracting plan including proposed bid packaging and intended self-perform work. The bid packaging will be reviewed to make sure that it is organized in a way that is in the best interests of the district and the community. Special attention will be given to ensure bid packages that encourage participation by local contractors and vendors while meeting competitive bid standards.

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
- Reasons for budget or schedule overruns
- Small-, minority-, women-, and veteran-owned business participation planned and actual utilization

See Attachment C

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)*
- 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.

Please see Attachment D and Attachment E

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.

The district has not received any audit findings on any previous 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 (\$).

Sequim School District is committed to working with the selected GC/CM to encourage small, women, minority, and veteran owned businesses to propose on the project. SSD has already hired Wenaha Group, a Native owned firm, as its owner's consultant to assist with the project. GC/CM teams will be evaluated on both their past experience with utilization of small, women, minority, and veteran owned businesses as well as their inclusion plans. In the project inclusion plans, SSD will

be looking for creative and specific plans that demonstrate a commitment of the GC/CM to not only reach out but also support these businesses, including training, mentorship, creative subcontract packaging, and favorable subcontract provisions.

SSD will expect GC/CM firms to reach out to businesses that have not yet been certified and provide support in obtaining certification. SSD will require tracking and reporting of inclusion plans and successes.

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.
- 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 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.

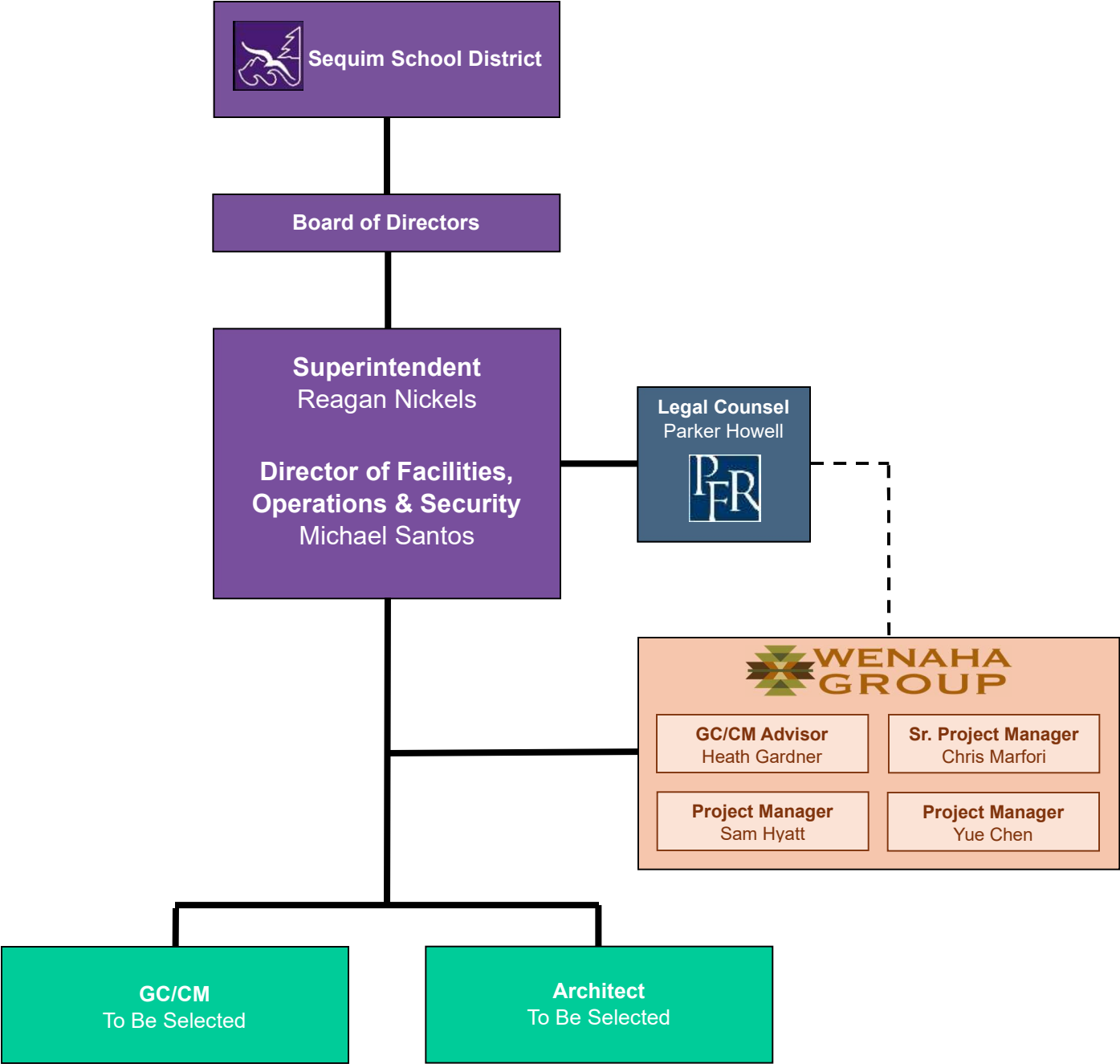
Signature: _____

Name (please print): _____ (public body personnel)

Title: _____

Date: _____

Attachment A Organization Chart



Attachment B							
Sequim School District Project Management Team Alternative Contract Experience							
					Role during Project Phases		
Name	Summary of Experience	Project Names	Project Size	Project Type	Planning	Design	Construct
Michael Santos Recent/Relevant Project Alternate Contract Delivery Experience							
Michael Santos Director of Facilities Sequim School District	Mr. Santos is a A55K certified asset management professional with a wide range of project/program delivery experience in the private and public (city, federal) sectors.	2023-2025 - Capital Levy Projects (various) - Sequim School District	\$16M	DBB	Proj. Exec		Proj. Exec
		2015-2022 - Concourse A West Expansion- City and County of Denver Aviation Department (DIA)	\$30M	PDB	Proj. Exec	Proj. Exec	Proj. Exec
		2015-2022 - Concourse B East/C East Expansion- City and County of Denver Aviation Department (DIA)	\$980M	PDB	Proj. Exec	Proj. Exec	Proj. Exec
		2015-2021 - Concourse A East Expansion - City and County of Denver Aviation Department (DIA)	\$205M	PDB	Proj. Exec	Proj. Exec	Proj. Exec
		2016-2021 - Glycol recovery plant replacement - City and County of Denver Aviation Department (DIA)	\$23M	PDB	Proj. Exec		Proj. Exec
		2017 - Ground Power Unity (GPU) replacement - City and County of Denver Aviation Department (DIA)	\$35M	GM/CM	Proj. Exec	Proj. Exec	
		2015-2016 Jeppesen terminal/Great Hall renovation PH 1+2 - City and County of Denver Aviation Department (DIA)	\$770M	PDB	Proj. Exec	Proj. Exec	Proj. Exec
		2015 - Runway, ramp, and gate apron rehabilitation PH 3+4 - City and County of Denver Aviation Department (DIA)	\$150M	GC/CM	Proj. Exec		
		2009 - US Embassy security renovations/improvements - KBR, US Gov	\$182M	GC/CM/CP	Proj. Exec	Proj. Exec	Proj. Exec
		2009 - DFAC construction - Bagdad Iraq - KBR, US Gov	\$48M	GC/CM/FPP	Proj. Exec		Proj. Exec
		2002-2008 - Capital facility and equipment life cycle replacement project(s)- Raytheon Technical Services, United States Antarctic Program, McMurdo Station, South Pole Station, Palmer Station (Antarctica) US Gov	~\$178M	DB/FFP, DB/CPAF, DB/FPI, DBB/CPFF	Sr. PM	Sr. PM	Sr. PM
		2001 - Reverse osmosos/deionization treatment facility - Optima, JCI	\$26.5M	DB	Sr. PM	Sr. PM	Sr. PM
		1999 - Sulfuric acid tank farm - Optima Batteries, JCI	\$9.6M	CMAR	Sr. PM	Sr. PM	
		1999 - Parking lot/loading dock expansions, Optima Batteries, JCI	\$8.2M	DB	Sr. PM	Sr. PM	
		1998 - Drying Ovens 1-3 - Optima Batteries, Johnson Controls	\$11.2M	DB	Sr. PM		Sr. PM
		1998 - Wastewater treatment plant - Optima Batteries, Johnson Controls	\$4.3M	DBB	Sr. PM	Sr. PM	Sr. PM
		1997 - Battery production lines 3+4 - Optima Batteries, Gyling Corp.	\$18.3M	CMAR	Sr. PM	Sr. PM	Sr. PM
		1997 - Electrolyte manufacturing plant - Optima Batteries, Gyling Corp.	\$7.5M	CMAR	Sr. PM	Sr. PM	Sr. PM
		1996 - Battery production lines 1+2 - Optima Batteries, Gates Corp.	\$12.60	DB	Sr. PM		Sr. PM
		1994 - US Water commercial deionization plant - Culligan Corp.	\$5.2M	IPD	PM	PM	PM
		1994 - Ashkelon desalination pilot plant, Isreal - Culligan Corp.	\$6.5M	IPD	PM	PM	PM
Regan Nickels Recent/Relevant Project Alternate Contract Delivery Experience							
Regan Nickels Superintendent, Sequim School District, District Office	Regan has 20 years of school and district administrative experience intersecting with school renovation and new construction, including renovation of an elementary school, new construction of a high school, and replacement of a stadium turf fielf. Most recently, co-facilitation of a school district capital levy portfolio has been the focus.	Sequim School District Capital Levy Project Portfolio					Superinetndent
		RSU 22 8 Classroom Addition Hampden Academy	\$2.8M		Superintendent	Superintendent	Superinetndent
		RSU 22 Turf Field Replacement	\$850,000		Asst. Superintendent	Asst. Superintendent	Asst. Superintendent
		RSU 22 George B Weatherbee School Replacement	\$2M		Principal	Principal	Principal
		RDU 22 Hampden Academy Construction	\$29.8M				Intern
Chris Marfori Recent/Relevant Project Alternate Contract Delivery Experience							
Chris Marfori Senior Project Manager Wenaha Group	Chris has 25 years of construction management experience, working project management, cost estimating, and public procurements as both a general contractor and owner's representative.	Sequim Evaluation and Treatment Hospital	\$30M	GC/CM	Sr. PM	Sr. PM	Sr. PM
		Sequim School District Capital Project Levy	\$15M	DBB	Sr. PM	Sr. PM	Sr. PM
		Emeral Queen Casino and Infrastructure	\$450M	GC/CM		Sr. PM	Sr. PM
		Apple Flagship Store - Union Square	\$36M	GC/CM	Sr. PM	Sr. PM	Sr. PM
		Nathans Resturant Aliante	\$0.5M	PDB	Sr. PM	Sr. PM	Sr. PM
		Starbucks Aliante	\$0.4M	GC/CM	Sr. PM	Sr. PM	Sr. PM
		Nevada State College Campus - Phase 1	\$40M	GC/CM	Sr. PM	Sr. PM	Sr. PM
		Summerlin Hospital MRI Suite Replacement	\$1M	PDB	Sr. PM	Sr. PM	Sr. PM
		University Medical Center ECM AHU Replacement	\$1M	PDB	Sr. PM	Sr. PM	Sr. PM
		The Point Casino Expansion	\$85M	PDB	Sr. PM	Sr. PM	
		College of Southern Nevada Lab Remodel and HVAC Retrofit	\$10M	GC/CM	Sr. PM	Sr. PM	Sr. PM
		IBEW Union Hall	\$15M	GC/CM		Sr. PM	Sr. PM
		The Yards Southeast Federal Center Infrastructure	\$30M	GC/CM	PM	PM	PM
		Route 340 Front Royal Bridge Replacement	\$20M	GC/CM	PM	PM	PM
		Spa and Infrastructure Remodel - Aliante	\$2.3M	PDB	PM	PM	PM
		Pahrump Valley High School	\$17M	DBB	PM	PM	PM

		Vegas Verde Elementary School Remodel	\$4.5M	DBB	PM	PM	PM
		Clark County Northwest Satellite Transportation Facility	\$5M	DBB		PM	PM
Heath Gardner Recent/Relevant Project Alternate Contract Delivery Experience							
Heath Gardner Project Executive, Wenaha Group	Heath has 25 years of construction management experience, working in roles including general contractor and owner's rep.	Benton County Fairgrounds	\$10M	PDB		Proj. Exec	Proj. Exec
		Benton County Courthouse HVAC	\$9.3M	PDB			Proj. Exec
		Ben Franklin Transit - New Facilities Maintenance Shop	\$5M	PDB	Proj. Exec		
		Ellensburg Fieldhouse	\$25M	PDB	Proj. Exec		
		Pasco Public Facilities District Aquatics Facility	\$46M	PDB	Proj. Exec	Proj. Exec	Proj. Exec
		Walla Walla High School Modernization	\$68M	GC/CM	Proj. Exec	Proj. Exec	Proj. Exec
		East Umatilla Fire and Rescue New Fire Station	\$5.6M	PDB			Proj. Exec
		Boardman Pool and Recreation Center	\$12M	CM/GC	Sr. PM		
		Sherman County Courthouse	\$9M	CM/GC	Sr. PM	Sr. PM	Sr. PM
		City of Milton-Freewater Police Station	\$8.4M	DBB			Sr. PM
		Hermiston School District Wide Projects	\$10M	CM/GC	Sr. PM	Sr. PM	Sr. PM
		Armand Larive Middle School	\$20M	CM/GC	Sr. PM	Sr. PM	Sr. PM
		West Park Elementary School	\$15M	CM/GC	Sr. PM	Sr. PM	Sr. PM
		Sunset Elementary School	\$15M	CM/GC	Sr. PM	Sr. PM	Sr. PM
		Kennewick High School	\$98M	DBB			Sr. PM
		A.C. Davis High School	\$97M	DBB	Sr. PM	Sr. PM	Sr. PM
		Grandview High School	\$55M	DBB		Sr. PM	Sr. PM
		Ben Franklin Transit Operations Building	\$9.9M	DBB			Sr. PM
		Ben Franklin Transit Queensgate Transit Hub	\$3.1M	DBB			Sr. PM
Sam Hyatt Recent/Relevant Project Alternate Contract Delivery Experience							
Sam Hyatt Project Manager, Wenaha Group	Sam has 30 years of experience across many disciplines within the construction industry as a journeyman tradesperson, superintendent, quality control manager, project and program manager.	Quinalt Wellness Center	\$12M	CM/GC	PM	PM	PM
		Hogan's Corner	\$18M	DB	PM	PM	PM
		Quinalt Upper Village Improvements	\$3M	DBB	PM	PM	PM
		Jamestown Evaluation and Treatment Center	\$21M	CM/GC			PM
		Tulalip Utilities Administration Building	\$6M	DBB			PM
		Omaha Water Treatment Plant	\$8M	DBB	Program Mgr	Program Mgr	
		Mescalero Detention Center	\$23M	DBB	QC	QC	Super
		ICE Detention Center	\$25M	DBB	Program Mgr	Program Mgr	Program Mgr
		Tumwater Hill Elementary School	\$15M	DBB			QC
		Highline CC Health & Life Sciences Center	\$29M	DBB			QC
		Skokomish Community Center	\$18M	DB			QC
		Washington National Guard Tumwater Readiness Center	\$35M	DBB			QC
Yue Chen Recent/Relevant Project Alternate Contract Delivery Experience							
Yue Chen Project Manager, Wenaha Group	Yue has 9 years of design and constriction experience, working in roles including architect and owner's representative.	Sequim School District Capital Levy Project	\$15M	DBB			PM
		Jamestown Dental Clinic	\$2.2M	DBB		PM	PM
		Tulalip Hermosa Height - Residential Development	\$10M	DBB			PM
		Jamestown TGA Office Building	\$2.4M	DBB		PM	PM
		Alaska Airline Office TI	\$3.5M	PDB	Architect	Architect	
		Westbank Museum House - Highrise Residential	\$100M	DBB		Architect	Architect

Project Chart Key	
Proj. Exec	Project Executive
Sr. PM	Senior Project Manager
PM	Project Manager

[illegible]

Attachment D: Conceptual Site Plan

Sequim High School - Conceptual Site Plan - GC/CM Delivery

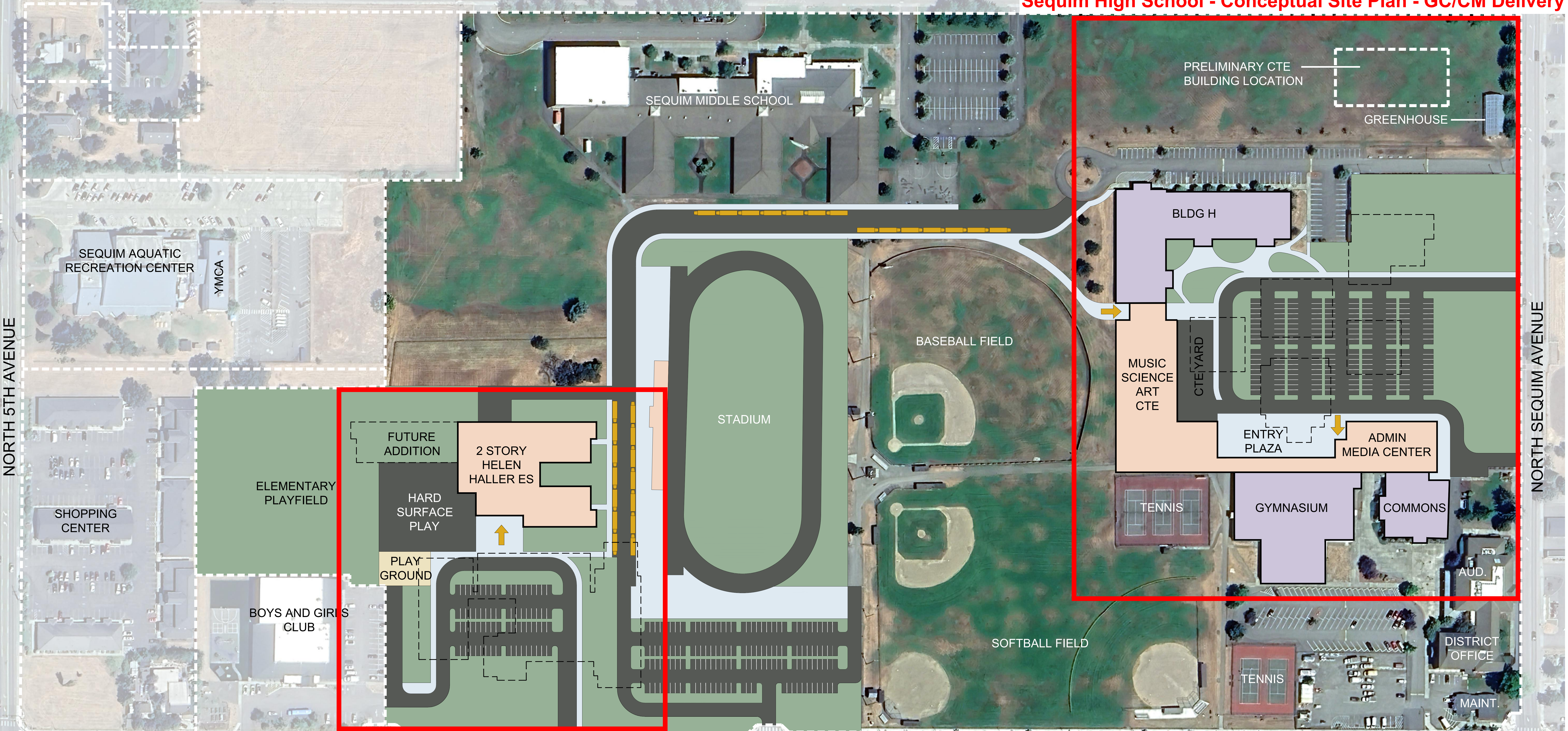
NORTH 5TH AVENUE

WEST HENDRICKSON AVENUE

NORTH SEQUIM AVENUE

WEST FIR STREET

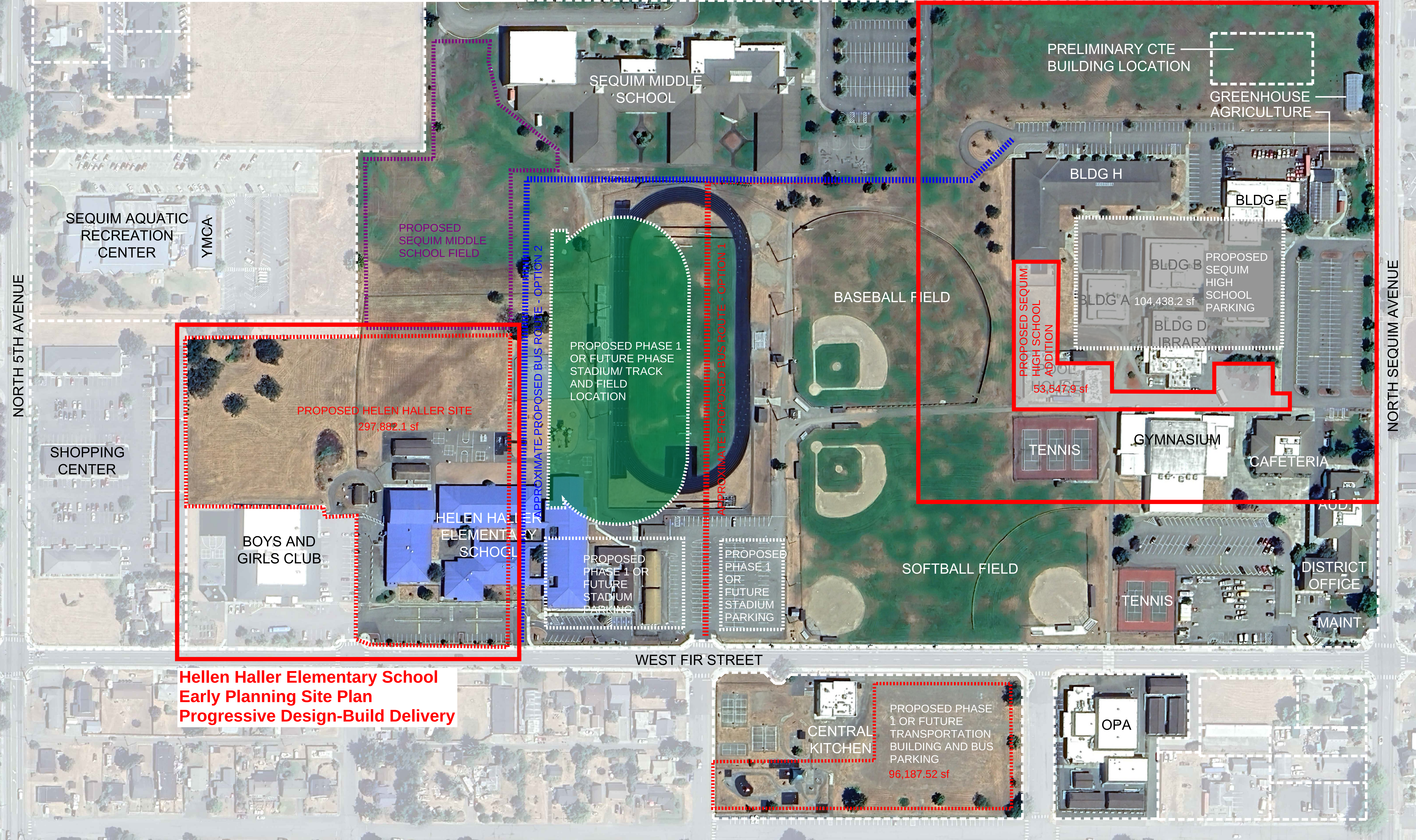
Hellen Haller Elementary School Conceptual Site Plan Progressive Design-Build Delivery



Attachment E: Early Planning Site Plan

WEST HENDRICKSON AVENUE

Sequim High School - Early Planning Site Plan - GC/CM Delivery



Hellen Haller Elementary School
Early Planning Site Plan
Progressive Design-Build Delivery

GOAL:	SOME ITEMS TO CONSIDER:	LOVE IT!	IT WORKS WELL	I HAVE CONCERNS
TO BETTER UNDERSTAND CHALLENGES AND OPPORTUNITIES ON THE MAIN CAMPUS SITE AS A WAY TO DEVELOP AN INFORMED MASTER PLAN FOR OUR NEXT MEETING.	1) STUDENT DROP OFF 2) BUS DROP OFF 3) SITE SAFETY AND SECURITY 4) STUDENT CIRCULATION 5) STUDENT GATHERING 6) BUILDING LOCATIONS 7) OTHER SITE FEATURES			
INSTRUCTIONS:		I HAVE MAJOR CONCERNS		DOESN'T WORK AT ALL!
PLACE AN EMOJI AND WRITE SPECIFICS ON THE POST IT NOTE PLACED NEXT TO THAT EMOJI.				