



REQUEST FOR QUALIFICATIONS

GENERAL CONTRACTOR/CONSTRUCTION MANAGER SERVICES

CHIEF JOSEPH DAM FISH PASSAGE CONSTRUCTION PROJECT

RFQ No. 2026-01

Issue Date: June 24, 2026

Responses Due: 5:00 pm Pacific Time, August 7, 2026, to lori@ucut-nsn.org

I.0 INTRODUCTION

The Upper Columbia United Tribes (UCUT) is an intertribal coalition of five sovereign nations—the Coeur d’Alene Tribe, Confederated Tribes of the Colville Reservation, Kalispel Tribe of Indians, Kootenai Tribe of Idaho, and Spokane Tribe of Indians—united by shared values, cultural heritage, and a deep commitment to protecting and restoring the natural environment comprising their respective ancestral territories within the Upper Columbia River Basin. Together, the UCUT Member Tribes collaborate to address common environmental, cultural, and policy challenges across their ancestral territories. Through this unique leadership model, UCUT supports the five sovereign Member Tribes in working to restore and sustain vital fish and wildlife populations, preserve cultural lifeways, and enhance ecological resilience across the Upper Columbia region. UCUT is dedicated to restoring native fish populations and reconnecting aquatic ecosystems throughout the Columbia River Basin. Tribal efforts focus on fish passage, habitat improvement, and reintroduction of culturally significant species such as salmon, steelhead, and white sturgeon. These initiatives are vital to Tribal lifeways, food sovereignty, and long-term ecological health.

In May 2019, UCUT completed Phase 1 of our phased approach to Fish Passage and Reintroduction into the U.S. and Canadian Upper Columbia Basin. The Phase I Report confirms the reintroduction of salmon to the U.S. portion of the upper Columbia River upstream of Chief Joseph Dam is likely to achieve identified Tribal goals. The Phase 2 Implementation Plan (P2IP) is the next phase of our phased approach to Fish Passage and Reintroduction of salmon to the Upper Columbia River Basin. P2IP is a keystone Tribal initiative to study reestablishing salmon in historical habitat within the upper Columbia Basin that has been blocked for more than 80 years by hydroelectric dams, including the federally owned and operated Chief Joseph and Grand Coulee dams on the mainstem upper Columbia River. The P2IP is led by three of the UCUT Member Tribes – the Coeur d’Alene Tribe, the Confederated Tribes of the Colville Reservation, and the Spokane Tribe of Indians – with coordination, facilitation, contracting, and legal support provided through the UCUT organization.

A critical component of P2IP involves the design, construction, and commissioning of interim upstream fish passage facility at Chief Joseph Dam, which is the most downstream dam that fully blocks salmon passage. Construction of such facilities comprises the Project for which this solicitation seeks General Contractor/Construction Manager services. To implement the Phase 2 activities, UCUT has formed a designated Phase 2 Implementation Plan Committee (UCUT P2IP Committee) that will serve UCUT by undertaking the project owner responsibilities for the Project. The UCUT P2IP Committee is issuing this Request for Qualifications for General Contractor/Construction

Manager Services (RFQ) to obtain qualified and experienced construction administration services for the Project, with the potential for continued services on subsequent Phase 2 projects.

The UCUT P2IP Committee intends to contract for the construction of the Project utilizing the general contractor/construction manager (GC/CM) method, with the GC/CM contractor to be selected through an RFQ/RFP process during the early design phase of the Project. The successful GC/CM will provide preconstruction, construction, and administration services (the “Services”) throughout the design, construction, and commissioning of the Project. As the Project site is adjacent to an active hydroelectric dam operated under the jurisdiction of the United States Army Corps of Engineers, the design and construction of the Project will involve coordination with federal and state agencies.

The UCUT P2IP Committee is requesting Statements of Qualifications (SOQs) from qualified construction firms interested in providing GC/CM services for the Project. The selected firm will:

- Support an integrated delivery model together with the UCUT P2IP Committee, the Owner’s Representative, design team, project engineers, and other vendors to maximize project value and efficiency.
- Provide pre-construction consulting services including cost estimating, scheduling, phasing, logistics, constructability reviews, selection of materials, building systems, and risk mitigation.
- Provide integrated use of current design and construction technology including Engineering Information Modeling and Virtual Design and Construction as appropriate.
- Assist in establishing performance goals with the project team for the design, construction, and methods to achieve these goals.
- Consult with the UCUT P2IP Committee to develop an appropriate subcontracting plan.
- Solicit and manage subcontractor and supplier procurement/bidding.
- Coordinate the work and ensure compliance with applicable requirements from authorities having jurisdiction.
- Provide full construction services to deliver the Project safely, on time, and on budget.

The UCUT P2IP Committee intends to award a contract for GC/CM services utilizing a three-step competitive process to select the most qualified contractor. The three-step process is described in Section 4.0. The Selection Committee that will evaluate the GC/CM statement of qualifications will be Project Team members and may include elected officials. Proposers should assume some Selection Committee members are without previous capital project or alternative delivery experience.

2.0 PROJECT SCHEDULE, BUDGET, AND REASONS FOR USING GC/CM

Schedule

The current procurement schedule and preliminary design, permit and construction schedule are as follows. The final design and construction schedule shall be developed with the UCUT P2IP Committee, Owner’s Representative, design team, and the selected GC/CM during the pre-construction phase of the project.

GC/CM Procurement

Issuance of RFQ	June 24, 2026
Last Day for Submission of Questions	July 24, 2026
Statement of Qualifications Due	August 7, 2026
Notify GC/CM Short List	August 21, 2026
Interviews	August 31 – September 11, 2026
Submission of Final Pricing Proposals (GC’s & Fee pricing)	September 18, 2026
Selection of GC/CM	October 12, 2026

Design and Construction Schedule (Preliminary)

Preliminary Design	April 28, 2027
Design, Construction Documents, and Permitting	May 26, 2027
Construction Notice to Proceed	July 7, 2027
Commissioning and Start-up	March 13, 2029
Close-out and Audit	July 16, 2029

Budget

The current preliminary budget for construction is \$52,000,000. The final scope of work for the successful GC/CM and associated budget line for construction activities is expected to be finalized during the pre-construction phase of the project.

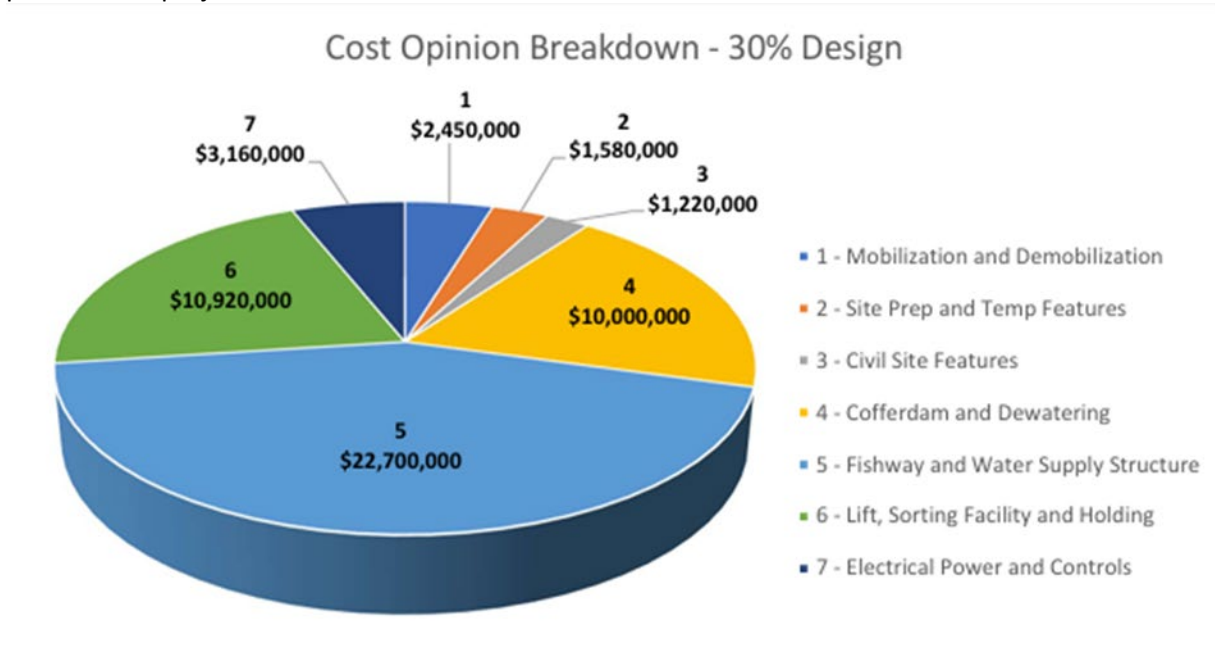


Figure 2-1 Cost breakdown divided into major features.

Reasons for Using GC/CM

The UCUT P2IP Committee desires to retain the GC/CM as a partner early in the Project cycle to work with the project team to refine and confirm overall project design and goals including the final budget, detailed scope, phasing plans, construction goals, and the delivery schedule. By delivering the Project using the GC/CM delivery method, the UCUT P2IP Committee hopes to benefit from the knowledge and experience of the selected GC/CM to obtain a high-value, high-quality project on an efficient schedule and at a reasonable cost. The UCUT P2IP Committee believes the success of the Project depends greatly on the experience and qualifications of the selected GC/CM and its staff that will provide preconstruction and construction services.

The UCUT P2IP Committee expects the GC/CM procurement and project delivery method will provide a fiscal benefit through greater cost certainty associated with the Maximum Allowable Construction Cost (MACC), reduced claims risks, reduced change orders because of early GC/CM involvement with the Project and opportunity to optimize scope, delivery and overall schedule. MACC negotiations are expected to occur pursuant to the GC/CM Agreement when the scope of the project and/or phases are adequately defined and the Construction Documents are at least ninety percent (90%) complete, as mutually determined by the GC/CM and the UCUT P2IP Committee, but no later than the completion of the Construction Documents.

Successfully negotiated scopes of work and GMP's will be executed as amendments to the GC/CM Agreement. The UCUT P2IP Committee anticipates potential negotiation and release of the work in phases to respond to permitting requirements and reduce the schedule risk associated with long lead items and unknown conditions.

3.0 SCOPE OF GC/CM SERVICES

The UCUT P2IP Committee is seeking a highly qualified, customer-focused GC/CM firm to participate as a critical, integrated team member throughout design, preconstruction and construction. The successful GC/CM will demonstrate highly effective preconstruction services including early scope development, phasing recommendations, estimating, constructability reviews, value engineering recommendations and risk management. The GC/CM will work closely with the UCUT P2IP Committee and its design team to integrate the best in current technology including Building Information Modeling (BIM) and Virtual Design and Construction (VDC)

to maximize efficiency design, construction, commissioning, start up, operations and ongoing maintenance and operations.

The successful GC/CM will demonstrate outstanding skills in subcontractor and supplier buyout, obtaining maximum value, price competitiveness, and local vendor participation. The GC/CM will demonstrate a strong understanding of the unique aspects of work in marine and shoreline areas including all factors affecting price or schedule. The successful GC/CM and the UCUT P2IP Committee will negotiate to determine the scope of work to be self-performed by the GC/CM and the scope of work to be performed by others and procured through competitive sealed bidding. Work may be self-performed by the successful GC/CM when it demonstrates the best overall value and under terms acceptable to the UCUT P2IP Committee. Self-performed work may be executed under a cost-reimbursable, open-book or a negotiated lump sum as deemed in the best interest of the UCUT P2IP Committee.

The GC/CM will provide all services typical of a general contractor including scheduling, site supervision, subcontractor coordination, safety leadership, construction meeting organization, communications, maintenance of a clean site and surrounding areas, traffic control, as-built documentation, coordination of other vendors including independent commissioning, inspections, and operations staff training.

The successful GC/CM will provide a leadership role in startup. Subject to negotiations during the pre-construction phase, the GC/CM will provide a staff member to support the transition from construction to startup to ongoing operations.

4.0 GC/CM EVALUATION AND AWARD PROCESS

The UCUT P2IP Committee intends to contract for GC/CM services based on a combination of qualifications and fees using a three-step competitive selection process described below:

Step 1: Statements of Qualifications (SOQ) will be evaluated using the criteria set forth in Section 8, with the most highly qualified firms short-listed to interview for further evaluation.

Step 2: Shortlisted firms will be evaluated using an in-person interview process. The evaluation of the interview process may further reduce the number of submittals that remain (Finalists).

Step 3: Finalists will submit Final Pricing Proposals of Specified General Conditions and GC/CM Fee, and Fee for self-performed work. Prior to the due date for submission of Final Pricing Proposals, Finalists will receive the form of Agreement, General Conditions, and a detailed matrix of items to be provided in the Specified General Conditions and GC/CM Fee. The GC/CM receiving the highest combined score as a result of the Interviews and Final Pricing Proposals will be selected to enter into an agreement for the Project.

5.0 STATEMENT OF QUALIFICATIONS (STEP I)

Interested construction firms are invited to submit a SOQ for the work and respond to each of the items set forth below in a clear and concise manner. Responses must be in the same order as listed, clearly separated with tabs and labeled by response. The submittals shall be organized in a manner that will enable the GC/CM selection committee to quickly assess pertinent information.

Letter of Interest (0 points, maximum of 1 page)

Summarize your firm's background, resources, commitment to providing the described services, interest in this project and working for the UCUT P2IP Committee, and any other information that would assist in making its selection. Include any information not shown elsewhere in the submittal. Indicate the address, email address, and telephone number of the individual to contact for notices.

Firm and Staff Qualifications (25 points)

Provide an organizational chart and a narrative staffing plan showing proposed staff, reporting relationships and key responsibilities for each staff member. Describe roles and responsibilities for pre-construction and construction phase services. At a minimum include information for the following staff members; the principal-in-charge or corporate executive dedicated to the project, project manager, preconstruction manager, project engineers, superintendents, the estimator, the scheduler, and the safety officer.

Clearly identify the key individual(s) who will provide a leadership role for the project and be the day-to-day contact point. Demonstrate how this individual has accomplished a similar role on other projects. Provide resumes for each proposed staff member, including the last three projects relevant to the requirements of this Project, employment history, education, and personal references. The staff members proposed must be assigned to deliver this project. Staff changes proposed by the selected GC/CM will only be permitted with advance permission of the UCUT P2IP Committee.

Experience and Past Performance on Relevant Projects (25 points)

Provide a description of the history and capabilities of your firm. Describe the types of projects or services the firm normally performs and the relative dollar value of each. Provide the firm's bonding capacity, standard insurance limits, and confirm the ability of the firm to bond this project. List the name, contact person, and telephone number of the firm's bonding agent, and include a statement from the bonding agent committing to bond this project.

Provide profiles of a minimum of three (3) and maximum of five (5) successfully completed (or currently ongoing) projects that demonstrate relevant projects of similar complexity, size, scope, as this project. For each project, provide the duration of construction, initial price, the final price, references from both Owner and Engineer (include the manager who is familiar with your firm's performance) and note if any of the individuals proposed in your project team participated as members of the project team for the listed project. Clearly indicate the delivery method for each project (DBB, GC/CM, PDB, etc.).

Project Understanding and Approach (25 points): Describe your overall approach to maximizing the value of your pre-construction services including how your firm will address the following project issues:

- How do you anticipate integrating with the Project team to support decision making?
- Describe what your firm believes are the largest construction challenges and how your firm will work to overcome those challenges.
- Describe your firm's experience dealing with governmental agencies as owner or the agency-having-jurisdiction. The Project involves oversight by and coordination with federal agencies including the Corps of Engineers, and state environmental agencies.
- Describe your approach to cost estimating that supports decision making and avoids overly conservative estimates.
- Describe your approach to material and subcontractor buyout. How will you maximize price competitiveness and create an attractive bid environment and meet the UCUT P2IP Committee's hiring goals for this project?
- Describe your approach to construction quality control. What role should the UCUT P2IP Committee, the Owner's Representative, the Project team, and third-party inspectors play during construction?
- Describe your firm's cost tracking and budget / forecasting approach during early design and throughout the project.
- Describe your firm's recommended approach to developing a proposed phasing and construction schedule for the project. Include thoughts regarding early procurement for any long lead items.
- Describe your firm's approach to dealing with differing site conditions such as wetlands, cultural resources, and unstable soil; managing secure sites; coordination of work near an actively operating hydroelectric dam; and coordinating around other nearby construction projects.
- Describe your approach to project completion, closeout, commissioning, startup and operations. How will you support a smooth transition to ongoing operations?

Qualified firms should demonstrate knowledge and understanding of best practices for construction of the Project, coordinating the design with relevant agencies, and collaborating with the design team and the UCUT P2IP Committee during design, permitting and construction.

Self-performed Work and Current Workload (15 Points)

Describe the work your firm typically self performs. Identify, to the greatest extent practicable, the scope of work your firm intends to self-perform on this project, your firm's past experience self-performing the scope(s) of work identified, and your firm's capability and capacity to self-perform that scope of work on this project. How will you ensure price competition for these scopes of work?

Provide a summary of your firm's recent, current and projected workload in addition to this project. What has been your annual volume of work (in dollars) for each of the past ten (10) years? What is your anticipated volume

of work (in dollars) for the current year, and what is your plan for the next three (3) years?

Accident Prevention, Safety and Claims (5 points)

Provide a summary of your team’s accident prevention program and submit your team’s EMR and OSHA (WISHA) Lost Time Accident Rate for each of the past five (5) years.

Local Procurement and Subcontracting Approach (5 points)

Provide a summary of your firm’s overall approach to maximizing participation of local subcontractors and vendors for project services and procurements, including a history of recent outreach and procurement efforts and outcomes.

Contractor Verification and Washington State Business License (0 points)

Provide a current Contractor Verification print out from <https://secure.lni.wa.gov/verify/>.

Provide a statement to the effect that the respondent understands and agrees to obtain a Washington State business license if selected. A principal or officer of the firm authorized to execute contracts or other similar documents on the firm’s behalf must sign the letter. Alternatively, provide evidence of a current WA business license.

Disclosure of Conflict of Interest (0 points)

Disclose any potential conflict of interest due to any other clients, contracts, or property interests regarding the Project, UCUT, or the UCUT P2IP Committee.

6.0 INTERVIEWS (STEP 2)

Those firms shortlisted following the Step 1 process will be invited to an interview. The firms will be evaluated on the criteria listed in Section 8. Firms invited for interviews will be provided with additional details and requirements for the interview following the short-list process. The interview process will be used primarily to compare the experience and strength of the GC/CM, understanding of the project, and innovative approaches to the project.

7.0 FINAL PRICING PROPOSALS (STEP 3)

Those firms identified as Finalists after the extended interviews in Step 2 will be invited to submit Final Pricing Proposals. Finalists will be provided with copies of all project documentation including but not limited to the GC/CM Agreement, General Conditions, any current design documents, the Cost Responsibility Matrix, Request for Fee Proposal and other documents.

The Final Pricing Proposals will include three (3) components. The first component shall be the percentage “GC/CM Fee” the firm will charge against the Cost of the Work, and the second shall be percentage “Fee on Self-Performed Work”, and the third is a lump sum amount for the “Specified General Conditions Work.” The terms “GC/CM Fee”, “Fee on Self-Performed Work”, and “Specified General Conditions Work” will be defined in the GC/CM Agreement.

The allocation as to which scope(s) of work will be self-performed by the GC/CM and the scope(s) of work to be procured by competitive bid will be negotiated between the GC/CM and UCUT P2IP Committee after the successful GC/CM is selected and awarded the contract.

The criteria that will be used to evaluate the Final Pricing Proposals are stated in Section 8 below.

8.0 EVALUATION CRITERIA

All the submittals received will be reviewed by an evaluation committee established by the UCUT P2IP Committee. Each evaluation criterion has been assigned points based on its relative value to the GC/CM selection process as a whole. The criteria and their associated points are as follows:

Step 1 - Statement of Qualifications

Firm and staff qualifications	25 points
Experience and past performance on relevant projects	25 points
Project understanding and approach	25 points
Self-performed work and current workload	15 points
Accident prevention program, safety, claims,	5 points
Local contracting approach	5 points

Subtotal:

100 Points*

* Points scored from Step 1 will not be carried over into point totals earned in Step 2, Interview and Step 3, Final Pricing Proposal.

Step 2 - Interviews

At the conclusion of the Step 1 process, those firms identified on the shortlist will be invited into interviews. An agenda including presentation topics, information, and/or format will be provided to those firms prior to the scheduled date and time of the interviews.

Evaluation Criteria for Interview Points

Presentation: Clarity and thoroughness of presentation, firm’s understanding of and approach to the requirements of the Project.	35 points
Specific Questions: Thoroughness and insight in providing direct and clear answers to the questions asked.	35 points
Communication: Overall quality of the team’s presentation including interpersonal communication between team members and the interview panel. Quality of questions asked by the firm.	10 points
Subtotal Possible Points for Interview:	80 points*

*Points received from the Step 2 Interviews will be combined with points received in Step 3, Final Pricing Proposals, to determine the selected GC/CM.

Step 3 - Final Pricing Proposals

Those firms identified as Finalists at the completion of Step 2 will be invited to submit sealed Final Pricing Proposals for the GC/CM Fee, Fee on Self-performed work and Specified General Conditions work. The lowest conforming Final Pricing Proposal will receive 20 points. All other Final Pricing Proposals shall be scored as follows:

Low Conforming Final Proposal	20 points
Proposals within 5% of Low Final Proposal	18 points
Proposals within 10% of Low Final Proposal	16 points
Proposals within 15% of Low Final Proposal	14 points
Proposals within 20% of Low Final Proposal	12 points
Other	0 points

Total Possible Points for Step 2 Interview and Step 3 Final Pricing Proposal: 100 Points

The GC/CM receiving the highest combined score as a result of the Interviews and Final Pricing Proposals will be asked to submit a Preconstruction Work Plan. Subject to approval of the Preconstruction Work Plan, the GC/CM shall immediately execute a contract for Preconstruction Services, which shall be solely for the performance and payment of Preconstruction Services.

It is anticipated that MACC negotiations will occur when the scope of the project is adequately defined and the contract documents are at least 90% complete as mutually determined by the GC/CM and the UCUT P2IP Committee, but no later than the conclusion of construction documents. At the time a MACC is successfully negotiated, the parties will sign the GC/CM contract for construction of the Project.

9.0 SUBMITTAL REQUIREMENTS

Submittal Format & Deadlines

- Respondents may submit questions in advance to enable the UCUT P2IP Committee to prepare responses; these questions should be emailed to lori@ucut-nsn.org.
- Submit a PDF of your proposal electronically to lori@ucut-nsn.org no later than **5:00 pm Pacific Time on August 7, 2026**.
- All proposals shall be clearly titled: **SOQ for GC/CM Services for Chief Joseph Dam Fish Passage Project**

- Please limit submittals to **30 pages** using at least 11pt font. The page count does not include tabs, RFQ cover sheet, resumes, contractor verification print outs, or blank pages.
- All proposals received will become the property of the UCUT P2IP Committee and will not be returned.
- **All questions on the project must be received before July 24, 2026, at 12:00 noon Pacific Time.** Questions regarding the project may be emailed to lori@ucut-nsn.org. Any oral communication will be considered unofficial and non-binding. Questions via phone will not be accepted. All questions received will be compiled, and responses will be posted for review by all prospective proposers. It is the obligation and responsibility of the submitter to learn of addendums, responses, or notices issued relative to this RFQ.
- **Rights reserved by the UCUT P2IP Committee:** The UCUT P2IP Committee reserves the right to reject any or all responses received for this solicitation; extend the submission due date; modify, amend, reissue, or rewrite this solicitation; procure any or all services by other means; and/or modify the scope of this solicitation. This solicitation does not oblige the UCUT P2IP Committee to award a contract to any respondent. The final selection is the sole decision of the UCUT P2IP Committee, and the respondents to this formal request have no guaranteed appeal rights or procedures. At its option, the UCUT P2IP Committee reserves the right to waive as informality any irregularities in proposals and/or to reject any or all proposals. The UCUT P2IP Committee reserves the right to terminate GMP negotiations, negotiate with the GC/CM competitor with the next highest score in competition, or seek firm, fixed price bids as the UCUT P2IP Committee determines is in its best interest at any time.

Conditions of Submittal

Costs for Development of Submittals: All costs for developing submittals in response to this RFQ are the obligation of the respondent and are not chargeable to the UCUT P2IP Committee. All submittals will become property of the UCUT P2IP Committee and will not be returned. Submittals may be withdrawn at any time prior to the published close date, provided notification is received in writing by the UCUT P2IP Committee.

Americans with Disabilities Act (ADA) Information: This material can be made available in an alternate format upon request.

Non-Discrimination: The UCUT P2IP Committee, in accordance with applicable laws and regulations, hereby notifies all bidders that it will affirmatively ensure that in any contract entered into pursuant to this advertisement, disadvantaged business enterprises as defined at 49 CFR Part 23 will be afforded full opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, national origin, or sex in consideration for an award.

Non-Disclosure Obligation: Any data provided by the UCUT P2IP Committee either before or after the Contract award shall only be used for its intended purpose. Contractors and Subcontractors shall not utilize nor distribute UCUT P2IP Committee data in any form without the express written approval of the UCUT P2IP Committee.

10.0 CONTRACTOR'S RESPONSIBILITY

At the time of submitting Proposals, all proposers must be registered by the Washington State Department of Labor and Industries in accordance with RCW 18.27.020; have a current UBI number; as applicable, have Industrial Insurance (worker's compensation) coverage for the bidder's employees working in Washington, as required in RCW Title 51, Washington Employment Security Department Number as required in RCW Title 50, and Washington Department of Revenue State Excise Tax registration number as required in RCW Title 82; not be disqualified from bidding on any public works contract under RCW 39.06.010 or 39.12.065(3); and/or satisfy the bidder responsibility criteria in RCW 43.19.1911.

11.0 CERTIFICATION REGARDING DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS

Respondents are required to verify that neither the respondent, its principals, or affiliates are debarred, suspended, excluded, or otherwise disqualified from contracting with any agency of the federal, any state, or any Tribal government, or any subdivision or municipality of any jurisdiction. The certification in this clause is a material

representation of fact relied upon by the UCUT P2IP Committee, and the UCUT P2IP Committee reserves all rights and remedies for any misrepresentation by respondents.

I2.0 PROPOSAL GUARANTEE

Finalists invited to submit Final Pricing Proposals shall furnish a proposal guarantee in the form of a firm commitment, such as bid bond, postal money order, cash, or cashier's check payable to the UCUT P2IP Committee, in the amount of at least 5% of the total Final Proposal (Sum of GC/CM Fee and cost for Specified General Conditions). The UCUT P2IP Committee reserves the right to hold the proposal guarantees of all proposers until the successful proposer has entered into the GC/CM Contract and furnished the required bonds and insurance certificates, or for a period of 90 days, whichever is shorter.

END OF RFQ