

## **REQUEST FOR PROPOSALS (RFP)**

### **General Contractor / Construction Manager (GC/CM) Services**

Project: Mixed-Use Development

Location: 13000 Highway 101, Shelton, Washington

Issued By: Island Enterprises, Inc.

Issue Date: February 27, 2026

RFP Contact: Daniel Kuntz, Island Enterprises, Inc. (dkuntz@ieinc.org)

### **1. Introduction**

Island Enterprises, Inc., a Squaxin Island Tribal Corporation ("Island Enterprises" or "Owner"), invites qualified General Contractor / Construction Manager (GC/CM) firms to submit proposals for preconstruction and construction services for a mixed-use development located at 13000 Highway 101, Shelton, WA 98584, Mason County, Washington (Parcel Number 420021000030). The project will be developed on Tribal Trust property.

Island Enterprises seeks a GC/CM partner who will engage collaboratively with the Owner and the existing project team throughout design development and construction, with the goal of delivering a high-quality, efficient, and well-coordinated project.

### **2. Project Overview**

The proposed development is a mixed-use, destination-oriented site intended to serve local residents, commuters, commercial traffic, and regional visitors. The project will include the following components:

- A convenience store with associated fueling station designed to accommodate commuter vehicles, commercial trucks, and racing traffic (a racetrack is located near the site)
- A Holiday Inn Express & Suites hotel with 112 beds, breakfast area, gym, small business amenities and a pool.
- Two (2) standalone Quick Service Restaurant (QSR) or Full-Service Restaurant buildings (Final business uses subject to change and will be determined later in project)
- A coffee stand/shop
- Park-like outdoor spaces intended for hotel guests and customers

This 10 acre site will have extensive horizontal improvements on and off site, such as 1,600 feet of water main and 2,500 linear feet of gravity sewer main, as well as a new roundabout at the highway and a subsequent traffic circle onsite. Site grading, stormwater infiltration systems, as well as other site components such as parking, lighting, curbs, gutters, plantings and signage.

The development will be designed and constructed as an integrated site with coordinated utilities, circulation, grading, and shared amenities.

### **3. Project Team**

The Owner has retained the following key consultants and partners for this project:

- Architect of Record: Artisans Group Architecture and Planning, PS
- Convenience Store & Retail Design Consultant: Paragon Solutions (site design, store layout, interior and exterior retail design, and finishes)
- Hotel Operator: Columbia Hospitality
- Hotel Brand Partner: IHG

The selected GC/CM will be expected to work closely and collaboratively with all members of the project team and respect the roles, responsibilities, and expertise of each firm.

### **4. Delivery Method**

Island Enterprises intends to use a GC/CM (General Contractor / Construction Manager) delivery method rather than a traditional Design-Bid-Build approach.

The successful proposer will provide:

- Preconstruction services including cost estimating, constructability reviews, scheduling, logistics planning, and value analysis
- Open-book collaboration during design development
- Development of a Guaranteed Maximum Price (GMP) at the appropriate phase of design, subject to Owner approval
- Construction services following GMP execution

### **5. Scope of GC/CM Services**

The GC/CM's scope of services will include, but is not limited to:

- Preconstruction Phase

- Participation in design coordination meetings
- Detailed cost estimating at multiple design milestones
- Constructability, phasing, and logistics reviews
- Schedule development and updates
- Value analysis and cost control recommendations
- Early subcontractor outreach and packaging strategies
- Coordination with Tribal stakeholders and compliance requirements associated with Tribal Trust land
- Coordination with various third parties for offsite and right of way improvements (ex. WSDOT)
- Construction Phase
- Construction management and general contracting services
- Procurement and subcontractor management
- Quality control and safety management
- Schedule and cost control
- Coordination with utilities, authorities having jurisdiction, and Tribal representatives
- Project closeout and warranty administration

## **6. FF&E Procurement & Installation Coordination (Hotel)**

The Project includes a Holiday Inn Express & Suites hotel and will require coordinated procurement, delivery, storage/warehousing, installation, and placement of Furniture, Fixtures & Equipment (FF&E) and Operating Supplies & Equipment (OS&E). The selected GC/CM shall support FF&E and OS&E coordination to ensure timely phased openings and successful brand/operator readiness.

### **A. Roles and Responsibilities**

- a. Owner: Will purchase FF&E unless otherwise directed by Owner in writing.
- b. GC/CM: Responsible for receiving, warehousing, protecting, delivering to point-of-use, and installing Owner-purchased FF&E as part of the Work, except where otherwise identified in writing.
- c. Hotel Operator (Columbia Hospitality): Will procure and manage OS&E and will assist with FF&E placement and room/set-up standards in coordination with the Owner and brand requirements.

### **B. Required GC/CM FF&E Coordination Services (Preconstruction)**

- a. Proposers shall describe their approach and provide a preliminary plan for:

- i. Developing a hotel FF&E procurement and installation schedule integrated with the overall Project schedule and phased openings
  - ii. Coordinating with Owner, Columbia Hospitality, Architect, and brand partner requirements for delivery windows, elevator access, staging, and punch/closeout sequencing
  - iii. Identifying long-lead FF&E risks and recommending mitigation strategies (alternates, early release packages, storage needs)
  - iv. Defining responsibility boundaries between construction scope, FF&E scope, and OS&E scope (to avoid gaps)
- C. Required GC/CM FF&E Construction Services (Construction Phase)
- a. The GC/CM shall provide, at minimum:
    - i. Receiving and inspection of Owner-purchased FF&E deliveries (count, visible damage, packing list reconciliation)
    - ii. Warehousing/storage of FF&E is required, including:
      - 1. Secured, dry, weather-protected storage with inventory control
      - 2. Protection from theft, moisture, temperature extremes, and damage
      - 3. Tracking and reporting of stored items (inventory log with condition notes)
    - iii. Material handling: delivery from warehouse/storage to point-of-installation, including staging and floor-by-floor distribution
    - iv. Installation of Owner-purchased FF&E including, as applicable:
      - 1. Guestroom furniture and casework placement/anchoring
      - 2. Public area furniture placement/anchoring
      - 3. Installation coordination for vendor-provided items requiring utility connections (as directed)
      - 4. Assembly, mounting, and final placement per manufacturer instructions and brand/operator requirements
    - v. Coordination with Columbia Hospitality for:
      - 1. FF&E placement standards and final “room ready” set-up
      - 2. Sequencing that supports housekeeping set-up and pre-opening readiness
    - vi. Inventory Control, Damage, and Discrepancy Management
      - 1. The GC/CM shall maintain an FF&E inventory system that includes:
        - a. Receiving logs and packing list reconciliation
        - b. Storage location tracking and issuance to installation crews
        - c. Documentation of damage, shortages, and discrepancies with timely notification to Owner and Columbia Hospitality

- d. Coordination of warranty claims, replacements, and backorders as required to maintain schedule

D. Pricing and GMP Requirements

- a. Proposers shall clearly indicate how FF&E warehousing, handling, and installation are captured in the General Conditions and/or GMP and identify any assumptions.
- b. If final FF&E scope is not fully defined at proposal time, proposers shall include a clearly defined allowance and identify unit rates or assumptions for warehousing duration, staffing, and installation labor.

E. Insurance / Risk Considerations (Coordination Requirement)

- a. The GC/CM shall coordinate with Owner regarding insurance coverage and risk of loss while FF&E is in the GC/CM's care, custody, or control, including while warehoused and during installation, consistent with the Contract Documents.

F. Deliverables

- a. At minimum, the GC/CM shall provide:
  - i. FF&E procurement/installation schedule integrated with the Master Schedule
  - ii. FF&E logistics plan (receiving, warehousing, staging, installation sequencing)
  - iii. Inventory tracking logs and weekly status updates during FF&E installation
  - iv. Closeout documentation reflecting FF&E installation completion and punch resolution

## 7. Tribal Preference

Island Enterprises supports and encourages participation by Native American-owned businesses.

The Tribe applies its Tribal Hiring and Contracting Preference Ordinance to procurement decisions. Copies are available on request. If you believe your firm is eligible for preference consideration, please indicate so in your response to this proposal. Proposers should describe:

- Ownership status, if applicable
- Approach to engaging Tribal businesses and workforce
- Understanding of Tribal coordination, permitting, and cultural considerations

## 8. Proposer Qualifications

The successful GC/CM will demonstrate:

- Proven experience delivering hotel projects or comparable complex developments, such as large-scale multifamily projects with amenities or other complex commercial developments
- Experience managing mixed-use or multi-building sites
- Strong preconstruction and cost-control capabilities
- Experience working collaboratively with architects, specialty consultants, and owner representatives
- Familiarity with projects on Tribal Trust land or similar regulatory environments (preferred)
- Financial capacity, bonding capability, and appropriate licensing

***The GC/CM must be approved by IHG prior to commencement of work.***

## **9. Insurance Requirements**

The selected GC/CM shall procure and maintain insurance meeting the minimum requirements below throughout preconstruction and construction, including warranty/closeout obligations where applicable. Proposers shall indicate any exceptions and confirm ability to comply.

- Minimum Coverage and Limits
  - Commercial General Liability (CGL) – Occurrence Form
    - Coverage: ISO CG 00 01 (or equivalent), occurrence basis, including:
      - Premises/Operations
      - Products/Completed Operations (maintained for at least two (2) years after Substantial Completion)
      - Contractual liability
      - Independent contractors
    - Limits (minimum):
      - \$1,000,000 Each Occurrence
      - \$2,000,000 General Aggregate (may be project-specific or per location)
      - \$2,000,000 Products/Completed Operations Aggregate
      - \$1,000,000 Personal & Advertising Injury
      - \$50,000 Damage to Rented Premises (or Fire Damage Legal Liability)
      - \$5,000 Medical Payments (or higher if required by carrier)

Higher limits may be provided through a combination of primary CGL and Umbrella/Excess Liability.

- Workers' Compensation and Employers' Liability
  - Workers' Compensation: Statutory limits as required by Washington State and applicable law
  - Employers' Liability (minimum):
    - \$1,000,000 Each Accident
    - \$1,000,000 Each Employee – Disease
    - \$1,000,000 Policy Limit – Disease
- Automobile Liability
  - Coverage: All owned, hired, and non-owned autos
    - Limit (minimum): \$1,000,000 Combined Single Limit (CSL) per accident
- Umbrella / Excess Liability (Strongly Preferred)
  - Limit (minimum): \$5,000,000 per occurrence and aggregate
  - Must sit over CGL, Auto, and Employers' Liability as applicable.
- Owner-Furnished Builder's Risk. The Owner intends to procure and maintain Builder's Risk (Course of Construction) insurance for the Project. Coverage shall be written on a "special causes of loss" form and shall insure the Work to full replacement cost, including materials and equipment stored on-site and off-site (where applicable) and while in transit.
  - Required Builder's Risk Features (Phased / Multi-Building Project)
    - The Builder's Risk policy must be suitable for a multi-building, phased project and shall include, as applicable:
      - Phased Substantial Completion / Partial Occupancy. Coverage shall remain in force and continue to apply to the remaining Work during phased turnovers and partial occupancy/opening of individual buildings or portions of the site.
      - Multiple Structures / Separate Buildings. Coverage shall apply across all buildings and site improvements included in the Project scope and phases.
      - Off-Site Storage and Transit. Coverage for materials in transit and at off-site storage locations.
      - Testing / Start-Up Coverage. Coverage for testing, commissioning, and start-up activities as applicable to MEP and building systems.
      - Debris Removal. Adequate debris removal coverage included.

- Soft Costs / Delay (If Required by Lender). Owner may include soft costs and delay-in-completion/startup coverage if required by lender; GC/CM shall cooperate with documentation requests.
  - Deductible. Deductible shall be acceptable to Owner and lender.
- GC/CM Responsibilities Under Owner Builder's Risk
  - The GC/CM shall:
    - Comply with all Builder's Risk policy conditions (site security, protections, reporting of losses, etc.).
    - Provide information and cooperation necessary to place and maintain coverage.
    - Be responsible for losses to the extent caused by the GC/CM's negligence, failure to protect the Work, or failure to comply with policy conditions, including payment of applicable deductibles when the loss is attributable to GC/CM acts or omissions.
  - Subcontractors
    - The GC/CM shall ensure subcontractors comply with Builder's Risk policy requirements and do not procure coverage that conflicts with the Owner's Builder's Risk program.
- Pollution Liability (Required – Fuel Systems and Environmental Risk)
  - Given the fueling station and associated systems, the GC/CM shall provide Contractor's Pollution Liability (CPL) coverage, including completed operations, covering both on-site and off-site work, including transportation exposures as applicable. Coverage should include, at minimum:
    - Sudden and gradual pollution conditions
    - Cleanup/remediation costs
    - Third-party bodily injury and property damage
    - Defense costs (preferably outside limits)
    - Coverage for pollution conditions associated with fuel systems (tanks, piping, dispensers, monitoring systems), excavations, dewatering, and contaminated soils if encountered
  - Limits (minimum):
    - \$2,000,000 Each Pollution Incident / Claim
    - \$2,000,000 Aggregate
  - Completed Operations: maintained for at least two (2) years after Substantial Completion (or longer if required by Owner/lender).

If fueling system work is performed by a specialty subcontractor, the GC/CM remains responsible to ensure subcontractor pollution coverage meets these requirements and is coordinated with the GC/CM's CPL.

- Additional Insureds, Primary/Noncontributory, and Waivers
  - Additional Insured: Owner (Island Enterprises, Inc.), and Owner's consultants/partners as reasonably requested, shall be included as Additional Insureds on CGL, Auto, and Umbrella/Excess for both ongoing and completed operations (as applicable), using ISO endorsements equivalent to CG 20 10 and CG 20 37 (or equivalents).
  - Primary and Noncontributory: GC/CM policies shall be primary and noncontributory to Owner's insurance.
  - Waiver of Subrogation: Provide waivers of subrogation in favor of Owner where permitted by law on applicable policies (including Workers' Compensation).
  
- Subcontractors
  - GC/CM shall require all subcontractors to maintain insurance of types and limits appropriate to their scope, consistent with these requirements, and shall verify and enforce compliance. Higher-risk scopes (fuel systems, excavation, utilities, paving, hazardous materials) must carry limits acceptable to Owner.
  
- Acceptability of Insurers and Proof of Coverage
  - Insurers must be licensed/admitted in Washington State (or otherwise acceptable to Owner) and rated A- VII or better by A.M. Best.
  - Provide Certificates of Insurance and required endorsements prior to award and before commencing work.
  - Policies must provide at least 30 days' notice of cancellation or material change to Owner (10 days for nonpayment where permitted).
  
- Owner Review

Owner reserves the right to require higher limits based on final project value, lender requirements, or risk profile (including fuel systems and off-site work), and to approve final insurance language and endorsements prior to contract execution.

Final insurance terms, limits, and endorsements are subject to Owner and lender requirements and may be modified prior to contract execution.

## 10. Proposal Requirements

Proposals should be concise and well-organized. Your proposal should be submitted in the following order:

1. Page Limit and Formatting (Core Proposal Only)
  - a. The Core Proposal is limited to 30 pages, double-sided on 8.5" x 11" paper (i.e. up to 60 printed sides).
  - b. Minimum font size: 11-point (Calibri, Arial, or Times New Roman recommended).
  - c. Minimum margins: 0.75" on all sides.
  - d. Page numbers are required.
  - e. Covers and section dividers (if used) count toward the Main Proposal page limit.
  - f. Appendices are exempt from the page limit. No other materials are exempt unless Owner approves in writing.
2. Required Order for the Core Proposal (30 pages max)
  - a. Proposers must organize the Core Proposal in the following order using the numbered headings below:
    - i. Cover Letter (max 2 pages)
      1. Firm legal name and address
      2. Primary contact (name, title, phone, email)
      3. Washington State contractor license number
      4. Statement committing to meet the RFP schedule
      5. Signature of an authorized representative
    - ii. Executive Summary (max 2 pages)
      1. Your understanding of the project and delivery approach
      2. Key differentiators and value to Owner
      3. Top 3 project risks you see and how you will manage them
    - iii. Firm Profile and Capacity (suggested max 3 pages)
      1. Company overview (size, locations, structure)
      2. Financial capacity summary and bonding capacity overview
      3. Confirmation: GC/CM must be approved by IHG prior to commencement of work
    - iv. Relevant Experience (suggested max 6 pages)
      1. Summary of comparable projects (hotel/hospitality and multi-building sites)
      2. Experience with extensive horizontal improvements / utilities and agency coordination
      3. Experience relevant to Tribal Trust land (if applicable)

4. Include a short table of 3–5 comparable projects (name, location, size, delivery method, cost, outcome). Detailed project sheets belong in Appendix I and are exempt.
- v. Project Team and Organization (suggested max 5 pages)
  1. Key personnel: Project Executive, PM, Superintendent, Precon Lead, Safety Lead
  2. Roles/responsibilities and communication plan
  3. Dedication/availability summary (percent committed). Detailed resumes may be included as an appendix and are exempt.
- vi. GC/CM Approach and Methodology (suggested max 8 pages)
  1. Provide clear, project-specific methods for:
    - a. Preconstruction (estimating milestones, constructability reviews, value analysis)
    - b. GMP development approach (open book, bid packaging, contingency and allowance management)
    - c. Schedule development and control (including phased work)
    - d. Subcontractor outreach and procurement strategy
    - e. Coordination plan for utilities, permitting, and third parties (e.g., WSDOT)
    - f. Quality management approach
- vii. Tribal Preference, Tribal Coordination, and Workforce Plan (suggested max 3 pages)
  1. Indicate whether proposer is eligible for Tribal preference (if applicable)
  2. Plan for engaging Native American-owned subcontractors, suppliers, and workforce
  3. Approach to Tribal coordination, permitting, and cultural considerations
- viii. Safety and EMR (suggested max 2 pages)
  1. Current EMR
  2. Summary of safety program and site safety leadership assigned
  3. Summary of OSHA recordables (last 3 years). Full documentation belongs in Appendix K and is exempt.
- ix. Fee Narrative and Assumptions (max 2 pages)
  1. One concise narrative describing fee assumptions and what is included/excluded

2. Identify any clarifications related to general conditions, overhead/profit, and contingency/allowances (Forms and matrices belong in Appendices F–H and are exempt.)
- x. Exceptions, Clarifications, and Requested Changes (max 2 pages)
  1. List any requested deviations from AIA A133-2019 and A201-2017 framework
  2. Identify assumptions and exclusions (especially utilities, off-site work, and fuel systems)
  3. Confirm bonding capacity and ability to meet requirements
- xi. Sustainability & Energy Requirements
  1. Island Enterprises, Inc. is seeking a GC/CM partner that will actively support sustainability, durability, and lifecycle value throughout preconstruction and construction for this mixed-use development. These requirements apply across all site and building components (hotel, convenience store/fueling, restaurant buildings, coffee stand, and associated horizontal improvements).
  2. Sustainability Approach During Preconstruction
    - a. The Proposer shall describe how the GC/CM will support sustainability and energy goals through:
      - i. Cost estimating that distinguishes first cost vs. lifecycle cost
      - ii. Constructability reviews that reduce waste and rework
      - iii. Value analysis that prioritizes durability, maintainability, and operating cost reductions
      - iv. Procurement strategies that support low-carbon, low-waste construction where feasible
  3. Energy Performance and Commissioning
    - a. The Proposer shall describe its approach to:
      - i. Energy-efficient means and methods (enclosure/air sealing coordination, MEP coordination, scheduling of commissioning activities)
      - ii. Coordination with the design team on energy measures and constructability impacts
      - iii. Commissioning support (hotel and other applicable buildings), including scheduling, subcontractor coordination, punch management, and documentation

- b. Deliverables (Construction Phase):
  - i. Equipment start-up and commissioning coordination support
  - ii. O&M manuals and training coordination for Owner operations staff
  - iii. Closeout documentation supporting warranties and performance
- 4. EV Charging Infrastructure (Required)
  - a. The Project shall include EV charging infrastructure. Proposers shall include in their preconstruction planning and GMP development:
    - i. Coordination with utility provider for required capacity and service upgrades
    - ii. Phasing plan so EV charging can be installed or activated consistent with phased openings
    - iii. Allowances and/or alternates for additional EV chargers if final count is not yet set
    - iv. Minimum Requirements (to be incorporated into design and GMP):
    - v. EV charging stations shall be provided in locations designated by Owner/design team.
    - vi. GC/CM shall coordinate conduit, panel capacity, trenching, protective measures, signage/stripping, and final commissioning support.
    - vii. Proposers shall identify any scope assumptions (charger type, networking, metering, bollards, canopies, etc.).
    - viii. Owner to confirm during design: minimum number of chargers, charging level (L2/DCFC), networking requirements, and allocation by building/phase.
- 5. Stormwater Infiltration Performance Targets (Required)
  - a. Because the site includes substantial horizontal improvements (grading, stormwater systems, and utilities), the GC/CM shall support stormwater performance objectives and constructability of infiltration systems.
  - b. Performance Targets (to be confirmed and finalized during design/permitting):

- i. Primary Target: Infiltration-based stormwater management shall be designed and constructed to infiltrate runoff from on-site impervious areas to the maximum extent feasible, consistent with permitting requirements and site constraints.
    - ii. Minimum Design Event Target (placeholder): system designed to infiltrate runoff from the 90th-percentile, 24-hour storm event (or other event as required by permitting authority).
    - iii. Water Quality Target (placeholder): provide infiltration and/or treatment capacity meeting applicable water quality requirements for high-traffic areas (fueling, drive aisles, parking), with appropriate pretreatment as required.
  - c. GC/CM responsibilities:
    - i. Identify constructability risks and sequencing impacts for infiltration facilities (soil conditions, seasonal groundwater, excavation stability, dewatering, contamination potential, compaction control).
    - ii. Propose and price appropriate protections for infiltration systems during construction (sediment control, compaction avoidance zones, temporary stabilization, clean rock/media protection).
    - iii. Coordinate testing and verification procedures as specified (e.g., infiltration testing, compaction testing, as-builts, commissioning of stormwater facilities).
    - iv. Clearly define any assumptions and exclusions (e.g., contaminated soils, unexpected groundwater conditions) in the GMP and the Allowance/Contingency split.
- 6. Materials, Indoor Environmental Quality, and Waste (Preferred)
  - a. Proposers should describe strategies for:
    - i. Construction waste reduction and diversion (recycling/hauling plan)
    - ii. Low-VOC materials coordination where specified

- iii. Protection of installed materials from moisture and damage
    - iv. Refrigerant management best practices (as applicable to HVAC systems)
  7. Proposal Response Requirement
    - a. In the Core Proposal, include a concise narrative (recommended 1–2 pages) describing:
    - b. How sustainability and energy requirements will be tracked from preconstruction through closeout
    - c. Proposed assumptions for EV charging infrastructure and phasing
    - d. Stormwater infiltration constructability approach and risk management plan
- b. Required Order for Appendices (Exempt from Page Limit)
  - i. Submit appendices in the following order (as applicable/required by the RFP):
    1. Appendix F – Pricing Matrix / Fee Proposal Form (completed)
    2. Appendix G – GMP Cost Breakdown / Responsibility Matrix (completed)
    3. Appendix H – Allowance & Contingencies Split Matrix (completed)
    4. Appendix I – SOQ Form + Project Sheets (completed)
    5. Appendix J – Bonding documentation (capacity / surety letter, etc.)
    6. Appendix K – Safety & EMR documentation (EMR letter, OSHA data, safety program)
    7. References (if not fully captured elsewhere)
    8. Resumes (if not included in Core Proposal)

***We have included several forms and expectations in the Appendices to the RFP.*** Please ensure inclusion of the following information within your proposal:

- Firm Information
- Legal name, address, and primary contact
- Washington State contractor license information
- Description of firm size and structure
- Relevant Experience
- Description of similar projects, particularly hotels or large multifamily developments

- Project descriptions should include size, scope, delivery method, and role
- Project Team
- Identification of key personnel proposed for this project
- Resumes and relevant experience
- Approach to GC/CM Services
- Preconstruction approach
- Cost estimating and GMP development methodology
- Collaboration philosophy and communication practices
- Experience on Tribal or Similar Projects
- Description of experience working on Tribal Trust land or with Tribal governments
- Tribal Preference Information
- Ownership status and approach to Tribal participation
- References

## **11. Selection Process**

The selection process will include the following steps:

- Review of written proposals
- Shortlisting of qualified firms
- Interviews may be conducted with selected proposers

Island Enterprises reserves the right to reject any or all proposals and to select the firm deemed to be the best overall fit for the project.

## **12. Evaluation Criteria**

Proposals will be evaluated based on, but not limited to:

- Relevant project experience
- Qualifications of the proposed team
- Demonstrated understanding of the project
- Approach to GC/CM delivery and collaboration
- Experience with hotel or similar developments
- Experience working on Tribal Trust land or with Tribal entities
- Commitment to Tribal Preference and participation

### **13. Anticipated Schedule of Events**

- RFP Issue Date: February 27, 2026
- Deadline for Questions: March 20, 2026
- Proposal Submission Deadline: April 10, 2026 (5:00 PM PST) (Timestamp of receipt on our server is the official time of record)
- Interviews (if conducted): April, 2026
- Notice of Intent to Award: May, 2026
- Commencement of Work: June, 2026

### **14. Proposal Submission Instructions**

Proposals shall be submitted electronically in searchable text PDF format.

Address proposals to:

Daniel Kuntz, CEO  
Island Enterprises, Inc.  
dkuntz@ieinc.org  
360-426-3442

### **15. Reservations and Conditions**

Island Enterprises reserves the right to:

- Modify or cancel this RFP
- Request additional information from proposers
- Negotiate scope and fees with the selected firm
- Proceed with or without a final GMP
- Submission of a proposal indicates acceptance of the terms and conditions outlined in this RFP.

Nothing herein shall be deemed a waiver of Tribal sovereign immunity.

### **16. Appendices**

- A. Parcel Map
- B. AIA A133-2019
- C. AIA A201-2017

- D. Preliminary Project Schedule
- E. Preliminary Drawings and Plans
- F. Pricing Matrix/Fee Proposal Form
- G. GMP Cost Breakdown/Responsibility Matrix
- H. Allowance & Contingencies Split Matrix
- I. Statement of Qualifications (SOQ) Form
- J. Bonding Requirements
- K. Safety and EMR Documentation
- L. Proposal Scoring Matrix
- M. Sustainability & Energy Checklist
- N. FF&E Responsibility Matrix

**APPENDIX A**  
**PARCEL MAP**



## **APPENDIX B**

### **AIA A133-2019**

The Agreement between Island Enterprises, Inc. (Owner) and the selected GC/CM shall be based on AIA Document A133-2019, as modified by Island Enterprises. The following clarifications apply:

- Delivery method: GC/CM (Construction Manager as Constructor)
- Open-book cost accounting required
- Guaranteed Maximum Price (GMP) to be established at an agreed design milestone
- Modifications anticipated for:
  - Tribal Trust land requirements
  - Dispute resolution venue and governing law
  - Insurance and bonding provisions

***A final, executed version of AIA A133-2019 will be issued upon award.***

## **APPENDIX C**

### **AIA A201-2017**

The General Conditions shall be AIA Document A201-2017, as modified. Key considerations include:

- Coordination with Tribal authorities and third-party agencies
- Adjustments to claims, indemnification, and termination clauses as required by Owner
- Supplementary Conditions to address:
  - Tribal Trust land
  - WSDOT and utility coordination
  - Phased construction

***A final, executed version of AIA A201-2017 will be issued upon award.***

## **APPENDIX D**

### **PRELIMINARY PROJECT SCHEDULE**

- **Preliminary Plans Due: 7/19/2026**
- **Construction Drawing (CD) Plans Due: 10/19/2026**
- **Slab Date: 4/16/2027**
- **Exterior Plans Due: 5/16/2027**
- **Life Safety Plans Due: 5/16/2027**
- **Guest Room FF&E Plans Due: 5/16/2027**
- **Public FF&E Plans Due: 5/16/2027**
- **Open Date: 8/1/2028**







## APPENDIX F

### Pricing Matrix/Fee Proposal Form

APPENDIX F – PRICING MATRIX / FEE PROPOSAL FORM			
<b>Firm Name:</b>			Date:
<b>PRECONSTRUCTION SERVICES FEE</b>			
Fee Type	Percentage (%)	Lump Sum (\$)	Notes
Preconstruction Fee			
<b>CONSTRUCTION PHASE FEE</b>			
Fee Type	Percentage (%)	Notes	
Construction Phase Fee			
<b>GENERAL CONDITIONS COSTS (Estimated)</b>			
Category	Estimated Cost (\$)	Included in GMP? (Y/N)	Notes
Project Management Staff			
Superintendent Staff			
Site Office & Temporary Facilities			
Temporary Utilities			
Safety Program & Personnel			
Site Security			
General Conditions Contingency			
<b>OVERHEAD &amp; PROFIT</b>			
Description	Included in Fee? (Y/N)	Amount or %	Notes
Home Office Overhead			
Profit			

## APPENDIX G

### GMP COST BREAKDOWN/RESPONSIBILITY MATRIX

<b>GMP COST BREAKDOWN / RECONCILIATION</b>			
Cost Category	Included in GMP (\$)	Excluded / Owner Cost (\$)	Notes
Site Work / Civil			
Utilities (On-site)			
Utilities (Off-site)			
Fuel Systems			
Building Construction – Hotel			
Building Construction – Retail / QSR			
MEP Systems			
General Conditions (from Fee Sheet)			
CM/GC Fee (from Fee Sheet)			
Allowances & Contingencies Total (from Split)			Sum of Allowances & Contingencies table below
<b>ALLOWANCES &amp; CONTINGENCIES (SPLIT)</b>			
Item	Type (Allowance/Contingency)	Included in GMP (\$)	Notes / Basis
Site/Civil Allowance	Allowance		
Utilities Allowance (On-site)	Allowance		
Utilities Allowance (Off-site)	Allowance		
Fuel Systems Allowance	Allowance		
Permit / Agency Fees Allowance (if in GMP)	Allowance		
CM/GC Contingency (Contractor-controlled)	Contingency		
Owner Contingency (Owner-controlled, if carried in GMP)	Contingency		
<b>Split Subtotals</b>			
<b>Allowances Subtotal</b>			<b>0</b>
<b>Contingencies Subtotal</b>			<b>0</b>
<b>Allowances + Contingencies Total</b>			<b>0</b>
Item	Calculated Amount	Reference	Pass/Fail
General Conditions Total		Appendix F – General Conditions	

**APPENDIX H**

**Allowance & Contingencies Split Matrix**

<b>ALLOWANCE vs CONTINGENCY BREAKDOWN (GMP CONTROL)</b>				
Category	Description	Amount (\$)	Included in GMP (Y/N)	Reconciliation Notes
ALLOWANCE	Fuel System equipment allowance			
ALLOWANCE	Utility connection fees			
ALLOWANCE	Agency permit fees (unknown)			
ALLOWANCE	Owner-directed scope allowance			
CONTINGENCY	GC/CM construction contingency			
CONTINGENCY	Design development contingency			
CONTINGENCY	Escalation contingency (if approved)			
TOTAL ALLOWANCES				
TOTAL CONTINGENCY				
Reconciliation Check	Calculated Amount	Reference	Pass/Fail	
Contingency Total Matches GMP		GMP Cost Breakdown – Contingency		

**APPENDIX I**

**Statement of Qualifications (SOQ) Form**

**Firm Information**

<b>Field</b>	<b>Response</b>
Legal Firm Name	
Business Address	
Primary Contact Name & Title	
Phone Number	
Email Address	
Washington State Contractor License #	
Years in Business	
Firm Ownership Structure	

**GC/CM Experience Summary**

<b>Field</b>	<b>Response</b>
Number of GC/CM Projects Completed (last 10 years)	
Experience with Hotel or Hospitality Projects (brief description)	
Experience with Mixed-Use or Multi-Building Sites	

**Relevant Project Experience (repeat as needed; Project Sheet Sample below)**

<b>Field</b>	<b>Response</b>
Project Name	
Owner	
Location	

Project Description and Scope	
Delivery Method	
Final Construction Cost	
Firm's Role and Responsibilities	
Reference Contact Information	

**Experience on Tribal Projects**

Field	Response
Project Name and Tribe/Entity	
Description of Tribal Coordination, Permitting, or Cultural Considerations	
Lessons Learned	

**Financial Capacity & Bonding**

Field	Response
Bonding Capacity (Single / Aggregate)	
Surety Name	
Claims or Defaults in Last 5 Years (explain if any)	

**Certifications & Acknowledgment**

Field	Response
Authorized Representative Name & Title	
Signature	
Date	

### Quick Qualification Checkboxes

Mark all that apply:

Item	Check
Native American-owned firm (at least 51% ownership)	<input type="checkbox"/>
Prior experience delivering projects on Tribal Trust land or for Tribal nations	<input type="checkbox"/>
Hotel / hospitality project experience (GC/CM, CMAR, or similar)	<input type="checkbox"/>

If checked, provide supporting documentation in the attachments section (ownership documentation, project list, references, etc.).

### Relevant Project Experience – Project Sheet (Repeatable, 1 page max each)

Complete one sheet per project. Limit each project to ONE page. Attach additional sheets only if requested by Owner.

#### Project Sheet #1

Field	Response (1 page max)
Project Name	
Owner / Client	
Location	
Project Type (Hotel / Mixed-Use / Retail / Other)	
Delivery Method (GC/CM, CMAR, DB, DBB, etc.)	
Contract Value / Final Cost	
Schedule (start–finish; major milestones)	

<b>Your Firm's Role (preconstruction scope; construction scope)</b>	
<b>Key Personnel Involved (names/titles)</b>	
<b>Complexities / Risk Items (utilities, fuel systems, phasing, occupancy)</b>	
<b>Outcomes (budget, schedule, quality; lessons learned)</b>	
<b>Reference (name, title, phone, email)</b>	

## **APPENDIX J**

### **BONDING REQUIREMENTS**

- Performance Bond: 100% of Contract Value
- Payment Bond: 100% of Contract Value
- Surety must be licensed in Washington State

## **APPENDIX K**

### **SAFETY AND EMR DOCUMENTATION**

**Proposers shall submit:**

- Current Experience Modification Rate (EMR)
- Safety program overview
- OSHA recordable rates (last 3 years)
- Name of Safety Manager who will be assigned to this Project

**APPENDIX L**

**Proposal Scoring Matrix**

Category	Weight	Score (0–10)	Weighted Score	Evidence / Notes	Red Flags / Clarifications
Relevant Experience	25%				
Project Team Qualifications	20%				
GC/CM Approach & Methodology	20%				
Tribal Experience & Preference	15%				
Fee Proposal	10%				
Safety Record (EMR, OSHA, Program)	10%				

Total Weighted Score (sum): \_\_\_\_\_

***SOQ components evaluators will use for scoring. Proposers should ensure each item is addressed clearly.***

Scoring Category	SOQ Sections / Fields	Typical Evidence
Relevant Experience (25%)	GC/CM Experience Summary; Relevant Project Experience sheets; hotel/mixed-use examples	3–5 comparable projects; scope similarity; delivery outcomes
Project Team Qualifications (20%)	Key personnel resumes (attach); roles & responsibilities; availability	Experience depth; similar project roles; staffing plan
GC/CM Approach & Methodology (20%)	Narrative attachment: estimating, constructability, phasing, GMP development	Clear process; open-book; risk register; subcontract strategy
Tribal Experience & Preference (15%)	Checkboxes; Tribal project narrative; outreach plan	Documented Tribal projects; meaningful Native subs/workforce plan
Fee Proposal (10%)	Appendix F completed form; clarifications	Transparent fee; clear GC costs; assumptions stated
Safety Record (10%)	EMR; OSHA rates; written safety program; safety lead qualifications	EMR $\leq$ threshold; low incident rate; robust safety plan

## APPENDIX M

### Sustainability & Energy Checklist

Project: Mixed-Use Development – 13000 Highway 101, Shelton, WA

Proposer/Firm Name: \_\_\_\_\_ Date: \_\_\_\_\_

Primary Sustainability Contact (Name/Title): \_\_\_\_\_

Email/Phone: \_\_\_\_\_

#### A. Preconstruction Sustainability & Energy Process

- Provide lifecycle cost considerations (first cost vs. operating cost) in value analysis
- Identify proposed energy/sustainability options with cost + schedule impacts
- Include constructability reviews that reduce waste/rework (examples provided)
- Confirm coordination plan with Architect/Owner for sustainability tracking

Brief description (3–5 bullets):

#### B. EV Charging Infrastructure (Required)

Assumption Basis (check all that apply):

- Allowance included until final charger count/spec confirmed
- Priced as defined scope (charger count/spec known)
- Proposed alternates for added chargers / future expansion

Minimum scope included in GC/CM planning/GMP (check all that apply):

- Utility coordination for capacity/service upgrades
- Trenching/conduit to designated locations
- Panel capacity / electrical room accommodations
- Protective measures (bollards/curbs) as required
- Signage/stripping coordination
- Commissioning/start-up coordination
- Phasing plan supports phased openings by building/business

Proposed assumptions (charger type/networking/metering, if any):

### **C. Stormwater Infiltration Performance & Constructability (Required)**

- Acknowledge site includes significant horizontal improvements and stormwater infiltration systems
- Identify constructability risks for infiltration systems (seasonality, soils, groundwater)
- Provide construction protection plan for infiltration areas (sediment/compaction controls)
- Include testing/verification plan (infiltration testing, compaction, as-builts)
- Identify pretreatment approach for high-traffic/fueling-related runoff areas (as required by permitting)

Proposed stormwater performance target assumption (if used for pricing):

- "Maximum extent feasible" infiltration per permitting requirements
- 90th-percentile, 24-hour event (placeholder)
- Other: \_\_\_\_\_

Key assumptions/exclusions affecting stormwater performance (brief):

### **D. Commissioning / Closeout Support (Energy Performance)**

- Provide schedule integration for commissioning activities (hotel and other applicable buildings)
- Coordinate subs for functional testing and punch/closeout
- Provide O&M manuals and training coordination for Owner operations staff
- Provide warranty documentation supporting performance

### **E. Waste Reduction & Materials (Preferred)**

- Provide construction waste management plan (diversion/recycling targets or approach)
- Protect installed materials from moisture/damage (means & methods described)
- Coordinate low-VOC materials requirements where specified
- Refrigerant management best practices (where applicable)

### **F. Attachments Provided (check all that apply)**

- 1–2 page Sustainability/Energy narrative (required response)
- EV charging assumptions + phasing narrative (if not included above)

- Stormwater infiltration constructability/risk narrative (if not included above)
- Example of prior project sustainability/commissioning support (optional)

**G. Certification**

I certify that the above information is accurate and that our team will support these sustainability and energy requirements during preconstruction and construction.

**Authorized Representative (Name/Title):** \_\_\_\_\_

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

## APPENDIX N

### FF&E Responsibility Matrix (Hotel)

**Parties:** Owner (Island Enterprises, Inc.), GC/CM, Columbia Hospitality (Hotel Operator), Vendors/Suppliers

**Legend:** P = Primary responsibility S = Support A = Approve/Direct I = Informed

Activity / Deliverable	Owner	GC/CM	Columbia Hospitality	Vendors
Define FF&E scope, standards, and budget	P/A	S	S	I
Select FF&E packages, finishes, and substitutions (with brand input)	P/A	S	S	I
Purchase FF&E (unless otherwise directed)	P	I	S	S
Purchase OS&E	I	I	P	S
Coordinate with brand/operator requirements for FF&E/OS&E	A	S	P	I
Create FF&E delivery schedule aligned to construction/phased openings	A	P	S	S
Provide vendor submittals/cut sheets/shop drawings (as applicable)	I	S	S	P
Confirm site readiness for deliveries (access, elevators, staging)	I	P	S	S
Receiving: offload, count, verify packing slips, visible damage log	I	P	S	S
Freight claim initiation support (damage/shortage documentation)	P	P	S	S
Secure warehousing/storage (required): dry, secure, tracked	I	P	S	I

<b>Activity / Deliverable</b>	<b>Owner</b>	<b>GC/CM</b>	<b>Columbia Hospitality</b>	<b>Vendors</b>
Inventory control system / reporting (weekly during peak deliveries)	I	P	S	I
Move FF&E from storage to point-of-use / staging	I	P	S	I
Assembly and installation of Owner-purchased FF&E	I	P	S	S (if specialty install)
Vendor-provided installation (if contract requires vendor install)	I	S	I	P
Protection of installed FF&E during remaining construction	I	P	S	I
FF&E final placement standards (room set-up, orientation, layouts)	A	S	P	I
OS&E placement and operational readiness (housekeeping, back-of-house)	I	S	P	I
Punch list related to FF&E installation (missing/damaged items, touch-up)	I	P	S	S
Coordinate replacements/backorders and install upon arrival	A	P	S	S
Closeout: warranties, manuals (if applicable), inventory reconciliation	A	P	S	S

1. GC/CM is responsible for receiving, warehousing, protecting, delivering to point-of-use, and installing Owner-purchased FF&E unless explicitly excluded in writing.
2. Columbia Hospitality will manage OS&E procurement and assist with FF&E placement and standards for operational readiness.
3. Vendor installation responsibility applies only where the Owner's purchase terms or manufacturer requirements specify vendor install/commissioning.