

Request for Proposals

NISQUALLY RED WIND CASINO EXPANSION AND RENOVATION – PHASE 1 CM/GC WITH PRE-CONSTRUCTION SERVICES

Issued: November 25, 2025

Due: By 4:00 PM Pacific Standard Time, December 19, 2025

For further information contact:

Greg Morris, Senior Project Manager, Wenaha Group
gregm@wenahagroup.com

The Nisqually Red Wind Casino (NRWC) Olympia, WA, is seeking Construction Manager as Constructor with Preconstruction Services for its Expansion and Renovation – Phase 1 Project.

NOTICE TO PROPOSERS – ALL PROPOSALS SHALL BE:

- Submitted via email to:

expansion@redwind.net
gregm@wenahagroup.com
cynthiap@wenahagroup.com

- Electronic proposals will be received until: **December 19, 2025, at 4:00 PM PST.**
- The email subject shall read:

**“Nisqually Red Wind Casino Expansion & Renovation – Phase 1
(Insert Proposers Name)”**
- All proposals shall be in the format requested or they may be rejected by the owner.
- It shall be the proposer’s responsibility to ensure that the proposal is submitted to the specified email addresses listed before the time and date set for proposal closing as noted in the solicitation.
- The owner will not be responsible for proposals delivered to any location other than the email addresses listed. Proposals delivered to another email address will be considered non-responsive.
- RFP documents will be distributed via Nisqually Red Wind Casino web site, redwindcasino.com**

The Owner may rescind this RFP prior to closing, reject any or all proposals upon a finding it is in the Tribe’s interest to do so, and/or rescind the award of any contract at any time before the execution of said contract by all parties with no liability against the Owner.

PROPOSAL AND AWARD TIMELINE:	
11/25/2025	RFP issued
12/04/25 at 1:00 PM	<i>Site visit/preproposal discussion shall be scheduled for this time and only this time.</i> Proposers will need to complete an executed NDA and confirm their intent to participate prior to 12/03/25.
12/08/2025	Last day for questions to be submitted
12/19/2025	Proposals due by 4:00 PM Pacific Standard Time
12/22/2025-12/31/2025	Evaluation Committee Meets to Review Proposals
12/31/2025	Notification of highest ranked firms
01/08/2026	Interviews of highest ranked firms (if necessary) – Currently it is anticipated that if there are interviews, they will occur 1/8/26.
01/15/2026	Notice to Proceed

NRWC reserves the right to modify this schedule at its discretion. Notification of changes in the response schedule, if any, will be made via addendum.

Proposers shall disclose all casino/hospitality work they are currently involved with (pre-design, design, construction, post construction services, etc.) within western Washington and shall describe the scope of the work.

Current anticipated Total Complete Phase 1 Project budget is \$60mil.

PROJECT TEAM

- | | |
|----------------------------|--|
| 1. Owner: | Medicine Creek Enterprise Corporation d/b/a
Nisqually Red Wind Casino |
| 2. Owner's Representative: | Wenaha Group |
| 3. Design: | Bergman Walls & Associates |
| 4. Geotech Services: | TBD |
| 5. Special Inspector: | TBD |
| 6. Commissioning Agent: | TBD |

PROJECT DESCRIPTION

The award-winning Nisqually Red Wind Casino has become the South Sound's go-to spot for gaming, dining, and entertainment. Boasting an expansive 46,000 square foot gaming floor, the casino offers more than 1,600 slot machines, Keno, Sports Betting, and a plethora of table games. There are also multiple dining venues from fast casual to fine dining, including the Medicine Creek Deli, Pealo's Bar, Coho Sports Lounge, the award-winning River Water Bar & Grille and its newest addition - The Delta, a four station Quick Service Food Hall, featuring Italian, Asian, Tex-Mex and Coffee/Ice Cream shop.

The casino offers more than just exciting and state-of-the-industry gaming and dining – it offers community. The casino's design, accents, and hospitality all seek to incorporate the local tribal presence. Built to resemble a traditional native longhouse, the Nisqually Red Wind Casino itself pays homage to its namesake.

The Nisqually Red Wind Casino's current facility was built in 2004 and was expanded in 2015 to increase the gaming floor and office space. Parts of the facility have been renovated over the years with the most recent renovation being the Delta Food Hall. With Phase 1 of this project Red Wind Casino is planning to expand with additional gaming floor space, additional administrative and storage space, and renovate its current facilities to create a cohesive-intentioned updated facility. Future phases of the project may include the addition of an event center, additional food and beverage facilities, a hotel, as well as additional parking structure.

Phase 1 will include, at a minimum, the following:

- Additional gaming floor to accommodate up to 600 machines, additional restroom facilities x 2 (women's, men's, family), circulation, and associated back of house needs.
- Addition of up to 60,000 sq. ft. of administrative, operational, and departmental storage needs.
- Renovation of existing facility will include, at a minimum: improving spacing of current machine layout (currently floor is tight), revamping loading dock/receiving, potential relocation of soft-count and main cage, evaluation of kitchens, Team Member dining room, property wide storage needs, repurposing of current BOH spaces considering administrative space addition, etc.
- Current Phase 1 is to be designed to accommodate potential future phases to potentially include event center, additional F&B options, hotel, and garage additions.

This RFP seeks CM/GC's to provide cost for Pre-Construction services, Construction General Conditions & General Requirements, and Fee as a percentage for Construction services.

PROJECT SCOPE

The CM/GC required services are anticipated to start in January of 2026 and will include

collaboration and support of the design and construction process, the review of schematic design, design development, and construction documents, providing cost estimating, alternative design analysis, preparing construction estimates, developing schedules, construction phasing planning, bid package recommendations, quality control review, assisting the Architect in development of the contract documents, etc., and other assistance as identified in the RFP. This project will involve working and coordinating with the Nisqually Red Wind Casino (Owner), Wenaha Group (Owner's Representative) and Bergman Walls & Associates (Architect), balance of Design Team and others as they are added to the project team. Design is anticipated to be "Fast-Track" with multiple design packages released as they are fully developed, e.g., site/utilities/structure released prior to full Architectural and Interiors being completed and released.

The ability to maintain ongoing casino operations during all phases of construction is a crucial element to the success of this project. A CM/GC being experienced in maintaining the highest level of public safety at all times is a mandatory requirement as well as maintaining the on-going operations of the casino. The CM/GC firm will consult, advise, assist, and provide recommendations to the Owner, Owner's Representative, and Design Team as required. The following services will be required but will not be limited to those defined below.

Pre-Construction Services

1. For Pre-Construction Services, the CM/GC team shall attend regular design meetings. CM/GC will determine who on its team shall attend these meetings to provide required coordination and completion of the services as defined in CM/GC RFP.
2. Advise, assist, and provide recommendations to the Owner, Owner's Representative and the Design Team on all aspects of the planning and design of the work.
3. Provide constructability recommendations on the design to minimize adverse effects of labor or material shortages; time requirements for procurement, installation and construction completion; and factors related to construction cost including estimate of alternative design or materials, preliminary budgets, phasing and possible economies. Recommendations should be timely aligned with development of design and informed by market input.
4. Provide review of Schematic, Design Development and Construction Documents prepared by Architect and their Design Team and provide constructability input and advice on construction feasibility, alternative materials, and availability. Suggest modification to improve completeness and clarity to reduce future change requests due to inconsistencies or omissions in the construction documents.
5. Prepare detailed cost estimates as needed to support design and budget alignment, but no less than at 100% SD, 100% DD and 50% CD with supporting data for review by Architect, Owner, and Owner's Representative. Advise/recommend and maintain an alternates list to track both cost savings ideas and owner requested additional scope for review with Architect, Owner and Owner's Representative.
6. Prepare a Preliminary Project Schedule for Design Team, Owner, and Owner's Representative review at start of Pre-Construction period. Project schedule shall be updated as needed to reflect the evolving project, but at no less than at 100% SD, 50% DD and 50% CD. Coordinate and integrate the project schedule with services and activities of the Owner and other project team members (i.e. proposed activity sequences and duration, milestone dates for receipt and approval of pertinent project information, submittal of GMP proposal, preparation and processing of submittals, etc.).
7. Prepare bid package recommendations and schedule for completion of bid packages for bidding to be managed by the CM/GC. Initial assumptions include, at a minimum, a site

development early bid package. Confirm bid packages dates and scope of work to address the market pressures and phasing plan schedule for construction. Bid packages should describe work the CM/GC intends to bid, or if any scopes are intended to be self-performed. Any self-performed scopes will be required to be bid.

8. Provide construction limits plan and site logistics (traffic/pedestrian access) plan for the building site and for phasing of existing casino remodel; identify proposed phases. Coordination with Owner's Representative and casino operations will be required to ensure customer & team member safety, continuous casino operations, and existing facilities protection. Include plan for CM/GC workforce and tradespersons to park and have safe access to all work areas.
9. Coordination with any and all Authorities Having Jurisdiction (AHJ's) will be required during the project. CM/GC shall provide coordination services with the different agencies to complete this project.
10. Provide input to the Owner and Owner Representative regarding the current construction market bidding climate, status of the subcontract market, and other economic conditions.
11. Provide input and recommendations to the Owner and Owner Representative regarding long lead time materials and equipment, impact on the construction schedule, and strategies for mitigation. Provide solutions to complete early work or make ready work for this project which benefit the project schedule.
12. Identify critical elements of the Work that may require special procurement processes 30 days in advance of schedule milestones, such as prequalification of Offerors or alternative contracting methods. The CM/GC will seek to develop subcontractor and supplier interest in the Project, consistent with applicable legal requirements, and will furnish to the Owner, Owner Representative, and Architect a list of possible subcontractors and suppliers, including suppliers who may furnish materials or equipment fabricated to a special design, from whom competitive bids, quotes or proposals (collectively, "offers") will be requested for each principal portion of the Work. Submission of such lists is for information and discussion purposes only and not for prequalification.
13. Work with the Project Team to develop a risk register that analyzes the potential Project Risks, their likelihood of occurrence, and their impact on cost in order to justify the CM/GC's proposed contingency for the Project.
14. When the Owner gives notice to the CM/GC to prepare the GMP, the CM/CG will produce a GMP proposal for the Cost of the Work. To the extent that the Drawings and Specifications are anticipated to require further development by the Architect, the Contractor include an appropriate contingency in the GMP Proposal to account for such further development consistent with the Contract Documents. The CM/GC's GMP Proposal shall include a written statement of its basis, which shall include the following:
 - a. A list of the clarifications and assumptions made by the CM/GC in the preparation of the GMP proposal to supplement the information provided by the Owner and contained in the Construction Documents (such clarifications and assumption shall not conflict with the Contract Documents, and to the extent that they do, the Contract Documents shall control and the clarifications and assumptions shall be void);
 - b. A list of the Drawings and Specifications, including all Addenda thereto, upon which the GMP Proposal is based;
 - c. A list of Labor Rates by individual and title for the Project for CM/GCs staff and by classification for all labor that will be provided on the Project;

- d. A list of Allowances and Unit Prices,
- e. A list of CM/GC provided equipment along with proposed rates;
- f. A CM/GC contingency, to account for unanticipated Costs of the Work for which CM/GC is responsible should such costs arise;
- g. A list of Owner accepted Alternates;
- h. A detailed statement of the GMP, including a schedule of values ("SOV") organized by trade categories or systems, allowances, contingency, Contractor's Fee, insurance, the building permit cost and bonds (if required);
- i. A detailed statement of the General Conditions Costs to support the GMP;
- j. The CPM schedule and anticipated date of Substantial Completion upon which the proposed GMP is based, provided in PDF form;
- k. A list of the recommended subcontractors that supports the GMP and detailed bid tabs for the respective scopes of work.

Construction Management Services

1. Provide overall management and coordination for completion of the project and maintain the following:
 - a. Full-time site superintendent (on site).
 - b. All necessary (agreed to by contract) support staff on the job site to coordinate and manage project construction.
 - c. Coordinate site utilities and services.
 - d. Provide and utilize project management software to be shared with the entire Project Team.
 - e. Leadership of Owner/Architect/Construction meetings; meeting minutes are required and should include (but not be limited to) Safety/Logistics, permitting/AHJ status, quality assurance and quality control information, special inspection status, RFI and submittal logs, change order logs, short term schedule review, overall project schedule highlights and any other work in progress information.
 - f. Include NRW safety specialist in All in all regular safety meetings held with the construction team.
2. Establish an effective quality control plan.
 - a. Completed inspection and documentation of work as it is being performed to assure the material furnished and quality of work performed is in accordance with construction documents.
 - b. Establish process to manage any subcontractor who is not performing in accordance with project requirements; for budget control, on-time schedule performance, safety, and/or quality control.
 - c. Provide value engineering (VE) services ongoing throughout the Project; the CM/GC will provide leadership in the VE effort.
3. Monitor and maintain project construction schedule.
4. Implement and monitor an effective system for project cost control, provide monthly reports of actual costs, buy out costs pending, contingency status, and work progress as compared to cost estimates by Division and Bid Packages and scheduled work in progress.
 - a. Provide supporting information for any variances as requested by the Owner, Owner Representative, and Architect.
 - b. Maintain cost accounting records and provide Owner and Owner Representative with access to these records.

5. Monitor work of subcontractors and coordinate project work with activities and responsibilities of Owner, Owner Representative, Architect, and CM/GC to complete the project in accordance with the Owner's objectives of safety, budget, schedule, and quality.
6. Implement procedures for timely and accurate processing of shop drawings, prepare full submittal log within one (1) month of contract for distribution, and prepare other project documents.
7. Establish a job-site safety program and manage the implementation of the program throughout construction.
8. Provide close-out services as construction work is complete, including but not limited to:
 - a. Perform necessary work to satisfy Owner and Owner Representative that the project is completed as designed before the project is deemed substantially complete.
 - b. Manage the documentation and complete punch list items within 30 days.
 - c. Coordinate and expedite submittal of record documents.
 - d. Provide final report of all construction costs and assist the Owner and Owner Representative in final audit of all cost and all supporting documentation.
 - e. Coordinate and implement commissioning, training, and completion of as-builts.
 - f. Provide Owner Manuals and warranty documentation.

PROPOSAL CONTENT FOR EVALUATION

Please provide the information specified below and in the order listed below. Additional information is welcome but not required. The total length of the proposal, including attachments, **shall not exceed 20 single-sided pages** including pictures, charts, graphs, tables and text the proposer deems appropriate to be part of the proposer's response. Resumes of the key team individuals proposed to be involved in this project, table of contents, front and back covers, and blank section/numerical dividers, etc., will not be counted in the 20-page limit. Proposers are encouraged to be concise in responses and use a minimum font size of 11 points. Each point will be scored by the number of points listed next to the information. The points listed are the maximum amount that can be given during evaluation.

1. Cover Letter (0 points – for information only)

2. Firm Information (0 points – for information only)

Describe your firm including ownership structure, number of employees, number of employees in local division/office, service area(s), length of time in the industry and in western Washington, Experience Modifier Rate (EMR), and proof of bonding capacity.

3. Team Presentation: (points – see b and c below)

- a. Proposer to include a description of the proposed project team with a concise presentation of the team structure and members with a team organizational chart. Identify team members for both Pre-Construction services and Construction services. The CM/GC team is expected to consist of firms and staff with proven experience in tribal gaming and exceptional performance.

b. Proposer's Firm Experience (20 points)

Briefly describe your firm's relevant experience in three (3) similar projects within the western Washington region; provide projects that are expansion and major renovation projects. If unable to provide three recent (3) similar projects within close proximity to

western Washington, then provide similar examples from projects located in similar cultural conditions. For each of the (3) projects include the following information:

- i. Name
- ii. Location
- iii. Schedule dates
 1. Pre-Construction services start.
 2. CD Issuance
 3. Construction Start
 4. Initial Schedule Construction Completion
 5. Actual Schedule Construction Completion
- iv. Costs
 1. Total Project Budget
 2. Initial project GMP Cost
 3. Final project GMP Cost
- v. Point of contact with the client with email and phone contact numbers
- vi. Brief description of a relevant key challenge on each project and what your firm did to overcome the challenge.

c. Proposer Staff Experience (20 points)

- i. For your proposed project team provide the following for each team member:
 1. Resume of qualifications.
 2. Professional history including any significant past employers with relevant date and position information.
 3. Time with your firm and time in the industry.
 4. Amount of onsite time for each team member.
 5. Identify 3 relevant and recent past projects and provide the role they played in each project.
- ii. Identified project team members shall be committed to the project and not changed out for any reason within the control of the proposer unless required by the Owner. Owner can require the change out of a team member if deemed necessary by the Owner.

4. Project Approach (35 points)

Pre-Construction Services

- a. Describe budget estimating processes, including systems analysis/cost comparisons and value engineering, and how these processes will benefit the project.
- b. Provide your firm's thoughts on whether subcontractor/supplier Design Assist or Design/Build makes sense for this project and if so, how it should be implemented into the project. Also discuss procurement process and compensation model (if any) for these services.
- c. What is your perspective on escalation, potential tariffs, the current Pacific Northwest construction market and materials availability? How might these issues affect this project and how might they be mitigated?
- d. What are your initial thoughts regarding early packages to facilitate the Ground-up portion of the project for Substantial Completion 3rd quarter 2027?
- e. What is your process for constructability review? Who is involved?
- f. What is your approach to participating in BIM coordination with the entire design team, both throughout pre-construction as well as through the construction of the project?

- g. The Owner has engaged geotechnical engineers. What recommendations for other consultants, or other opportunities are there to capitalize on the pre-construction period and your firm's expertise to avoid unforeseen conditions before construction starts?
- h. What are pre-construction considerations for site logistics to ensure customer, staff and public safety during the project?
- i. Describe your process of subcontractor/supplier bid leveling during GMP development and what role you would recommend for the Owner, Owner Representative, or architect?
- j. Explain your firm's methodology for evaluating, minimizing and managing subcontractor risk throughout the project.
- k. What are other potential project risks and possible strategies to minimize?

Construction Management Services

- a. Describe your anticipated communication approach for Owner, Owner's Representative, Architect and the rest of the design team.
- b. What differentiates your firm when maintaining good relations with the Owner and community partners?
- c. Describe approach and strategy to maintain control of costs. Provide an example of a challenge and resolution.
- d. What is your firm's approach to change orders and claims on a CM/GC GMP project versus as standard low bid project? Explain your firm's process to managing change orders and your efforts to minimize them.
- e. Describe your approach to managing self-performed work and subcontractors' adherence to project schedules.
- f. Describe your firm's proposed use of contingencies and allowances within the GMP. How do you propose the contingencies are managed, what are the allowable uses and who has control of their use?
- g. Describe your quality control program and processes.
- h. What unique approach to the Project Closeout Process does your firm provide?

5. CM/GC Services Fee: (25 points)

Complete the Exhibit D Fee Matrix, which is to be included with your proposal in this section and provide the following cost of CM/GC services:

- a. Pre-Construction Lump Sum (median value of all proposers to receive priority consideration). This is to be based on 8-9 months starting in late January/early February 2026 until the project full GMP, projected for October 2026, is established and approved.
- b. Provide an all-inclusive lump sum General Conditions cost that will be incorporated into the contract. It should be anticipated to commence with the start of sitework planned for June/July of 2026. The rates provided in the matrix may be used as the basis of negotiations if extended General Conditions are required. Also provide unit rates for all staff in the event a full staff is not required during extended General Conditions.
- c. Fee percentage.
- d. Performance and Payment Bond Rate (if required).
- e. Liability Insurance Rate (indicate if a CCIP will be used and if a CCIP used do subcontractors bid with or without liability insurance included).
- f. SDI Policy Rate (if applicable to your firm).

6. References (0 points – for information only)

In addition to the references provided above in the Section 3 Relevant Project Experience, provide contacts for two (2) Architects (other than Bergman Walls & Associates) to be used as references for this project. References must currently be in business. Include the following for references' contact information:

- Name, Title and Firm
- Business/Cell Number (current)
- Email Address

INDIAN PREFERENCE

THE PROPOSERS SHALL COMPLY WITH ALL REGULATIONS AND PROVISIONS OF TITLE 42 (TRIBAL EMPLOYMENT RIGHTS ORDINANCE) OF THE NISQUALLY TRIBAL CODE (AVAILABLE AT [WWW.NISQUALLY-NSN.GOV/FILES/6215/7143/9817/TITLE_42 - TERO AMENDMENT 1.PDF](http://WWW.NISQUALLY-NSN.GOV/FILES/6215/7143/9817/TITLE_42_-_TERO_AMENDMENT_1.PDF)), INCLUDING SECTION 42.03.3 (NATIVE PREFERENCE IN CONTRACTING). IN ACCORDANCE WITH TITLE 42, PREFERENCE MAY BE APPLIED TO BUSINESSES THAT HAVE BEEN CERTIFIED BY THE TRIBAL EMPLOYMENT RIGHTS OFFICE (TERO) OF THE TRIBE. IT IS THE SOLE RESPONSIBILITY OF THE RESPONDENT TO OBTAIN THIS CERTIFICATION BY THE RFP'S SPECIFIED CLOSING DATE. THE NRWC WILL NOT FACILITATE OR BE INVOLVED IN THE TERO CERTIFICATION PROCESS.

INTERVIEWS

Presentations/Interviews: At the discretion of the Owner, firms may be asked to make a formal and/or informal presentation to the Owner after submission. Any interviews requested are anticipated to take place **1/8/26**.

SUBMITTAL

Responses are due electronically by **December 19, 2025, at 4:00 PM - PST**. An electronic (in PDF file format) copy of the responses must be sent to:

Greg Morris, Senior Project Manager, Wenaha Group – gregm@wenahagroup.com
The document shall be cc'd to the following:

- expansion@redwind.net
- cynthiap@wenahagroup.com

Questions or comments please send via e-mail to:

- expansion@redwind.net
- cynthiap@wenahagroup.com
- gregm@wenahagroup.com

Response document file shall not exceed 25MB in size.

All addenda, questions and official responses will be posted on the NRWC's website at www.redwindcasino.com. It is the Proposer's responsibility to monitor the website for all addenda and responses to questions. Addenda and responses to proposer questions will NOT BE sent directly to Proposers.

ATTACHMENTS

1. Exhibit A – Existing RWC Floor Plans and Site Plan
2. Exhibit B – Preliminary Project Schedule
3. Exhibit C – Form of Agreement
4. Exhibit D – Pricing proposal breakdown sheet

Exhibit A

Existing RWC Floor Plans and Site Plan

Attached please find the Non-Disclosure Agreement (NDA) for this project. Upon satisfactory execution and submission of the NDA current casino floor plans and site plans will be provided for use in completing the RFP submission. ***There is a link on the website with this RFP for the fillable PDF that is to be used for the NDA, signed (electronic signature is acceptable), and returned via email.***

Exhibit B
Preliminary Project Schedule

Exhibit B

Nisqually Red Wind Casino
Casino & Administration Expansion - Phase 1
PRELIMINARY PROJECT SCHEDULE 11/25/25

ID	Task Name	Start	Finish																												
								2026												2027											
				Sep	4th Quarter Oct	Nov	Dec	1st Quarter Jan	Feb	Mar	2nd Quarter Apr	May	Jun	3rd Quarter Jul	Aug	Sep	4th Quarter Oct	Nov	Dec	1st Quarter Jan	Feb	Mar	2nd Quarter Apr	May	Jun	3rd Quarter Jul	Aug	Sep	4th Quarter Oct	Nov	Dec
1	Pre-Design Phase	Thu 9/4/25	Mon 1/19/26																												
2	Pre-Construction Phase	Mon 1/19/26	Mon 10/19/26																												
3	Construction and Close-out Phase	Mon 6/1/26	Tue 11/30/27																												

Task		Project Summary		Manual Task		Start-only		Deadline	
Split		Inactive Task		Duration-only		Finish-only		Progress	
Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
Summary		Inactive Summary		Manual Summary		External Milestone			

Exhibit C

Agreement for Services

The agreement for services will be based upon a NRWC modified AIA A133-2019 CMaC with a GMP and NRWC modified AIA A201-2017. The NRWC modified AIA A133-2019 CMaC with a GMP and NRWC modified AIA A201-2017 agreement for pre-construction and construction services will be issued via addendum on or about 12/9/25. ***The proposer shall provide any requested changes to the NRWC modified AIA A133-2019 CMaC with a GMP and NRWC modified AIA A201-2017 agreement for pre-construction and construction services with their proposal.***

The NRWC modified contract will be issued on or before 12/5/25.

Exhibit D

Pricing Proposal Breakdown Sheet

There is a link on the website with this RFP for the Excel file to be used for pricing. There are 3 tabs within the Excel workbook. Each tab represents a different assumed construction cost with an associated time component. We are asking each of the 3 sheets be completed. They each have a Pre-Construction component and a Construction component. The anticipation is Pre-Construction will last 8 – 9 months. However, as the project is to be designed as a fast-track project, Construction will start prior to all of the Pre-Construction services completion. It is anticipated Pre-Construction is the same for all 3 scenarios.

- 1) Sheet 1 – assumes a \$50M to \$55M construction project with an 18-month construction schedule. In this scenario the ground-up portion (casino expansion and administration addition) of the project will complete in the first 12 months and the remodel portion of the project will continue for another 6 months.
- 2) Sheet 2 – assumes a \$50M to \$55M construction project with an 24-month construction schedule. In this scenario the ground-up portion (casino expansion and administration addition) of the project will complete in the first 12 months and the remodel portion will then begin and will continue for the last 12 months.
- 3) Sheet 3 – assumes a \$70M to \$75M construction project with an 24-month construction schedule. In this scenario the ground-up portion (casino expansion and administration addition) of the project will complete in the first 12 months and the remodel portion will then begin and will continue for the last 12 months.

You may add lines to the sections within the spreadsheets as necessary. You may also change position titles as appropriate for your situation.

	Direct Cost of Work	General Conditions	CM/GC Fee	Owner Cost
Project Superintendent		X		
Assistant Superintendent		X		
Senior Project Manager (for project specific time only)		X		
Project Manager		X		
Assistant Project Manager		X		
Field Foremen		X		
Senior Project Engineers		X		
Project Engineers		X		
Field Engineers		X		
On site Clerical support		X		
Scheduler (for project specific time only)		X		
MEP Coordinator (for project specific time only)		X		
Safety Coordinator (for project specific time only)		X		
Employee fringes, vacation and sick leave		X		
Project related travel, lodging, meals, per diem, etc.		X		
Jobsite office and storage trailer rental		X		
Job office furniture, equipment and expendables		X		
Job office security and cleaning		X		
Costs for project based vehicles		X		
Fuel charged to project		X		
Postage and Shipping		X		
Project photos		X		
Computers, Copiers, Printers, Fax Machines		X		
Document printing		X		
Warranty and correction of non-conforming work	X			
Commissioning coordination		X		
Cost estimating		X		
Value engineering		X		
Temporary toilets		X		
Drinking water		X		
Contractor signage		X		
Safety equipment for CM/GC personnel		X		
First aid supplies & Fire Extinguishers		X		
Substance abuse testing/monitoring		X		
CM/GC mobilization/demobilization		X		
Jobsite security		X		
Phone & Internet installation & line charges		X		
Telephones, cell phones, radios, pagers		X		
Small tools for CM/GC usage		X		
Temporary utilities hookup		X		
Temporary utility bills		X		
Trash removal/hauling/dumping		X		
General Superintendents			X	
Project Executive			X	
CM/GC principals(s) in charge			X	

	Direct Cost of Work	General Conditions	CM/GC Fee	Owner Cost
Payroll/Accounting/Data Processing			X	
Bonuses			X	
Corporate safety officer			X	
Home office administration			X	
Corporate IT support			X	
Computer Software			X	
Home office payroll costs, fringes, bonuses, etc			X	
Soils report				X
Initial site survey				X
Special inspections and testing				X
Planning and building permits and fees - (Nisqually Bldg. Dept)				X
Planning and building permits and fees - (other than Nisqually Bldg. Dept)	X			
Development fees				X
Performance/payment bond (if required)		X		
Subcontractor bonds	X			
Builder's risk insurance		X		
General liability insurance		X		
Subcontractor Default Insurance		X		
Contractor Controlled Insurance Program (CCIP)		X		
Construction surveying/building layout	X			
Subcontracts	X			
Wages for trade labor	X			
Labor burden for trade labor	X			
Materials and equipment for site logistics	X			
Rental equipment used on site	X			
Temporary fencing	X			
Barricades	X			
Temporary enclosures	X			
Temporary stairs	X			
Opening protection	X			
Safety railings and fall protection	X			
Weather protection	X			
Periodic cleanup	X			
Final cleanup	X			
Flagging/traffic control	X			
Dust control	X			
Trade permits (if not included in subcontracts)	X			