

Ralph J. Stephenson, P.E., P. C.
Consulting Engineer
323 Hiawatha Drive
Mt. Pleasant, Michigan
ph 517 772 2537
January 27, 1994

Mr. Rich Tilmann
Business Development Director
Saginaw Chippewa Indian Tribe
Entertainment Center
Tribal Operations
7070 East Broadway
Mt. Pleasant, Michigan 48858

Dear Mr. Tilmann:

Re: Proposal for providing professional planning and consulting services for Saginaw Chippewa Indian Tribe Entertainment Center program.

It was very interesting and illuminating to meet with you last week to discuss the Saginaw Chippewa Indian Tribe's planned entertainment complex. I learned a great deal about the Tribe and its work and hope our meeting was of benefit to you.

After thinking about our discussions, the program, and the plans you and the Tribe have for its implementation, I recommend that an early step be preparation of a relatively detailed target plan of action. This action plan will assist you and the others involved in the facility planning, design, and construction to

- 1.) model and simulate possible courses of action that will maintain a high probability of program success.
- 2.) predict with considerable accuracy the sequence and progress of actions that program work should follow to achieve optimum success.
- 3.) make possible the allocation of resources needed to insure the provision of such resources as will keep the program and its individual projects healthy and on time.
- 4.) permit accurate and easy communication with others involved with the program relative to yours and the Tribe's plans, schedules, expectations, desires, and requirements.
- 5.) allow selection of project team members at a time, and in a manner so as to help insure assembly of the best talents available.
- 6.) help improve communications and management of the program by providing clear statements of the communications channels, and lines of authority and responsibility desired and needed by you and the Tribe.
- 7.) allow and encourage accurate project progress tracking as the Entertainment Center program moves through planning, design, construction, turnover, and into operation.

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8.) encourage and provide a measurement yardstick for accurate, periodic, ongoing evaluation of project performance.

9.) permit meaningful, timely, and helpful input into the project planning, design, and construction from the Tribe and its representatives.

My experiences in the planning, design, and construction of facilities of all sizes and types has repeatedly demonstrated the need to achieve the above nine goals in effective project work. This is especially true when the success potential must be kept at a higher level than usual.

I suggest I prepare, in conjunction with you, the Tribe staff, and others involved in the early management work, a master activity check list and network logic model of the entire Entertainment Center program. The check list and network model will be built from the the Tribe's concept paper, and your work outline, coupled with my professional experience in helping guide and manage such work. The action planning will be kept current in accordance with the goals and objectives of the Tribe through their representation on the project.

The general planning process is illustrated in the enclosed graphic depiction of development cycle actions and organization (attachment A). This chart shows the broad major steps to be taken in most development programs along with the organizational elements responsible for their accomplishment. A brief narrative description of the major elements is also included (attachment B).

When we met I discussed with you a total development network model showing step by step actions through the various phases of the work to be accomplished. A template chart of this development network is enclosed (attachment C). This basic network is usually adapted and revised to show the special needs of each individual program as it evolves. Please note that the four sheets can be assembled into a strip plan if desired. I have left the sheets unassembled in the event you wish to copy them for distribution to others.

Also enclosed is an additional copy of my professional resume along with a partial project list of recent work I have been engaged upon.

In my work with you and the Tribe I suggest we prepare a general development plan for the Entertainment Center program, and then as each major phase is established and approved, prepare a detailed plan of action that will take the program team through the entire process. The end product of this effort will be a series of network models showing the activities and resources needed to execute the various projects from beginning to end.

As the networks are being prepared, the actual architectural, engineering, and construction work will be initiated. To properly manage the work it is essential to evaluate the many different organizational options available for structuring the direction of the program, and to select a suitable project delivery system for the individual projects. The project delivery organization and systems will be derived from the plan of work - thus building the management structure to fit the program needs.

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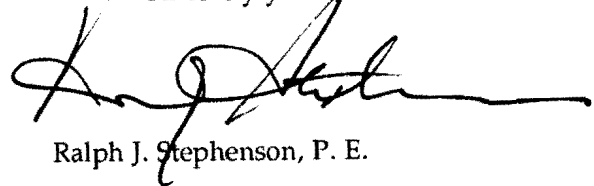
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Thank you very much for your courtesy, and your interest in the assistance I am able to provide. The Entertainment Center is an important project for the Tribe and the Mt. Pleasant community. Its planning must be done well, as must its design and construction. I am pleased to be considered for helping you and shall look forward to hearing from you soon.

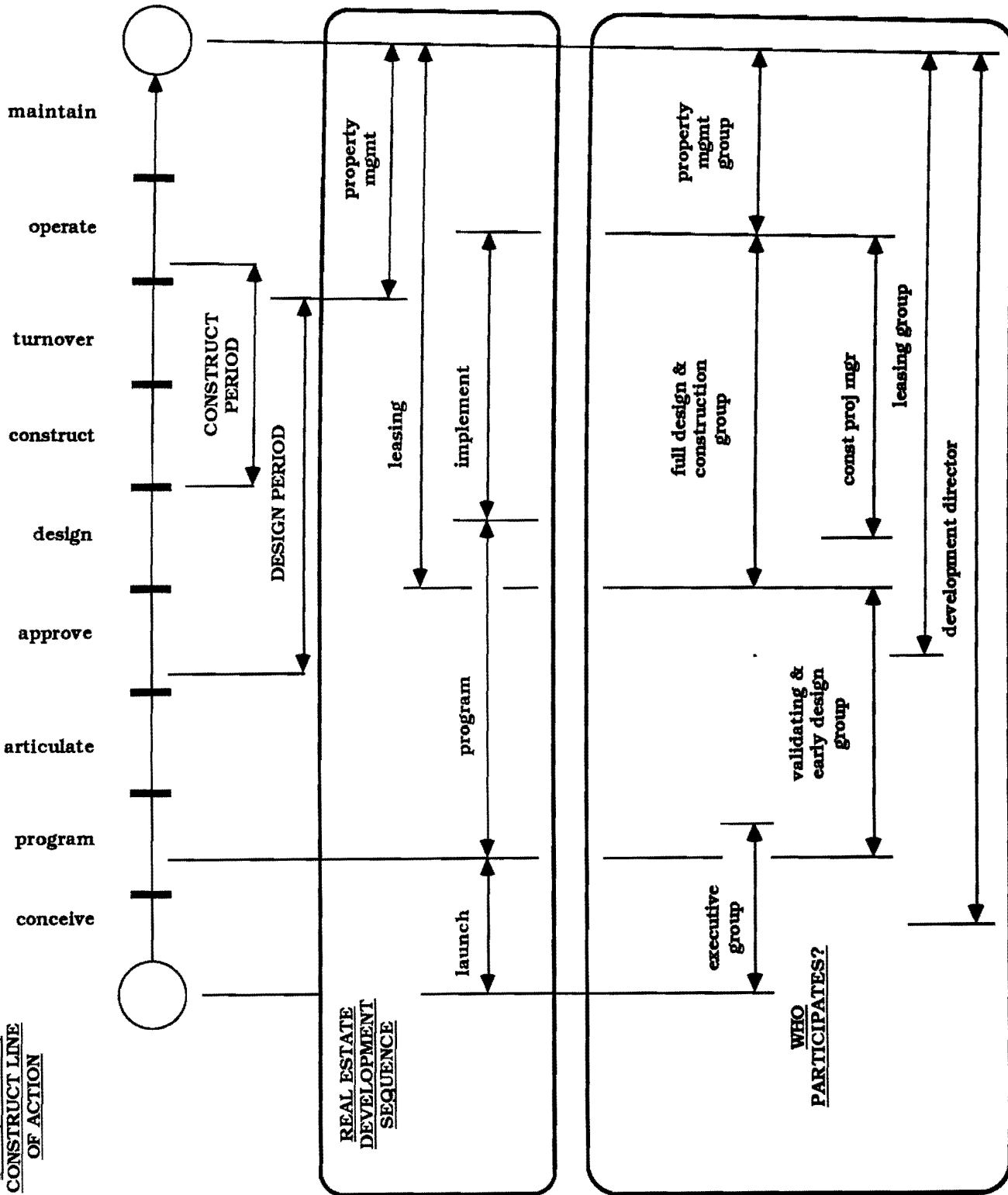
Sincerely yours



Ralph J. Stephenson, P. E.

enclosures: Development chart
 Development phase descriptions
 Development network template
 Resume
 Partial project list

PLAN, DESIGN,
CONSTRUCT LINE
OF ACTION



Attachment A

- **Attachment B - Development phases** - Ralph J. Stephenson PE - ho 336
 - **Phase A - Launching a project**

The launch phase of the work is concerned primarily with locating & nurturing development opportunities or assets intended for long-term ownership and use. If the company's desire is to create negotiable development assets, the launch group works on the front edge of this effort. The launch group may call upon other functional elements of the organization as needed but the launch group must be independently creative, flexible, knowledgeable & understand and enjoy the development process.

The launch group is headed by the chief operating officer of the firm. Upper management members in charge of the other functional elements are members of his launch group. They are charged with locating high potential project opportunities, and screening and profiling them so as to maintain a high percentage of success probability.

The launch group should be relatively unstructured but must maintain a rigorous discipline relative to communication with others in Element A as well as those in their specific area of functional responsibility.

In addition, members of Element A are responsible for maintaining meticulous documentation of opportunities and related action.

- **Phase B - Developing the project program**

The project program staff works closely with the launch group to take over the created and profiled opportunity and substantiate its validity, or justify its rejection. The programming group's job is to bridge the gap between the free wheeling creative actions necessary in the launch action and the project implementation action. They often are the cool voice of business reason.

It is critical to understand that the program phase is where development funds are actually committed. These funds are then spent during another phase. Thus projects that emerge from the program analysis must be those with the highest probability of success.

In a sense the program function forces the project to prove itself as a feasible course of action to produce a negotiable development, or a long-term ownership asset.

Where deficiencies are located in a created opportunity, but there appears to be some soundness to the project, the program function is responsible for effecting acceptable changes to the elements that are their responsibility so as to make the project a go!

In this sense the program group must be every bit as creative as is the launch group.

- **Phase C - Implementing the project**

During the project implementation period the specific contract documentation is produced and the project is built, leased and occupied. In essence, the majority of the funds committed to the project during the launch and program phases are actually spent on design and construction during implementation.

Leasing during project implementation is basically rental work taking place that allows tenant improvements to proceed concurrently, sequentially and in harmony with owner work.

The project implementation staff also carries out major remodeling work to existing properties as compared to minor improvements made by the properties staff. Decisions on what is a major & minor project must be arrived at jointly by the functional groups with the aid of the executive staff.

- **Phase D - Managing improved properties**

The property management group actually exerts management control over improved properties to insure they are successful investments. The property management staff is also responsible for continuous evaluation of each property to determine the best future course of action relative to that property at any given time.

Minor improvements to existing properties in the portfolio are the responsibility of the property management group. Property management determines the scope of work, arrange for the design and construction, and see that the necessary field work is done.

- **Phase E - Maintaining the ongoing organization**

The ongoing organization is an essential supportive staff designed to permit effective functioning of project oriented elements of the organization. It is a relatively high overhead operation built to serve operations.

In a project oriented firm the individual programs or projects drive the company; as such the support or ongoing group must be kept lean but be given all the tools needed to properly buttress line activities.

- **Phase F - Leasing the asset**

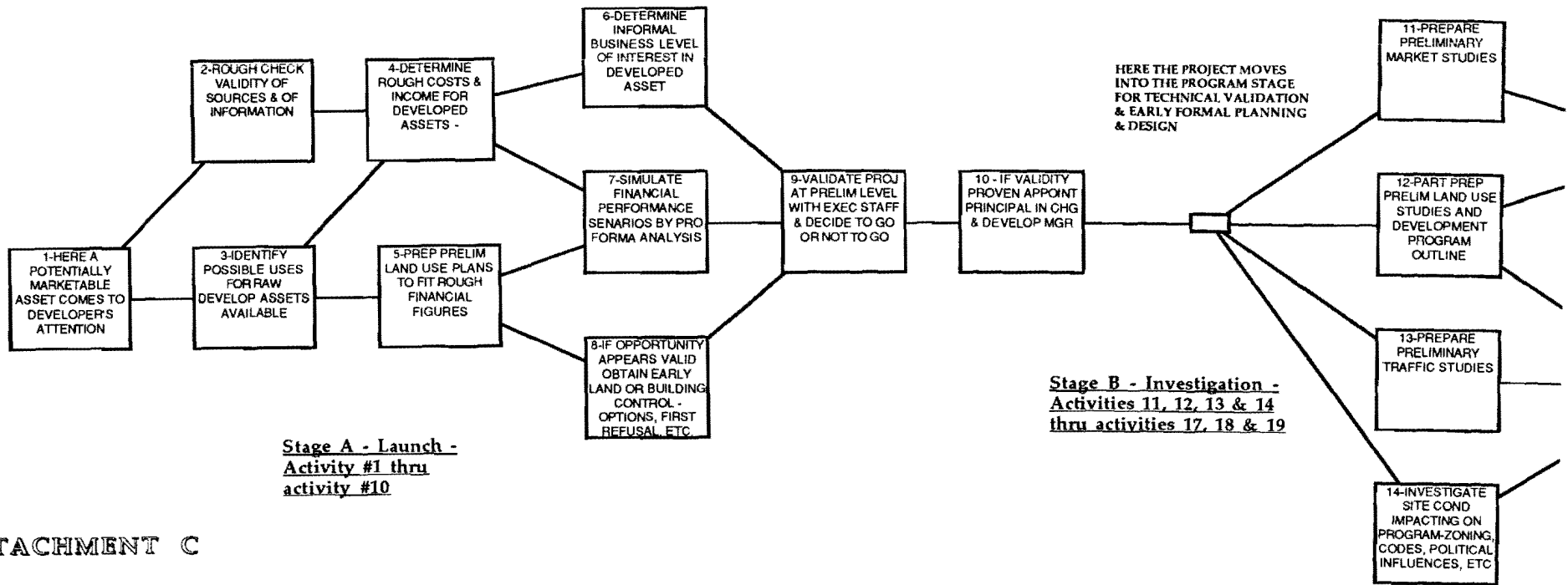
Leasing of an asset usually signals the start of income flow which can be used to retire outstanding indebtedness. Many of the actions of the leasing program are accomplished in close cooperation with work accomplished in Elements B, C & D. However, final responsibility for leasing results rests with the leasing department and those charged with

*Ralph J. Stephenson, P. E.
Consulting Engineer*

its managment.

The leasing program usually includes both lease negotiations, and design and construction of the tenant space within the tenant's demised premises.

Tenant design and construction is usually carried out at a different pace than the base or landlord design and construction. For this reason the design and construction of the space may be assigned to a tenant coordinator who acts as the project manager for the tenant space work.



ATTACHMENT C

EARLY START DURATION
EARLY FINISH

128 - FILE FOR VARIANCE ON CROSS ACCESS AGREEMENT (1, 5) - 10

- ACTIVITY NUMBER
- ACTIVITY DESCRIPTION
- THOSE RESPONSIBLE ()
- ACTIVITY DURATION IN ESTIMATED ELAPSED WORKING DAYS

LATE START LATE FINISH

RESERVED ACTIVITY NUMBERS

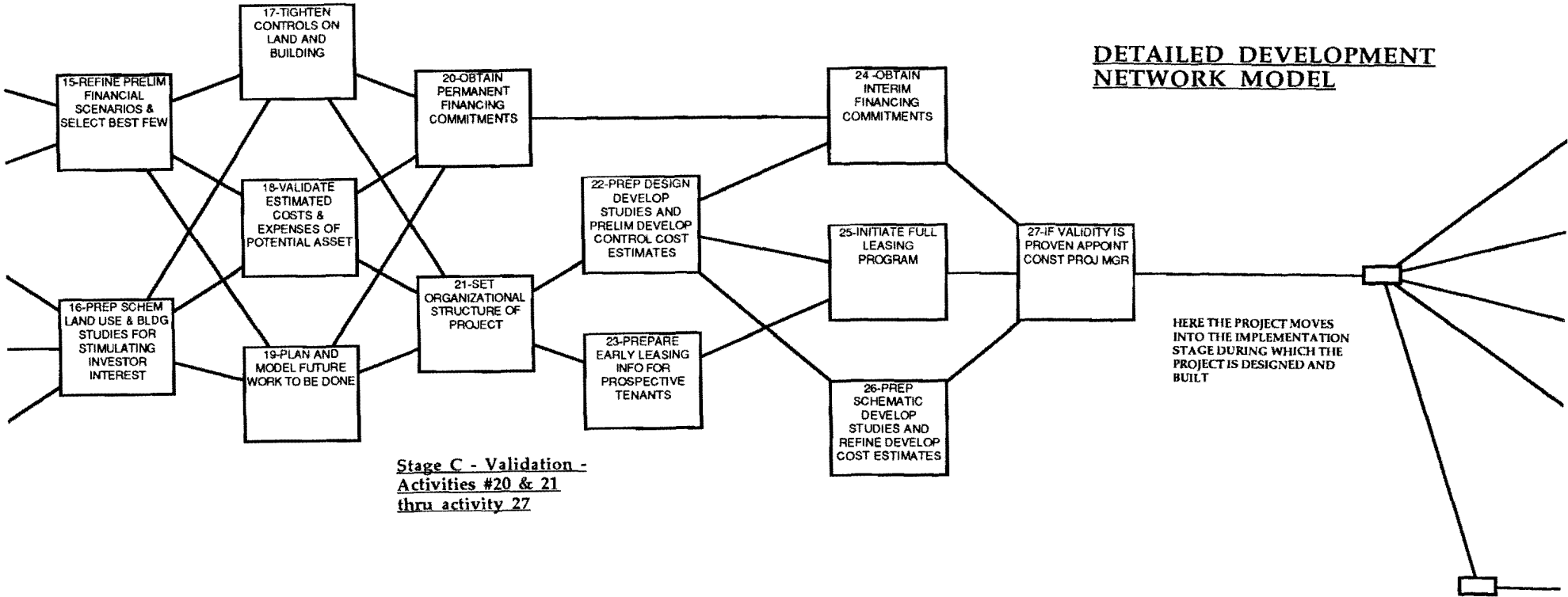
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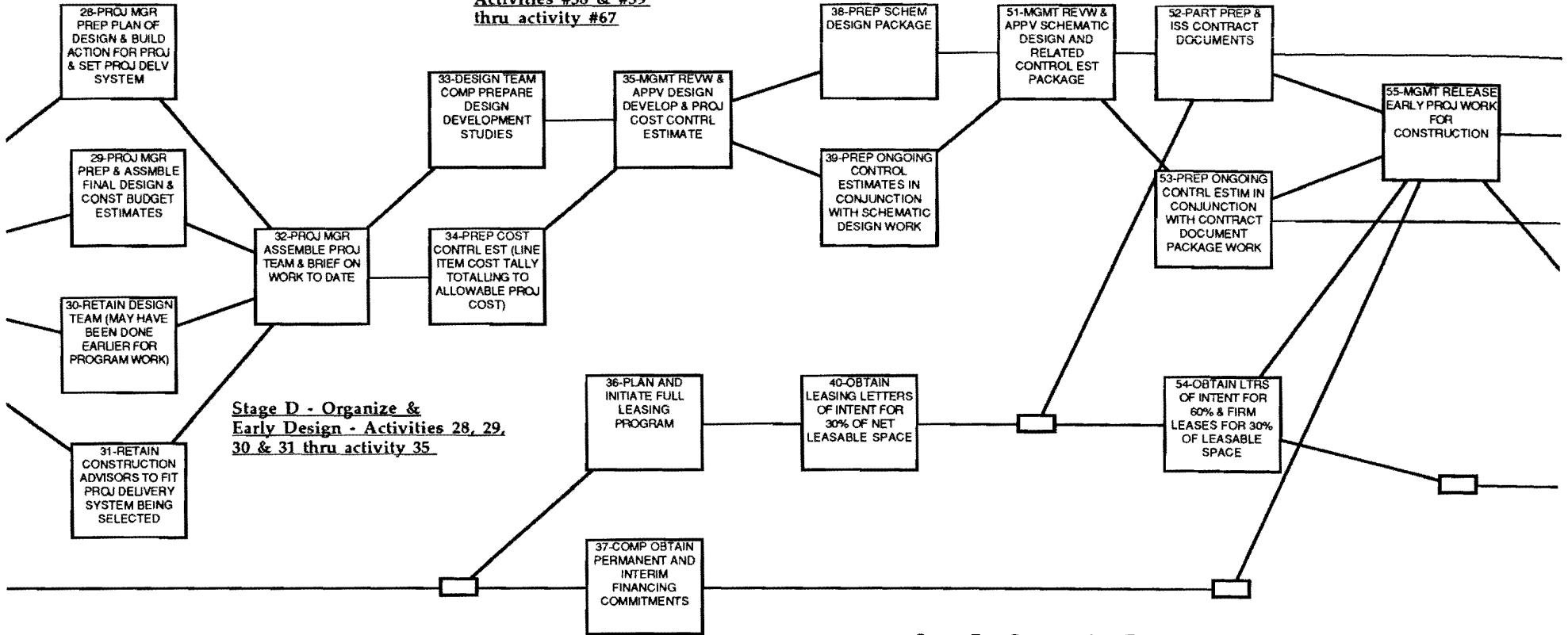
DEVELOPMENT PROCESS FLOW CHART

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DETAILED DEVELOPMENT NETWORK MODEL

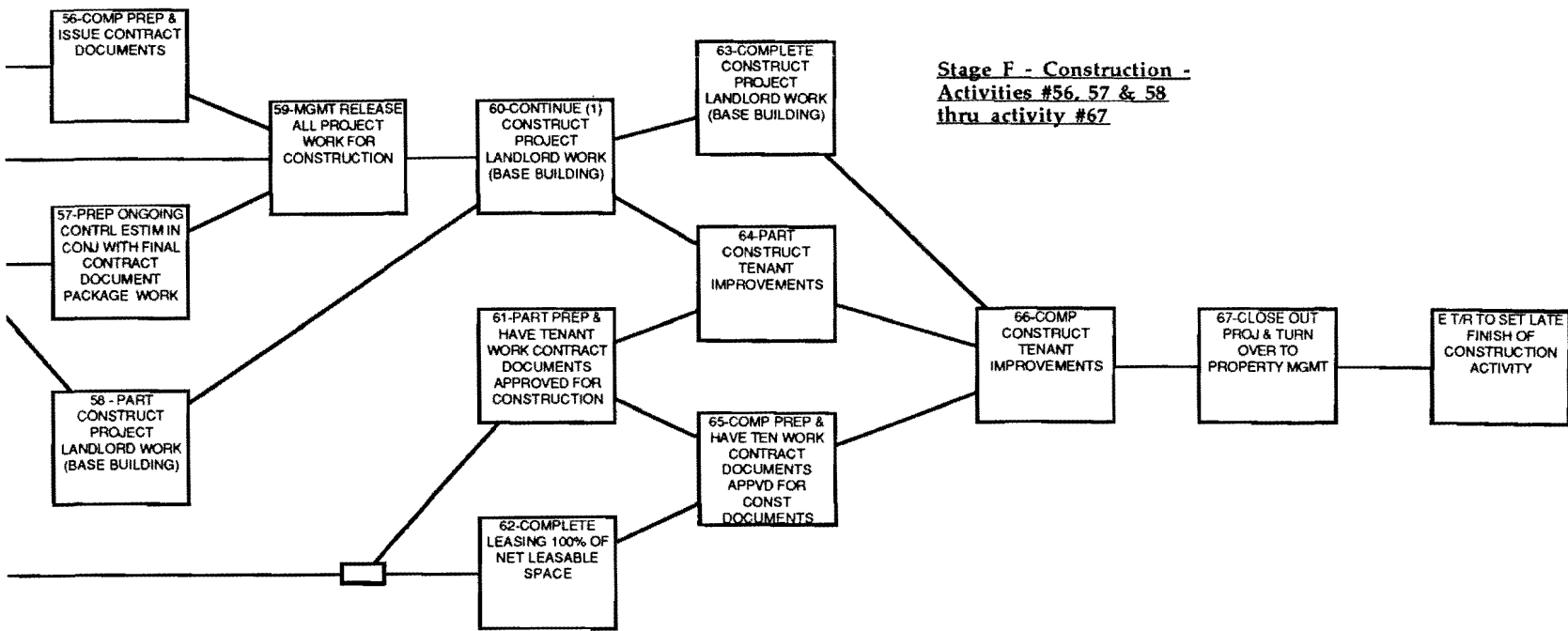


**Stage G - Leasing -
Activities #38 & #39
thru activity #67**



**Stage D - Organize &
Early Design - Activities 28, 29,
30 & 31 thru activity 35**

**Stage E - Construction Documents -
Activities #38 & #39 thru activity #55**



Stage F - Construction -
Activities #56, 57 & 58
thru activity #67

CONSULTING AGREEMENT

THIS AGREEMENT (the "Agreement") is made and entered into this 21 day of Feb, 1994 by and between Ralph J. Stephenson (the "Consultant") located at 323 Hiawatha Dr, Mt Pleasant and the Saginaw Chippewa Indian Tribe of Michigan, a federally recognized tribe, (the "Tribe") located at 7070 East Broadway, Mt. Pleasant, Michigan 48858.

WHEREAS the Tribe desires to obtain the services of a consultant to prepare a detailed action plan for the development of a casino gaming complex in Isabella County, Michigan and whereas the Consultant is capable of providing such services, the Consultant and the Tribe hereby agree as follows:

1. **TERM OF AGREEMENT.**

The Agreement shall be effective on the date executed by both Consultant and Tribe and shall remain in effect until all services to be provided by the Consultant have been provided.

2. **SERVICES.**

The Services to be provided by the Consultant are set forth in the Consulting Proposal dated January 27, 1994 (Exhibit A), consisting of 3 pages and including attachments A and B, attached hereto and incorporated herein by reference.

3. **CONFIDENTIALITY OF INFORMATION.**

Any information of a confidential nature obtained by the Consultant from the Tribe may be used by the Consultant solely for the purposes of providing the specific services to be provided under this Agreement. Generally, confidential information is any information that is not known to the consultant prior to entering this Agreement and not generally known within the gaming industry and includes, but is not limited to, written information, information that is disclosed verbally and any other information which may be made available to the Consultant as a party to this Agreement and pursuant to its purposes. The Consultant shall at all times during and after the term of this Agreement maintain the confidentiality of any such information and shall not disclose such information to third parties without the express written consent of the Tribe. The Consultant shall not duplicate any confidential information in a tangible form and shall return such information to the Tribe along with any notes or compilations immediately after the need for such information has expired.

4. **FEES AND PAYMENTS.**

The Tribe shall pay Consultant at a rate of \$95.00 per hour and reimburse Consultant for expenses incurred according to the fee and expense provisions set forth in Exhibit A. The Consultant shall submit monthly billings for services performed with an itemized accounting of the specific tasks performed and the time spent on each such task to the tenth of an hour. Expense vouchers shall accompany monthly billings and expenses shall be reimbursed for actual expenses incurred and receipts for all such expenses shall accompany the expense vouchers.

5. **ASSIGNMENT AND SUB-CONTRACTORS.**

This Agreement shall not be assigned by either party and such assignment shall be void

without prior written consent. The Consultant shall not sub-contract any part or all of the services to be rendered under this Agreement without the prior written consent of the Tribe.

6. SOLE AGREEMENT.

This Agreement represents the complete agreement between the parties and no other agreement, either written or oral, shall be effective. No modification of the Agreement shall be effective unless in writing and signed by both parties.

7. INDEMNIFICATION.

The Tribe shall indemnify and hold harmless the Consultant and the Consultant's employees or representatives against all liability, claims, actions, damages, demands, or expenses arising directly from any acts or omissions of the Tribe. Any negligence of the Consultant in such instance shall not operate as a bar to the Consultant's right to indemnification under this Agreement.

The Consultant assumes full liability for the students in the training program. The Consultant shall indemnify and hold harmless Tribe the and the Tribe's employees or representatives against all liability, claims, actions, damages, demands, or expenses arising directly from any acts or omissions of the Consultant. Any negligence of the Tribe in such instance shall not operate as a bar to the Tribe's right to indemnification under this Agreement.

8. TERMINATION OF AGREEMENT.

This Agreement may be terminated without cause by either party upon notification of intention to terminate signed by the terminating party and delivered by registered or certified mail to the other party no less than 3 days in advance of the date of termination.

9. GOVERNING LAW.

The governing law for this Agreement shall be as follows: 1) the laws of the Saginaw Chippewa Indian Tribe of Michigan; 2) in the absence of applicable tribal law, federal law; and 3) in the absence of applicable tribal and federal law, the laws of the State of Michigan.

10. SEVERABILITY.

The provisions of this Agreement are severable. If any provision of this Agreement is determined to be invalid or unenforceable it shall be considered deleted from this Agreement and the invalidity of such provision shall not affect the validity or enforceability of any other provisions which shall be given effect in the absence of the invalid provision.

11. WAIVER OF BREACH.

The waiver by either party of the right to a remedy pursuant to a breach of any provision of this Agreement by the other party shall not be construed to be a waiver of the right to a remedy as to

any subsequent breach.

AGREED

SAGINAW CHIPPEWA INDIAN TRIBE OF MICHIGAN

Gail George 2-23-94
Gail George, Tribal Chief Date

Ralph J. Stephenson 2/21/94
Ralph J. Stephenson Date

EXHIBIT A

Ralph J. Stephenson, P.E., P. C.
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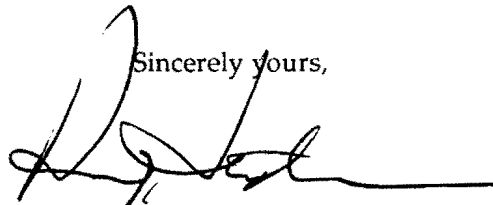
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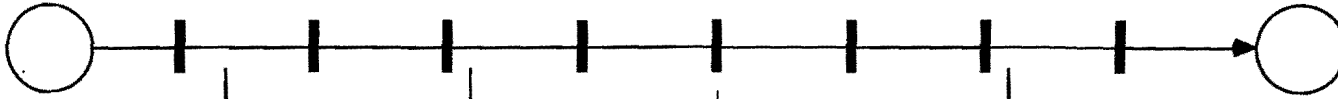


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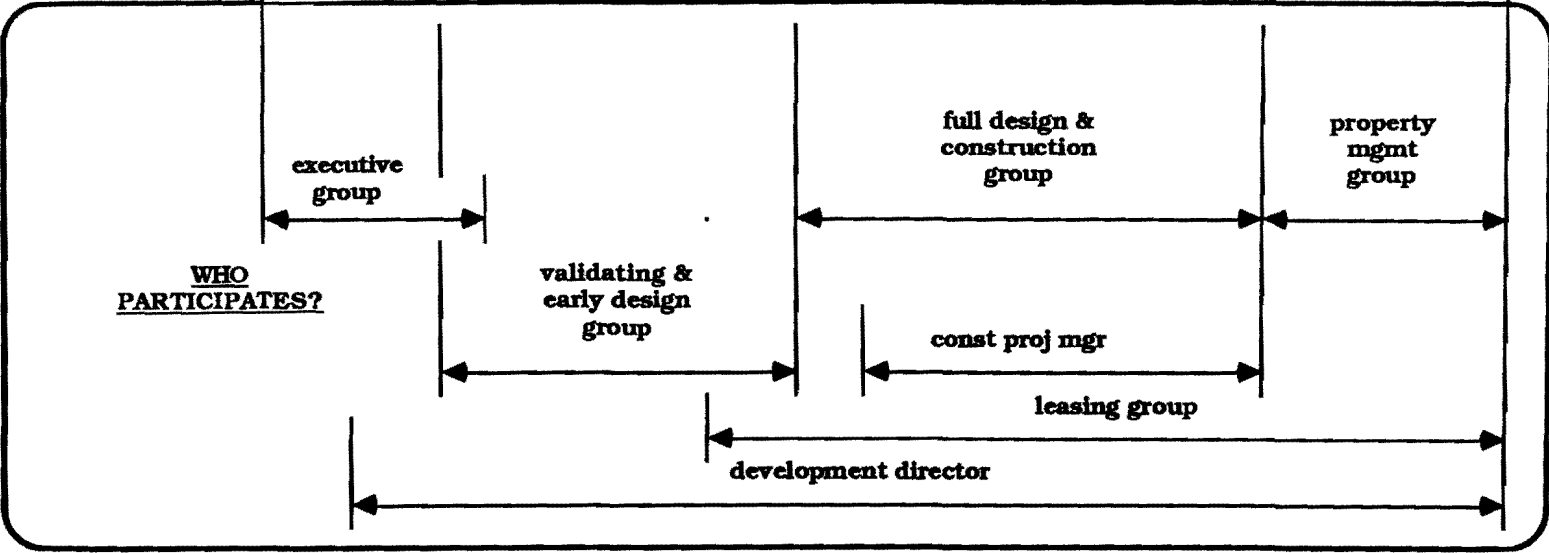
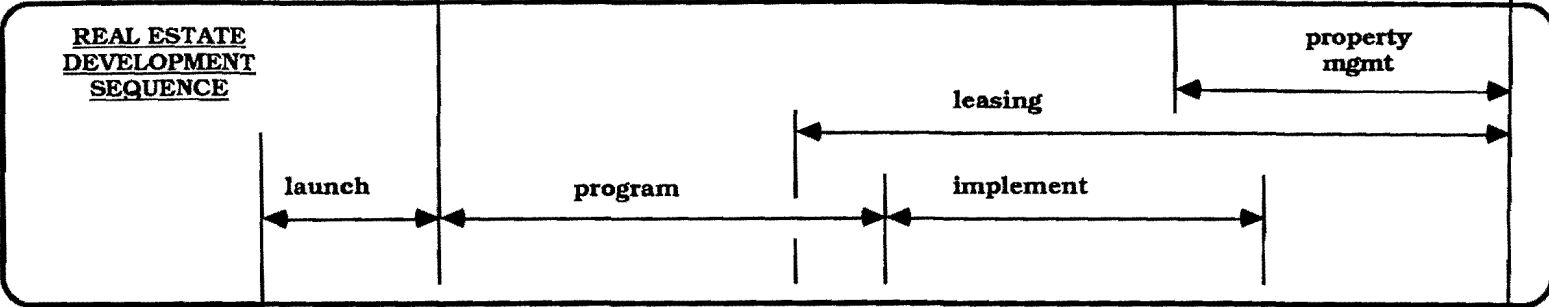
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**PLAN, DESIGN,
CONSTRUCT LINE
OF ACTION**

conceive
program
articulate
approve
design
construct
turnover
operate
maintain



DESIGN PERIOD
CONSTRUCT PERIOD



- **Attachment B - Development phases - Ralph J. Stephenson PE - ho 336**
 - **Phase A - Launching a project**

The launch phase of the work is concerned primarily with locating & nurturing development opportunities or assets intended for long-term ownership and use. If the company's desire is to create negotiable development assets, the launch group works on the front edge of this effort. The launch group may call upon other functional elements of the organization as needed but the launch group must be independently creative, flexible, knowledgeable & understand and enjoy the development process.

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E. Glossary of terms - updated 02/28/94

1. Sceneography

A approach to art and design utilizing forms in addition to flat colors and images to convey impressions. An example is the Gaylord syndrom. The form conveys the message about the culture.

2. Components - of the multi use entertainment complex

a) Gaming attractions

- (1) Bingo
- (2) Banking card games
- (3) Non banking card games
- (4) Craps and related dice games
- (5) Wheel games
- (6) Roulette
- (7) Slot machines
- (8) Electronic games
- (9) Keno

b) Entertainment attractions

- (1) Nationally known stage shows
- (2) Teen club with arcade, stage & dance facilities
- (3) Night club shows associated with lounge entertainment
- (4) Dinner club programs
- (5) Adult lounge with stage and dance facilities
- (6) Indoor recreational facilities
 - (a) Indoor water park
 - (b) Pools
 - (c) Racquet ball courts
 - (d) Fitness center
 - (e) Small recreational facilities
 - i) Put put golf
 - ii) Three man basketball
 - (f) Theater
 - (g) Interactive video technology
- (7) Outdoor recreational facilities
 - (a) Pohl Cat and other golf
 - (b) Canoe excursions and rental
 - (c) Race track

c) Hospitality attractions

- (1) Full service hotel
- (2) Convention and banquet facilities
- (3) Audio visual and telecommunication services
- (4) Amenity services
 - (a) Fitness
 - (b) Pool areas
 - (c) Lounge
 - (d) Cafe/ restaurant
 - (e)

d) Conference center

- (1) Conference rooms

- (2) Group food service facilities
 - (3) Small auditorium facilities
 - e) Convention center
 - (1) Large unobstructed floor space
 - (2) Satellite conference space
 - f) Retail attractions
 - (1) Native American crafts
 - (2) Non native American crafts
 - (3) Specialty food cafes
 - (4) Clothing shops
 - (5) Specialty shops
 - (6) Personal services
 - (7) Auto service center
 - (8) etc.
 - g) Museum and cultural center
 - (1) Museum
 - (2) Classroom spaces
 - (3) Conference spaces
 - (4) Archives
 - (5) Woodland village
 - (a) Pow wow grounds
 - (6) Tribal school
 - (7) Cultural center
 - (8) Graphic arts and media center
 - (9) Publishing facilities
 - (10) Theater & multi media facilities
 - (11) Academic research center
 - (12) Library
 - (13) Arts in residence
3. **Entertainment - family**
Activities that will provide entertainment for each age level of the family group and will provide a link between the total facility and the cultural facilities.
- Includes playgrounds for kids. arcades for teen agers. Gaming for adults - gaming, cards, bingo.
4. **Entertainment - gaming as entertainment**
Bingo, cards, casino and others that appeal to the adult.
5. **Entertainment - auditorium type**
High cost facility, national draw acts,
6. **Entertainment - museum/cultural center**
An attraction that preserves, presents and communicates the present and past culture and history of the Saginaw Chippewa Tribe. For f
- A family type of attraction that brings the family to the facility and keeps them there. Must have total Tribe support and involvement for success. Should have an auditorium component.
7. **Back room - back of house**
The elements of the program that house the operation and management staff and equipment serving the customers of the total complex.

Ralph J. Stephenson P.E. P.C.

Consulting Engineer

March 26, 1994

Memo to: Rich Tilmann
Al Goudreau

From: Ralph J. Stephenson

Re: Draft of preliminary assumptions as of March 26, 1994

For: Discussion and use in beginning preparation of summary network models at meeting on Monday, March 28, 1994

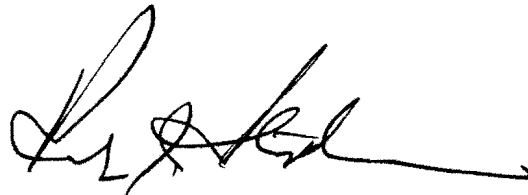
Attached is a set of notes concerning preliminary assumptions about the Saginaw, Chippewa Tribe Entertainment Complex taken from various sources and from our meetings to date.

Mr. Tilmann and I reviewed this material briefly on Friday, March 25, 1994, and I have made some revisions and additions based on this meeting. The material is broken into 18 different categories of assumptions each of which should be addressed as the total program is established. There will undoubtedly be additional categories as our work proceeds, but this set should be adequate for the early summary network planning of the work over the next 12 to 18 months.

Although I know you will probably not be able to read the entire document prior to our meeting at 1:00 PM on Monday, March 28, 1994, I thought you might be able to quickly glance at the major categories listed in the subject index on pages i & ii.

I have not given Larry or Shelley copies of the document, with the expectation that there will be further additions and changes. When these are made I shall send or deliver an edited copy to one or both of them.

If you have any questions please don't hesitate to call Monday morning.



Ralph J. Stephenson

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- The Tribe Education Department will prepare an education, and training plan that interfaces, 10

Funding assumptions. 10

- That a thorough, objective investigation will be made to determine and set possible sources of, 10
- That pro formas will be available to design and construction teams to guide program writing, 10

Market assumptions 10

- Development waves projected by overview members, 10

Operational assumptions 11

- Existing gaming component would likely be leased from the total facility entity., 11
- Must watch to see that we don't manage the totality as micro systems., 11
- The alcohol service problem will be rethought. Important to the marketing effort., 11
- The current appeal of the gaming facility is not necessarily to the upper socio economic levels., 11
- The Tribal Council will approve the charter., 11
- The Tribe will develop operational legal documents., 11
- The Tribe will establish a leasing action program., 11
- The Tribe will establish the real estate management structure needed for the complex., 11
- The Tribe will prepare an enterprise charter., 11
- The Tribe will set the organizational structure for management of facility., 11

Ultimately the gaming may lease their space from the total facility management., 11

Overview committee assumptions 11

Charge of the facility (overview) team, 11

Role of overview consultants is to act as a competent professional and in the interest of the, 11

Participant and staffing assumptions 11

- Potential participants include:, 11

• Project character assumptions 12

At the future transition the museum and cultural facilities will kick in as major driving engines., 12

Gambling is to be a component - it is the major front end financial & attraction engine., 12

Program is to result in a family oriented, destination tourist facility, 12

The cultural center and museum may not necessarily be a profit center. It is more of a, 12

The tourist theme is critical - it will ultimately assist the gambling engine & insure viability in, 12

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• Project delivery system assumptions - refer to contract assumptions above for . . . 12

Site design project delivery system, 12

Facility design project delivery system, 12

Site construction project delivery system, 12

Facility construction project delivery system, 12

May want to sub divide the facility design so as to use multiple design teams., 12

Will fast track the construction project., 12

Will have a construction manager or consultant on board early in the project concurrent with, 12

Real estate assumptions 12

Some properties in total 700 acre site are not included within this program., 12

The Tribe will complete the desired and needed land acquisition., 12

Site assumptions 12

Will probably use city waste treatment facilities., 12

Will probably use on site potable water wells and retention, 12

Will redesign of intersection of Leaton and M20., 12

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Must bring along the Tribal leadership to assist and participate properly in the project., 12

Must try to make the Tribe participation in the meetings as intense as possible., 12

Probably not too much probability of intertribal cooperation on the museum and cultural, 12

**A. Assumptions to be made for preliminary planning purposes as of printing date -
in alphabetical order**

1. Building and facility assumptions

a) Total program component assumptions

Current planning components that will ultimately make up the total foreseeable future program of development.

(1) Conference center

- (a) Conference rooms
- (b) Group food service facilities
- (c) Related service and utility facilities
- (d) Small auditorium facilities
- (e) Others?

*• Teleconferencing
• Office services
• AV rentals*

(2) Convention center

- (a) Large unobstructed display floor space
- (b) Satellite conference space
- (c) Related service and utility facilities
- (d) Others?

(3) Entertainment attractions

- (a) Adult lounge with stage and dance facilities
- (b) Dinner club program facility
- (c) Indoor recreational facilities
 - i) Indoor water park
 - ii) Pools
 - iii) Racquet ball courts
 - iv) Fitness center
 - v) Small recreational facilities
 - (1) Putt putt golf
 - (2) Three man basketball
 - vi) Theater
 - vii) Interactive video recreation
 - (1) Splat ball
 - (2) Other
- (d) Nationally known stage show facility
- (e) Night club show facility associated with lounge entertainment
- (f) Outdoor recreational facilities - some existing
 - i) Amphitheater
 - ii) Pohl Cat and other golf facilities
 - iii) Canoe excursions and rental facilities
 - iv) Race tracks
- (g) Related service and utility facilities
- (h) Teen club with arcade, stage & dance facilities
- (i) Others?

(4) Gaming attractions

- (a) ~~Bingo~~
 - i) Bingo hall
 - ii) Food service facilities

- iii) Related service and utility facilities
 - (1) Service cores at circulation areas
 - (2) Public toilet room
 - (3) Check cashing
 - (4) Bingo packet sales
 - (5) Pull tab stations
 - (6) Mechanical rooms
 - (7) Electrical rooms
 - (8) Storage space
- iv) Stage area
- v) Others?
- vi) General observations and questions re bingo
 - (1) The bingo customer is different than the other gaming customers. What are the differences?
 - (2) Bingo requires a large floor space.
 - (3) Current square footage of space - about ?
 - (4) Could it be in a multi story facility?
 - (5) Will run shuttles between gaming buildings and bingo hall if justified.
 - (6) What will be done with the existing Soaring Eagle facility?

(b) Casino

- i) Banking card games
- ii) Craps and related dice games
- iii) Electronic games
- iv) Food service facilities
- v) Keno
- vi) Non banking card games
- vii) Paymaster
- viii) Pull tab stations
- ix) Related service and utility facilities
 - (1) Service cores at circulation areas
 - (2) Public toilet rooms
 - (3) Check cashing
 - (4) Pull tab stations
 - (5) Mechanical room
 - (6) Electrical room
- x) Roulette
- xi) Slot machines
- xii) Table games
- xiii) Wheel games
- xiv) Others ?

(5) Hospitality attractions

- (a) Amenity services
 - i) Cafe/restaurant
 - ii) Fitness
 - iii) Limited conference facilities
 - iv) Lounge
 - v) Pool areas
- (b) Audio visual and telecommunication services
- (c) Convention and banquet facilities
- (d) Full service hotel

- (e) Related service and utility facilities
- (f) Others?
- (6) Museum and cultural center
 - (a) Components - listed alphabetically
 - i) Academic research center
 - ii) Archives
 - iii) Arts in residence
 - iv) Classroom spaces
 - v) Conference spaces
 - vi) Cultural center
 - vii) Graphic arts and media center
 - viii) Indian gaming history display
 - (1) Lacrosse
 - (2) Other
 - ix) Library
 - x) Museum
 - xi) Publishing facilities
 - xii) Theater & multi media facilities
 - xiii) Tribal school
 - xiv) Woodland village
 - (1) Pow wow grounds
 - xv) Others?
 - (b) General observations
 - i) Thinking must come from the Indian community.
 - ii) Ziibiwing Cultural Society has been asked and may assist in doing the museum and cultural center programming.
 - iii) Community must have considerable program and design input into the museum design.
 - iv) One of the Tribal staff members, yet to be put under contract, will act as the managing focus of the museum/cultural center effort and program writing.
- (7) Retail attractions
 - (a) Auto service center
 - (b) Clothing shops
 - (c) Native American crafts
 - (d) Non native American crafts
 - (e) Personal services
 - (f) Related service and utility facilities
 - (g) Specialty food cafes
 - (h) Specialty shops
 - (i) Others?
- (8) Bus & group visitor reception.
 - (a) Bus registration
 - (b) Coat check
 - (c) Offices
 - (d) Toilet rooms
 - (e) Vending area
- (9) Service and support facilities
 - (a) Employee day care facilities
 - (b) Employee related medical facilities
 - i) Emergency medical care

- ii) Employee screening facility
 - (c) Food service areas
 - i) Food preparation
 - ii) Seating
 - iii) Serving
 - (d) Functional areas - some located with individual components
 - i) Ante room
 - ii) Bingo paper storage/prep
 - iii) Elevators
 - iv) Employee break room & training
 - v) Employee entrances
 - vi) Garage
 - vii) Holding cell
 - viii) Loading dock
 - ix) Locker rooms
 - x) Maintenance areas
 - xi) Money room
 - xii) Receiving office
 - xiii) Sally port
 - xiv) Security offices
 - xv) Vault
 - xvi) Video technician area
 - xvii) Others
 - (e) Operating offices
 - i) Accounting area
 - ii) Conference rooms
 - iii) Executive offices
 - iv) Gaming Commission and staff offices
 - v) Personnel area
 - vi) Tribal chairman's office
 - vii) Visitor reception area
 - viii) Others?
 - (f) Security offices
 - (g) Surveillance facilities
 - (h) Others?
- b) Level 1 component assumptions - see total program section for detailed information

Level 1 components are the engine components that drive the complex and make it feasible. These are the early high priority market, program, design and construction elements.

- (1) Entertainment attractions
 - (a) Indoor recreational facilities
 - (b) Teen club with arcade, stage & dance facilities
 - (c) Night club show facility associated with lounge entertainment
 - (d) Dinner club program facility
 - (e) Adult lounge with stage and dance facilities
 - (f) Outdoor recreational facilities - some existing
- (2) Gaming attractions
 - (a) Bingo
 - (b) Casino

- (3) Hospitality attractions
 - (a) Full service hotel
 - (b) Amenity services
- (4) Retail attractions
- (5) Bus & group visitor reception
- (6) Service and support facilities
 - (a) Employee day care facilities
 - (b) Functional areas
 - (c) Food service area
 - (d) Operating offices
 - (e) Security offices
 - (f) Surveillance facilities
 - (g) Others??
- c) Building convertibility assumptions.
 - (1) Do not want to build a building now to house a facility of a different type in seven years.
 - (2) Do want to build with convertibility in mind.
 - (3) Want to take optimum advantage of the income potential of the current market.
 - (4) Use communications conduit for the services needed. Probably will use coaxial cable, fiber, twisted pairs.
- d) Example sizes
 - (1) Casino (shown for gaming #2 - Itl)
 - (a) Foot print 105,998 square feet
 - (b) Main floor 105,998 square feet
 - (c) Basement 19,400 square feet
 - (d) Mezzanine 7,311 square feet
 - (e) Total area 132,809 square feet
- e) Code assumptions
 - (1) Tribe is exempt from all local area, state, regional or federal codes and permit requirements.
 - (2) Indian Health Service may act in manner similar to regulatory health agencies on project facilities normally requiring health department reviews and approvals.
 - (3) Tribe fire department may act in manner similar to regulatory fire inspection agencies on project facilities normally requiring fire related reviews and approvals.
 - (4) Tribe may contract out inspection services.
 - (5) Tribe will build to Building Officials Conference of America building code (BOCA).

2. Construction assumptions

- a) Examples of project lengths and date
 - (1) Prime contractor said will do in 10 1/2 months (gaming #2 - Itl)
 - (a) Might use overtime work
 - (b) Will use overlapping design and construction (fast track)
 - (2) General date information (gaming #2 - Itl)
 - (a) Contract execution date - May 2, 1991 pm (088)
 - (b) Prime contractor given design package approval notice on June 4 am (109)
 - (c) Prime contractor started in field - May 9 am (092)
 - (d) Time meter started on May 9 am (092)
 - (e) Contract completion date - May 9 am (348)
 - i) Liquidated damages begin on this date at a rate of \$1000 per day
 - ii) Important with liquidated damages to establish what constitutes completion

- b) Chippewa project and length data
 - (1) ?? months to complete project
- c) Building components
- d) Project construction elements - to be used for preparation of laundry lists and summary network modeling

The basic units into which most building construction projects can be divided. Usually the components represent distinct construction & construction related actions that have common characteristics.

- (1) Front end work (few)

All non construction project related work concerning real estate, financing and pre construction leasing.

- (2) Design work (des)

Project related work that concerns production and issuing of contract documents

- (3) Procurement (pro)

Work related to solicitation of proposals, award of subcontracts, preparation of submittals, approval of submittals, and fabrication and delivery of materials & equipment to the job site.

- (4) On site work (osi)

All project work outside the building line and inside the property or hoarding (contract boundary) line.

- (5) Off site work (ofs)

All work outside the property or hoarding line that is included in the project contract scope of work.

- (6) Substructure work (sbw)

All foundation work upon which the superstructure bears directly or indirectly. Also includes site preparation for start of field work on the building area.

- (7) Superstructure work (ssw)

All major structural load carrying components that bear on the substructure directly or indirectly.

- (8) Exterior skin (esk)

All elements required to close the building to weather.

- (9) Interior rough work (irw)

All interior building components that can be exposed totally or in part to weather.

- (10) Interior finish work (ifw)

All interior building components that must be protected totally or in part from weather.

- (11) Unit systems work (usy)

All work that can be installed as a unit & is somewhat isolated during construction

- from other components of the building
(12) Fixtures, furnishings, & equipment (ffe)

Work installed after or concurrently with final finishing of the general, mechanical, and mechanical trades work on the project. FFE work is often installed by the owner's or operator's contractors under a separate contract. It usually is installed just prior to the actual soft or hard opening of the project.

- e) Potential design and construction items of concern
- (1) Wiring and piping under access or raised flooring
 - (2) Halon system under access flooring ? - must check if needed
 - (3) Halon tank farm ?
 - (4) How long will it take the owner to move in after project completion?

3. Construction procurement assumptions

- a) Types of submittals
- (1) Color boards
 - (2) Cuts
 - (3) Full scale tests (example - wind & water testing of sash)
 - (4) Mock ups
 - (5) Others?
 - (6) Samples
 - (7) Shop drawings
 - (8) Swatches and chips
- b) Review & approve submittals - example from gaming #1 - nih - times shown in working days - from date of submission to prime contractor by the subcontractor or vendor
- (1) Prime contractor log in and check
 - (a) 01 - Normal
 - (b) 01 - Expedited
 - (c) 00.5 - Super expedited
 - (2) Prime contractor transmit to architect/engineer
 - (a) 01 - Normal
 - (b) 01 - Expedited
 - (c) 01 - Super expedited
 - (3) AE log in and check
 - (a) 10 - Normal
 - (b) 05 - Expedited
 - (c) 02 - Super expedited
 - (4) AE transmit to KA
 - (a) 01 - Normal
 - (b) 01 - Expedited
 - (c) 01 - Super expedited
 - (5) Prime contractor log in and review submittal
 - (a) 02 - Normal
 - (b) 01 - Expedited
 - (c) 00.5 - Super expedited
 - (6) Prime contractor transmit to sub contractor or vendor
 - (a) 03 - Normal
 - (b) 02 - Expedited
 - (c) 01 - Super expedited

- (7) Total turn around times in working days
 - (a) 18 - Normal
 - (b) 11 - Expedited
 - (c) 06 - Super expedited

4. Contract assumptions

- a) All contracts \$25, 000 or larger and let by the Tribe, and that have an impact on the project must have Bureau of Indian Affairs (BIA) approval.
- b) All contracts \$25, 000 or larger and let by the Tribe, and that have an impact on the project must be audited especially if associated with the gaming function.
- c) Are liquidated damages or incentive/disincentives to be used?
 - (1) How is completion determined?
 - (a) Usually by temporary or final certificate of occupancy
 - (b) Difficult to determine accurately so as to achieve desired control on project.
- d) Delivery systems being considered - see document prepared by Al Goudreau entitled Construction Delivery Methods, dated March 14, 1994 and attachment A entitled Construction Contract Characteristics.
 - (1) May consider using the construction management (consultant), constructor approach - the edited partial description below, is derived for the most part from Mr. Goudreau's document. It forms a good basis from which to establish the delivery system to be used.

This approach unites a three-party team of Owner, Design Professional, and Construction Manager in a non-adversarial relationship, and provides the Owner with an opportunity to participate fully in the construction process.

In addition to acting as an advisor to the Owner during the design phase, the Construction Manager also assumes financial responsibility for the construction of the project. The Construction Manager (consultant) / Constructor provides the Owner with a guaranteed maximum price (GMP) and provides all actual labor and materials for the project. The Construction Manager / Constructor is responsible for the quality of the construction work.

The Construction Manager / Constructor usually features lump sum or other types of contracts with a number of subcontractors all under the Construction Manager's (prime contractor's) contract.

The Construction Manager / Constructor approach usually fixes the guaranteed maximum price on the total project and on the individual project components when the drawings and specifications are sufficiently complete to propose a guaranteed maximum price.

- (2) The construction delivery system described above can be described in further detail by using the classification system shown in Attachment A, construction contract characteristics, accompanying this set of notes.
 - (a) Agreement premises - A2 - Partially qualified - moderate multivalued competition.

The construction manager (consultant, contractor) is selected by interview and evaluation from a short list of candidates screened from a larger list.

- (b) Authority limits - B3 - As contractor

The construction manager (consultant, contractor) is retained as a contractor (a party, where there is a principal and a contractor, who agrees to the doing or not doing of some definite thing for a stipulated sum) with no agency authority either as a construction consultant or a constructor.

- (c) Payment methods - C2a2 - Time and material plus a fixed fee with a limit (guaranteed maximum price) and with shared savings during the construction process. The shared savings are often set at 80% to the owner and 20% to the contractor, and are established by an audit.

This system is a method to be used where good relations between the owner, the user, the architect/engineer, and the prime contractor can be reliably maintained throughout the project.

Of importance here is to clearly define what is included in the contractor's direct costs, the overhead costs, and the profit of the prime contractor.

- (d) Scope of services - D1a1, 1, 3, 4 - Single responsibility - in house and subcontractors for all trades, and to provide management, construction labor, and materials.

If the owner desires to contract out portions of the project such as ffe work, security work, surveillance systems or other such specialized work the contract type can/might shift to D2b, 1, 3, 4 - a split responsibility pattern.

5. Contract document packaging assumptions

- a) Examples of bid package characteristics
(1) Listing of bid packages - from gaming #2 - ltl

Were determined by prime contractor in conjunction with the architects and engineers of record all consulting with the Tribe.

- (a) Bid package #01 - Civil
 - (b) Bid package #02 - Foundations
 - (c) Bid package #03 - Precast concrete - architectural & wall panels
 - (d) Bid package #04 - Mechanical work
 - (e) Bid package #05 - Electrical work
 - (f) Bid package #06 - Structural steel, joists & metal deck
 - (g) Bid package #07 - Elevators
 - (h) Bid package #08 - Roof & exterior skin
 - (i) Bid package #09 - Floors, walls & finish carpentry
 - (j) Bid package #10 - Specialties & accessories
- (2) Key dates for bidding from document packages (gaming #2 - ltl)
- (a) 04/15 pm (075) - Bid package #03 - Performance spec issued for design/build - precast concrete - architectural & wall panels
 - (b) 04/15 pm (075) - Bid package #04 issued - Mechanical work
 - (c) 04/23 pm (081) - Bid package #01 issued - Civil
 - (d) 04/25 pm (083) - Bid package #07 issued - Elevators
 - (e) 04/30 pm (086) - Bid package #02 - Foundations
 - (f) 05/02 am (087) - Prime contractor agreement to be signed
 - (g) 05/06 pm (090) - Bid package #06 - Structural steel, joists & metal deck

- (h) 05/08 pm (092) - Bid package #05 - Electrical work
- (i) 05/10 pm (094) - Bid package #08 - Roof & exterior skin
- (j) 05/17 pm (099) - Bid package #09 - Floors, walls & finish carpentry
- (k) 05/28 pm (105) - Bid package #10 - Specialties & accessories
- (l) 02/28 pm (298) - Completion date for planning purposes
- (m) 05/01 pm (343) - Completion of project according to contract

6. Date assumptions

- a) Spring, 1996 - Desired to have all level 1 projects complete and operational. See building and facility assumptions for scope of level 1 work.
- b) See current issue #2 network model, dated 02/28/94 for key dates of front end work.

7. Design assumptions.

- a) Contract characteristics - to be defined
- b) Type of firm to be used - to be defined
- c) Relation to overview committee - to be defined
- d) Relation to the Tribal Council - to be defined

8. Entertainment complex related training and education assumptions.

- a) The Tribe Education Department will prepare an education, and training plan that interfaces with the staffing needs of the facility.

9. Funding assumptions

- a) That a thorough, objective investigation will be made to determine and set possible sources of funding.
 - (1) Bonding
 - (2) Loan sources
 - (3) Retention rates
 - (4) Tribal funding
 - (5) Current income
 - (6) Others?
- b) That pro formas will be available to design and construction teams to guide program writing and design.

10. Market assumptions

- a) Development waves projected by overview members
 - (1) Can the marketing consultant define the waves?
 - (2) Rich T would like to have the consultant consider the inelastic nature of the demographics of the gaming market.
 - (3) Should the market analyst be asked to project predictions out to the end of a wave 3?
 - (4) Should we use an iterative approach to help define wave patterns?
 - (5) The market consultant will provide the raw material from which the business pro forma will be made.
 - (6) Wave characteristics as projected by Rich T.
 - (a) Wave 1 is in place at the present time in the 8 tribal sites as of 03/11/94.
 - (b) Wave 2 - 2 to 5 years will be the second phase of any casino gaming expansion in the market area. High wave to complete the saturation of the market.
 - i) Saginaw Chippewa expansion
 - ii) The possible Detroit casino
 - iii) the Windsor casino
 - iv) Sault Ste. Marie

- v) Traverse City
- vi) Keweenaw Peninsula
- vii) Hanneville
- viii) Bay Mills
- (c) Wave 3 - 5 to 8 years (market share shrinkage will be a characteristic) - is purely conjectural and might include:
 - i) Shake out of existing marginal Indian facilities.
 - ii) Non Indian gaming.
 - iii) Continued expansion of family and entertainment facilities.
- (7) What are the areas of potential market saturation?
- (8) What markets are we talking about when we talk about market saturation?

11. Operational assumptions

- a) Existing gaming component would likely be leased from the total facility entity.
- b) Must watch to see that we don't manage the totality as micro systems.
- c) The alcohol service problem will be rethought. Important to the marketing effort.
- d) The current appeal of the gaming facility is not necessarily to the upper socio economic levels.
- e) The Tribal Council will approve the charter.
- f) The Tribe will develop operational legal documents.
- g) The Tribe will establish a leasing action program.
- h) The Tribe will establish the real estate management structure needed for the complex.
- i) The Tribe will prepare an enterprise charter.
- j) The Tribe will set the organizational structure for management of facility.
- k) Ultimately the gaming may lease their space from the total facility management.

12. Overview committee assumptions

- a) Charge of the facility (overview) team

Through the facility we must define the Tribe to itself and to the rest of the world.

- b) Role of overview consultants is to act as a competent professional and in the interest of the Tribe.

13. Participant and staffing assumptions

- a) Potential participants include:
 - (1) Architects of record.
 - (2) Architectural program consultant.
 - (3) Construction consultants
 - (4) Construction contractors
 - (5) Construction managers.
 - (6) Engineering program consultant.
 - (7) Engineers of record.
 - (8) Lease management model consultant.
 - (9) Market research consultants.
 - (10) Museum curator consultant.
 - (11) Planning Associates - on Rich Tilmann's staff
 - (a) Finance
 - (b) Hospitality
 - (c) Native American culture
 - (12) Prime contractors.

- (13) Site engineering consultant.
- (14) Specialty contractors.

14. Project character assumptions

- a) At the future transition the museum and cultural facilities will kick in as major driving engines.
- b) Gambling is to be a component - it is the major front end financial & attraction engine.
- c) Program is to result in a family oriented, destination tourist facility
- d) The cultural center and museum may not necessarily be a profit center. It is more of a synergistic component.
- e) The tourist theme is critical - it will ultimately assist the gambling engine & insure viability in the future competitive market.
- f) Try to get away from the concept that this is a gambling facility only. This is critical!
- g) Woodland Indian is the major characteristic theme.

15. Project delivery system assumptions - refer to contract assumptions above for details

- a) Site design project delivery system
- b) Facility design project delivery system
- c) Site construction project delivery system
- d) Facility construction project delivery system
- e) May want to sub divide the facility design so as to use multiple design teams.
- f) Will fast track the construction project.
- g) Will have a construction manager or consultant on board early in the project concurrent with the architects/engineers of record.

16. Real estate assumptions

- a) Some properties in total 700 acre site are not included within this program.
- b) The Tribe will complete the desired and needed land acquisition.

17. Site assumptions

- a) Will probably use city waste treatment facilities.
- b) Will probably use on site potable water wells and retention
- c) Will redesign of intersection of Leaton and M20.
- d) Will study other intersections for possible redesign
 - (1) Broadway and Leaton.
 - (2) Broadway and Summerton.
 - (3) Broadway and Isabella.
- e) Parking example - gaming #2 - Intl
 - (1) 1047 parking spaces

18. Tribal assumptions

- a) How much of the cultural center is to be reserved for Tribe use only as opposed to being a public attraction.
 - (1) Might develop a matrix selection system for the analysis.
 - (2) Could be on a separate site from the public center.
- b) Must bring along the Tribal leadership to assist and participate properly in the project.
- c) Must try to make the Tribe participation in the meetings as intense as possible.
- d) Probably not too much probability of intertribal cooperation on the museum and cultural center.
 - (1) Might try to address the Tribe of the Three Fires. Suggested by Al G.

3. Construction Contract Characteristics

Ralph J. Stephenson PE
Consulting Engineer



A. Agreement premises

- 1. Totally negotiated - broad multivalued competition
- 2. Partially qualified - moderate multivalued competition
- 3. Totally qualified - narrow multivalued competition

B. Authority limits

- 1. As full agent
- 2. As limited agent
- 3. As contractor

C. Payment methods

- 1. Fixed cost (hard money)
- 2. Time & material + fixed fee
 - a. Limit on
 - 1.) Time & material (gmp) with no shared savings
 - 2.) Time & material (gmp) with shared savings
 - b. No limit on time & material
- 3. Time & material + % fee
 - a. Limit on
 - 1.) Time & material (gmp) with no shared savings
 - 2.) Time & material (gmp) with shared savings
 - b. No limit on time & material
- 4. Conditional payments or penalties
 - a. Incentive/disincentive
 - b. Liquidated damages

D. Scope of services

- 1. Single responsibility - in house & subcontractors
 - a. All trades →
 - 1.) Provide management
 - 2.) Provide design
 - 3.) Provide construction labor
 - 4.) Provide construction materials
 - b. Limited trades →
 - 1.) Provide management
 - 2.) Provide design
 - 3.) Provide construction labor
 - 4.) Provide construction materials
- 2. Split responsibility - in house, subcontractors & other primes
 - a. All trades in contract →
 - 1.) Provide management
 - 2.) Provide design
 - 3.) Provide construction labor
 - 4.) Provide construction materials
 - b. Limited trades in contract →
 - 1.) Provide management
 - 2.) Provide design
 - 3.) Provide construction labor
 - 4.) Provide construction materials

2. Professional Service Contract Characteristics

Ralph J. Stephenson PE
Consulting Engineer

A. Agreement premises

- 1. Totally negotiated - broad multivalued competition
- 2. Partially qualified - moderate multivalued competition
- 3. Totally qualified - narrow multivalued value competition

B. Authority limits

- 1. As agent
- 2. As limited agent
- 3. As contractor

C. Payment methods

- 1. Fixed total including payroll + overhead + profit + (expenses)
 - a. Expenses included
 - b. Expenses separate
- 2. (Payroll costs) x multiplier + fixed fee + expenses
 - a. Limit on
 - 1.) Payroll hours
 - 2.) Expenses
 - b. No limit on
 - 1.) Payroll hours
 - 2.) Expenses
- 3. (Payroll costs) x multiplier for payroll costs & overhead
 - a. Expenses included
 - b. Expenses separate
- 4. % of total construction cost
 - a. Expenses included
 - b. Expenses separate

D. Scope of services

- 1. Single responsibility
 - a. All in house
 - b. In house & outside consultants
- 2. Split responsibility
 - a. In house, client & other prime consultants
 - b. In house & other prime consultants
 - c. In house & client

II. Laundry lists - to be built as summary networks are prepared.

A. Front end work

- 1. Building permit**
- 2. Code review**
- 3. Licensing procedures**
- 4. Bonding procedures**

B. Substructure (sbs)

- 1. Spread footings**
- 2. Masonry foundation walls**
- 3. Concrete foundation walls**
- 4. Elevator pits - hydraulic**
- 5. Slabs on grade - various elevations**
- 6. Underground utilities**

C. Superstructure (sst) - all framed, no masonry bearing walls

- 1. Structural steel & joists**
- 2. Metal deck roof**
- 3. Metal deck floors**

D. Interior rough work (irw)

- 1. Above floor sheet metal ductwork**
- 2. Above floor sheet electrical conduit & feeders**
- 3. Above floor sprinkler piping**
- 4. Above floor mechanical piping**
- 5. Studs & in wall work**
- 6. Masonry partitions in basement**
- 7. Security wiring**
- 8. Above floor hangers**
- 9. Food service rough in**

E. Interior finish work (ifw)

1. **Access flooring**
2. **Wiring under access flooring**
3. **Halon system under access flooring ? - must check if needed**
4. **Halon tank farm ?**
5. **Acoustic ceilings**
6. **Dry wall ceilings - perhaps as much as 20% of the total ceiling area**
7. **Toilet room finishes**
8. **Dry wall partitions**
9. **Viewing windows at offices**
10. **TV security monitors**
11. **Gyp board or plaster column covers**

F. Fixtures, furnishings & equipment

1. **How long will it take the owner to move in after project completion?**
2. **Video machines**
3. **Food service equipment installation**
4. **Food service equipment hookup**
5. **Security devices & equipment**
6. **Surveillance devices & equipment**
7. **Furniture**
8. **Electronic equipment**
9. **Cabinetry & office equipment**
10. **Restaurant equipment**
11. **Emergency generators**

G. Exterior skin (esk)

1. **Precast wall panels**
2. **Architectural precast wall panels**
3. **Exterior insulated reinforced panel system (Drivet)**

4. **Aluminum entries & glazing**
 5. **Stucco on underside of portico (entire area - watch for weather restraint)**
 6. **Metal panels on fascia of portico**
 7. **Roof insulation**
 8. **Single ply rubber roof**
 9. **Skylights - bubble**
 10. **Roof mounted equipment - 14 units**
- H. Long lead items (to be added to)**
1. **Access flooring**
 2. **Accordion partition track**
 3. **Accordion partitions (3)**
 4. **Acoustic ceiling expansion joints**
 5. **Acoustic materials**
 6. **Anchor bolts**
 7. **Block units**
 8. **Brass hand rails**
 9. **Brass wall covering (wainscot)**
 10. **Carpet**
 11. **Ceramic tile**
 12. **Dock levelers**
 13. **Elevators**
 14. **Emergency generator**
 15. **Employee lockers**
 16. **Exterior acrylic soffit finish**
 17. **Exterior aluminum frames**
 18. **Exterior on grade equipment screens**
 19. **Finish millwork**
 20. **Fire protection piping**
 - a) **Above ceiling**

- b) Below ceiling
- 21. **Food service equipment**
- 22. **Food service rough in**
- 23. **Glass**
- 24. **Hardware**
- 25. **Hollow metal doors**
- 26. **Hollow metal frames**
- 27. **In floor electrical duct**
- 28. **Interior aluminum frames**
- 29. **Joists**
- 30. **Light fixtures**
- 31. **Locker bases**
- 32. **Louvers - by mechanical contractor**
- 33. **Metal deck**
- 34. **Metal studs**
- 35. **Metal wall panels**
- 36. **Millwork & trim**
- 37. **Mirrors**
- 38. **Miscellaneous iron**
 - a) Hangers
 - (1) Accordion partitions
 - (2) Toilet partitions
 - b) Ship ladders
 - c) Exterior handrails
 - d) Exterior stairs
- 39. **Neon lighting**
- 40. **Overhead doors**
- 41. **Paint**
- 42. **Plastic laminate doors**
- 43. **Plumbing fixtures**
- 44. **Precast architectural panels**

45. **Precast plank**
46. **Precast wall panels**
47. **Prefabricated reinforced gypsum col. covers**
48. **Quarry tile**
49. **Recessed entry mats**
50. **Reinforcing steel**
51. **Resilient flooring**
52. **Revolving doors & housing**
53. **Roof curbs**
54. **Roof mounted equipment**
55. **Security equipment**
56. **Sheet metal ductwork**
57. **Single ply roof system and materials**
58. **Skylights**
59. **Standing seam metal roof**
60. **Structural steel**
61. **Structural steel**
62. **Surveillance equipment**
63. **Switchgear**
64. **Toilet partitions**
65. **Toilet room accessories**
66. **Transformers**
67. **Trash compactors**
68. **TV security monitors**
69. **Variable volume boxes**
70. **Vinyl wall covering**
71. **Wood doors**

III. Reference material available to be used by rjs & project team.

- A. **Gaming facility #1 - nih - d ??**
 - 1. All data from gaming facility #1 transferred to assumptions above.
- B. **Gaming facility #2 - ltl - d ??**
 - 1. All data from gaming facility #2 transferred to assumptions above.
- C. **Parisian - par - d391 - retail project**
- D. **University Park - upa - d396 - overview summaries**
- E. **Wal Mart addtn - wal - d358 - retail**
- F. **Rochester AC - rac - d372 - athletic club & fitness center**
- G. **Mall of America - mal - d310 - retail**
- H. **Amphitheater - amp - d 293 - outdoor entertainment**
 - I. **cof ntc - ntc - d250 - small retail center & office**
 - J. **Columbia Azz - azc - d50 - moderate size hotel**
 - K. **Vernon Terrace - vte - d58 - low rise housing units**
 - L. **Other**

IV. Building area component abbreviations in alphabetical sequence.

- A. **ase - Administration & services area**
- B. **bca - Banking card games**
- C. **bdi - Buffet & dining area**
- D. **bin - Bingo area**
- E. **bur - Bus & group visitor reception (bur)**
- F. **cas - Casino**
- G. **cir - Circulation areas**
- H. **dga - Dice games**
- I. **elg - Electronic games**
- J. **fsa - Food service areas**
- K. **fsl - Food service & locker room area**
- L. **gco - Gift and coat area**
- M. **hos - Hospitality area**
- N. **ken - Keno**
- O. **lou - Lounge area**
- P. **mee - Mechanical & electrical equipment**
- Q. **mgr - Main gaming room area**
- R. **mtr - Main toilet room area**
- S. **nbc - Non banking card games**
- T. **por - Portico & gaming entrance**
- U. **rou - Roulette**
- V. **sma - Slot machines**
- W. **whg - Wheel games**

I. General information - to be updated as program proceeds - updated 03/11/94

A. Those involved in program

1. Tribal Council

Is a constitutional government as well as a elected governing body. Have a federal charter.

a) Gaming Commission

Made up of tribal council members and tribal members not a part of the casino operation. Appointed by the Council. Are a regulatory body.

(1) Soaring Eagle Casino - Tribal Enterprise chartered by the Tribe itself.

Casino's consultants on gaming and operations.

(a) Casino management & operations

(2) Gaming directors

(a) Slot manager

(b) Human resources manager

(c) Security manager

(d) Surveillance manager

(e) Security manager

(f) Bingo manager

(g) Maintenance manager

(h) Accounting manager

(i) Food services manager

2. Entertainment facilities task force

Chartered by the Tribal Council for this specific project. Created by the Tribal Council.

Membership drawn generally from the Gaming Commission. Essentially are the board of directors. Give approval and bestow authority and signatures as needed.

a) Entertainment facility planning office

(1) Rich Tilmann - Business Development Director

(a) 1 clerk/secretary/receptionist

(b) 3 planning associates.

i) Financial planning pro forma analysis

ii) Hospitality convention center services.

iii) Native America cultural/museum specialist.

(c) Internal consultants

i) Godreau/Wakely, Inc. - Architectural consultants

(1) Al Godreau A. I. A. - Principal

ii) Ralph J. Stephenson - planning and scheduling consultant

iii) Larry Lepisto - Internal market research consultant.

3. Isabella County Road Commission.

Will approach MDOT through the Road Commission.

a) Rod Cramer - Director

b) Ken Nelson - Project Engineer

4. City of Mt. Pleasant DPW.

a) Duane Ellis - Director

5. County Drain Commission.

a) Bill McClintock - Director

6. County Engineer.

a) Bruce Roer - County Engineer

7. General Telephone

a) Leigh Ann Irland - Business Account Manager GTE

B. Physical characteristics of program

1. Location - on 700 acres between Leaton on east, Broadway on south, Summerton on west, M20 on north.
 - a) Half section between Leaton on east, Broadway on south, Summerton on west, M20 on north.
 - b) Quarter section south of Broadway fronting on Leaton.
 - c) Other properties in 700 acres not included within this program.
2. Population expected per day to use facility.
3. Key dates
4. Infrastructure planning
 - a) Drainage patterns
 - (1) Have begun to identify drainage patterns
 - (2) Have begun to identify utility needs
 - (a) Will probably use on site potable water wells and retention
 - (b) *Will probably use city waste treatment facilities.
 - b) Traffic patterns
 - (1) Have established a series of meetings with the Isabella County Road Commission for discussions of traffic
 - (a) Will include
 - i) Isabella County Road Commission.
Will approach MDOT through the Road Commission.
 - (1) Rod Cramer - Director
 - (2) Ken Nelson - Project Engineer
 - ii) City of Mt. Pleasant DPW.
 - (1) Duane Ellis - Director
 - iii) County Drain Commission.
 - (1) Bill McClintock - Director
 - iv) County Engineer.
 - (1) Bruce Roer - County Engineer
 - (2) Redesign of intersection of Leaton and M20.
 - (3) Studying other intersections
 - (a) Broadway and Leaton.
 - (b) Broadway and Summerton.
 - (c) Broadway and Isabella.
 - c) Utility needs
 - (1) Consumers Power
 - (a) Gas
 - (b) Electric
 - (2) General Telephone
 - (a) Telecommunications.
 - (b) National electronics highway.

C. Laundry lists

1. Components of the facility program
 - a) Planning support actions - assembling the program team
 - (1) Items completed as of 02/25/94 (294)
 - (a) Locate planning offices.
 - (b) Staff planning group.
 - (c) Prepare, submit and approve planning budget - to 09/30/94 pm (447)

- (d) Prepare preliminary project schedule.
- (e) Select and retain outside consultants, and assemble resources.
- (2) Items to be done as of 02/25/94 (294)
 - (a) Post job openings. - 03/23/94 (314) is closing date.
 - (b) Interview prospective staff members.
 - (c) Execute contracts with selected staff members. - 2 to 3 year contract.
- b) Training and education actions
Will be done by education department of the Tribe. Main thrust of the education program is to reinforce the need for it within the Tribe.

The interface between education, training and the entertainment complex will be in the staffing of the facility

- (1) Items to be done as of 02/25/94 (294)
 - (a) Tribe Education Department prepare educational training plan that interfaces with the staffing needs of the facility.
 - (b) Education Department establish a plan of implementation action.
- c) Scoping and programming actions - defining the scope of work
 - (1) Items completed as of 02/25/94 (294)
 - (a) Preliminary drafts of the project control outline
 - i) 01/19/94 (267)
 - ii) 02/25/94 (293)
 - (2) Items to be done as of 02/25/94 (294)
 - (a) Establish theme issues - will evolve
 - i) Woodland Indian is the major characteristic theme.
 - ii) Program to result in a family oriented, destination tourist facility
 - (1) Gambling is to be a component - it is the major front end financial & attraction engine.
 - (2) The tourist theme is critical - it will ultimately assist the gambling engine & insure viability in the future competitive market.
 - (3) At the future transition the museum and cultural facilities will also kick in as major driving engines.
 - (b) Prepare market research study, phase #1 - sufficient to initiate architectural & engineering programming.
 - i) Market research phase 1 - components of the proposed work include
 - (1) Compile candidate list of market research firms
 - (2) Interview and pre qualify market research firms
 - (3) Define research contract objectives
 - (4) From study and analysis provide data re
 - (a) Demographics
 - (b) Competition
 - (c) Share analysis
 - (d) Trade area
 - (5) Give head count.
 - (6) Determine the components of the facility drawing features and support features.
 - (a) Drawing features
 - i) Gaming
 - ii) Entertainment

- iii) Conference center
- iv) Native American Cultural museum
- v) Etc.
- (b) Support features
 - i) Hospitality
 - (1) Hotel
 - (2) Restaurants
 - (3) Personal services
 - (4) Customer day care
 - ii) Speciality retail vendoring
 - iii) Entertainment
 - iv) Etc.
- (7) Determine potential market size for proposed facility.
- (8) Determine the feasibility of the selected components - may test many different combinations.
- (c) Prepare architectural/engineering recommendations for subsequent phases of work.
- (d) Establish basics of museum/cultural center work
 - i) Tribal member group - the Ziibiwing Cultural Society - is preparing grant application for repatriation analysis.
 - ii) Ziibiwing Cultural Society has been asked to assist in museum/cultural center programming
 - (1) Thinking must come from the community.
 - (2) Must have considerable program and design input into the museum design.
 - (3) One of the staff members yet to be put under contract will act as the managing focus of the museum/cultural center effort and program writing.
- d) Programming and design actions - designing the facility
 - (1) Collect preliminary data.
 - (a) Have topo and control aerial flown and produced.
 - (b) Obtain subsoil data
 - i) From existing data
 - ii) From soil borings
 - (c) Obtain well production to be expected
 - i) Present aquifer?"
 - ii) What is demand?
 - (2) Identify candidate architectural/engineering firms.
 - (3) Request and receive prequalification responses.
 - (4) Identify specialty design needs.
 - (5) Select architects of record.
 - (6) Role of overview consultants is to act as a competent professional and in the interest of the Tribe.
- e) Financing actions
 - (1) Prepare pro forma analyses to set capital and operating costs.
 - (2) Determine and investigate sources of funding
 - (a) Tribal funding
 - (b) Loan sources

- (c) Retention rates
- (d) Bonding
- (3) Determine cash flow as set by project phasing.
- f) Construction actions
 - (1) Determine construction components of the facility
Also see construction components as defined in the glossary of terms
 - (a) Drawing components
 - i) Gaming
 - ii) Entertainment
 - iii) Conference center
 - iv) Native American Cultural museum
 - v) Etc.
 - (b) Support components
 - i) Hospitality
 - (1) Hotel
 - (2) Restaurants
 - (3) Personal services
 - (4) Customer day care
 - ii) Speciality retail vendoring
 - iii) Entertainment
 - iv) Etc.
- g) Operational actions
 - (1) Enterprise charter actions
 - (a) Develop legal documents
 - (b) Tribal Council approve charter
 - (2) Management structure of the operation
 - (a) Set organizational structure for management of facility.
 - (3) Leasing actions
 - (4) Real estate management actions
- h) Miscellaneous actions - to be assigned
 - (1) Complete desired land acquisition.

D. Abbreviations

- 1. rti - Rich Tilmann
- 2. rjs - Ralph J. Stephenson

E. Glossary of terms - updated 03/11/94

- 1. Back room - back of house
The elements of the program that house the operation and management staff and equipment serving the customers of the total complex.
- 2. Building Components
The basic units into which most building construction projects can be divided. Usually the components represent distinct construction & construction related actions that have common characteristics.
 - a) Front end work (few)
All non construction project related work concerning real estate, financing and pre construction leasing.
 - b) Design work (des)
Project related work that concerns production and issuing of contract documents

- c) Procurement (pro)
Work related to solicitation of proposals, award of subcontracts, preparation of submittals, approval of submittals, and fabrication and delivery of materials & equipment to the job site.
 - d) On site work (osi)
All project work outside the building line and inside the property or hoarding (contract boundary) line.
 - e) Off site work (ofs)
All work outside the property or hoarding line that is included in the project contract scope of work.
 - f) Substructure work (sbw)
All foundation work upon which the superstructure bears directly or indirectly. Also includes site preparation for start of field work on the building area.
 - g) Superstructure work (ssw)
All major structural load carrying components that bear on the substructure directly or indirectly.
 - h) Exterior skin (esk)
All elements required to close the building to weather.
 - i) Interior rough work (irw)
All interior building components that can be exposed totally or in part to weather.
 - j) Interior finish work (ifw)
All interior building components that must be protected totally or in part from weather.
 - k) Unit systems work (usy)
All work that can be installed as a unit & is somewhat isolated during construction from other components of the building
3. Business Model
A graphic depiction of the elements which make up a business entity. The model usually identifies premises, objectives, and implementation. It recognizes basic business functions, business activities and manager activities.
4. Casino
A house and support system to provide Las Vegas type gambling and bingo. It provides an environment that allows participation in a variety of gaming activities with appropriate hospitality support services. Includes all necessary back room facilities to function properly.
5. Closed System
A system in which there is no import or export of information or physical materials, and in which, therefore, there is no change of components.
6. Components - of the multi use entertainment complex
- a) Gaming attractions
 - (1) Bingo
 - (2) Banking card games
 - (3) Non banking card games
 - (4) Craps and related dice games
 - (5) Wheel games
 - (6) Roulette
 - (7) Slot machines
 - (8) Electronic games
 - (9) Keno

- b) Entertainment attractions
 - (1) Nationally known stage shows
 - (2) Teen club with arcade, stage & dance facilities
 - (3) Night club shows associated with lounge entertainment
 - (4) Dinner club programs
 - (5) Adult lounge with stage and dance facilities
 - (6) Indoor recreational facilities
 - (a) Indoor water park
 - (b) Pools
 - (c) Racquet ball courts
 - (d) Fitness center
 - (e) Small recreational facilities
 - i) Put put golf
 - ii) Three man basketball
 - (f) Theater
 - (g) Interactive video technology
 - (7) Outdoor recreational facilities
 - (a) Pohl Cat and other golf
 - (b) Canoe excursions and rental
 - (c) Race track
- c) Hospitality attractions
 - (1) Full service hotel
 - (2) Convention and banquet facilities
 - (3) Audio visual and telecommunication services
 - (4) Amenity services
 - (a) Fitness
 - (b) Pool areas
 - (c) Lounge
 - (d) Cafe/restaurant
 - (e)
- d) Conference center
 - (1) Conference rooms
 - (2) Group food service facilities
 - (3) Small auditorium facilities
- e) Convention center
 - (1) Large unobstructed floor space
 - (2) Satellite conference space
- f) Retail attractions
 - (1) Native American crafts
 - (2) Non native American crafts
 - (3) Specialty food cafes
 - (4) Clothing shops
 - (5) Specialty shops
 - (6) Personal services
 - (7) Auto service center
 - (8) etc.
- g) Museum and cultural center
 - (1) Museum

- (2) Classroom spaces
 - (3) Conference spaces
 - (4) Archives
 - (5) Woodland village
 - (a) Pow wow grounds
 - (6) Tribal school
 - (7) Cultural center
 - (8) Graphic arts and media center
 - (9) Publishing facilities
 - (10) Theater & multi media facilities
 - (11) Academic research center
 - (12) Library
 - (13) Arts in residence
7. Construction Management
A system of attempting to better manage the construction process by providing expert construction knowledge and resources throughout all phases of the project. The goal of the process is to make available to the participants, information best provided by an expert skilled in construction practices, so that when the project moves into the field the managers can provide the owner with the highest potential for project success.
8. Contract Document Matrix
A two dimensional grid in which the rows contain action items for the various project components and the columns usually designate the geographic location of the item. At the intersection of a row and a column is inserted the designation of the contract document package in which the information is contained.
9. Contract Documents
Usually considered to be the documents which provide the full definition of the scope of work for which the parties are legally responsible. Could include the agreement, the drawings, the specifications, instructions to bidders, addendum, and any other material included by mutual agreement and clearly identified as part of the contract.
10. Design/build
A method of providing total design and construction services under one cost and liability umbrella. Usually a design/build contract is based on a scope of work performance specification prepared by the owner or user. The ultimate aim of the design and build system is to provide a single source management and liability for the total facility program.
11. Drawing feature
The components of the program that cause someone to want to visit and use the total facility - particular in relation to competitive facilities.
12. Entertainment - auditorium type
High cost facility, national draw acts,
13. Entertainment - family
Activities that will provide entertainment for each age level of the family group and will provide a link between the total facility and the cultural facilities.
- Includes playgrounds for kids. arcades for teen agers. Gaming for adults - gaming, cards, bingo.

14. Entertainment - gaming as entertainment
Bingo, cards, casino and others that appeal to the adult.
15. Entertainment - museum/cultural center
An attraction that preserves, presents and communicates the present and past culture and history of the Saginaw Chippewa Tribe. For f

A family type of attraction that brings the family to the facility and keeps them there. Must have total Tribe support and involvement for success. Should have an auditorium component.
16. Front room - front of house
The elements of the program that house the customers and provide the interfacing area between the customer and the operating staff of the facility.
17. Gaming
The playing of games of chance; gambling. Includes providing the equipment demanded by Tribal and federal law requirements, and upon which the gaming is conducted.

Includes slot machines, bingo, card games, dice games, roulette, wheel games, electronic games, keno, off track betting (to be checked), sports betting (to be checked).
18. Goals
The unquantified desires of an organization or individual expressed without time or other resources assigned. (See objectives for related definitions.)
19. Internal architectural consultant
The overview planner, architect, and engineer- not the architect, engineer of record - that acts professionally and in the interest of the Tribe in all
 - a) Architecture
 - b) Casino layout and design
 - c) Construction inspection
 - d) Engineering
 - e) Fixtures, furnishings and equipment (ffe) design
 - f) Food service design
 - g) Interior design
 - h) Landscaping design
20. Internal market research consultant
The overview market research advisor that acts professionally and in the interest of the Tribe to insure that competent market analyses are provided.
21. Michigan Native American Foundation
22. Network model
23. Objectives
Quantified targets derived from established goals (see goals). The most commonly used resources in converting goals to objectives are money, time, human abilities, human actions, equipment, and space.
24. Open system
A system which exchanges energy, information and physical components with its environments.
25. Partnering
26. Pro Forma
A financial model unusually built early in a construction program to show by projecting income and expenses, how the money flow to and from the project will occur. It is often used

to establish the capital amount to be allocated to a project based on simulated operating conditions. The term pro forma means according to form.

27. Program - architectural sense
A narrative oriented statement of the needs and character of the proposed user operation, the requirements of the user and owner, the nature of the environment to be planned, designed and built, and the corresponding characteristics of the space that will satisfy these needs and requirements. Sometimes called the brief.
28. Program - total facility sense
A major environmental construction effort made up of several projects
29. Project - as a set of work actions
A set of work actions having identifiable objectives, and a beginning and an end.
30. Project - as related to management
A specific management assignment to achieve a set of objectives by accomplishing a group of related, discrete operations which have a defined beginning & end.
31. Project control outline
A continuously updated outline of action items to be considered in the planning of the entertainment facility.
32. Sceneography
A approach to art and design utilizing forms in addition to flat colors and images to convey impressions. An example is the Gaylord syndrom. The form conveys the message about the culture.
33. Support feature
The components of the program that provide additional services (over the drawing features) once the visitor has arrived at the facility.

F. Components of the multi use entertainment complex

1. Level 1 components - generally for year 2 to 7
The engine components that drive the complex and make it economically feasible. These are the early high priority market, program, design and construction elements. The level 1 components are those designed to fulfil a market demand for 5 years after the construction is complete

It is currently (03/11/94) desired to have the level 1 components up and operating by spring of 1996.

- a) Gaming attractions - to serve the market to a projected 5 year demand
 - (1) Bingo - might be located in existing se casino converted
 - (2) Banking card games - to be defined
 - (3) Non banking card games - to be defined
 - (4) Craps and related dice games
 - (5) Wheel games
 - (6) Roulette
 - (7) Slot machines
 - (8) Electronic games
 - (9) Keno
- b) Hospitality attractions - to serve the market demand as noted
 - (1) Full service hotel - to serve the market to projected 5 year demand.
 - (a) To what time period should the room demand be projected for level 1 construction - 10 years from the completion of level 1.

- (2) Amenity services - to serve the market to projected 5 year demand
 - (a) Limited conference facilities, probably in hotel
 - (b) Fitness
 - (c) Outdoor facilities
 - i) Tennis
 - ii) Outdoor pool
 - iii) Water park
 - (d) Pool areas
 - (e) Lounges
 - (f) Cafe/restaurant
 - (g) etc.
 - c) Entertainment attractions - will have to consider the non gambling characteristics of the community in projecting demand for these - to serve the market to a projected 5 year demand
 - (1) Teen club with arcade
 - (2) Teen stage & dance facilities
 - (3) Night club show facility associated with lounge entertainment
 - (4) Dinner club programs
 - (5) Adult lounge with stage and dance facilities
 - (6) Indoor recreational facilities
 - (a) Pools
 - (b) Racquet ball courts
 - (c) Fitness center
 - (d) Small recreational facilities
 - i) Putt putt golf
 - ii) Three man basketball
 - (e) Theater
 - (f) Interactive video technology
 - (7) Outdoor recreational facilities
 - (a) Pohl Cat and other golf
 - (b) Canoe excursions and rental
 - (c) Race track
 - (d) Horseback riding
 - (e) Basket weaving
 - d) Retail attractions - build the space and let the micro market fill the area to serve the market to a projected 5 year demand
 - (1) Native American crafts
 - (2) Non native American crafts
 - (3) Specialty food cafes
 - (4) Clothing shops
 - (5) Specialty shops
 - (6) Personal services
 - (7) etc.
2. Level 2 components - generally for year 4 to 10
The level 2 components are those designed to meet a market demand that will exist for approximately 4 to an indefinite period in the future (to be defined in conjunction with the market analysts.
- a) Hospitality attractions

- (1) Hotel expansion?
- (2) Separate convention and banquet facilities
- b) Convention center
 - (1) Large unobstructed floor space
 - (2) Satellite conference space
- c) Possible retail space expansion - to be determined by the market.
- d) Museum and cultural center
 - (1) Indian gaming history display
 - (a) Lacrosse
 - (b) etc.
 - (2) Museum
 - (3) Classroom spaces
 - (4) Conference spaces
 - (5) Archives
 - (6) Woodland village
 - (a) Powwow grounds for Indian use.
 - (b) Family activity parking lot for kids.
 - (c) A Club Med for kids.
 - (d) Hands on activity
 - (7) Tribal school
 - (8) Cultural center
 - (9) Graphic arts and media center
 - (10) Publishing facilities
 - (11) Theater & multi media facilities
 - (12) Academic research center
 - (13) Library
 - (14) Arts in residence
- 3. Level 3 components - generally for year 6 to ?
- 4. √Hospitality attractions
 - a) √Full service hotel
 - b) √Convention and banquet facilities
 - c) √Audio visual and telecommunication services
 - d) √Amenity services
 - (1) Fitness
 - (2) Pool areas
 - (3) Lounge
 - (4) Cafe/restaurant
- 5. √Conference center
 - a) √Conference rooms
 - b) √Group food service facilities
 - c) √Small auditorium facilities
- 6. √Convention center
 - a) √Large unobstructed floor space
 - b) √Satellite conference space
- 7. √Museum and cultural center
 - a) Indian gaming history display
 - (1) Lacrosse
 - (2) etc.

- b) Museum
 - c) Classroom spaces
 - d) Conference spaces
 - e) Archives
 - f) Woodland village
 - (1) Pow wow grounds
 - g) Tribal school
 - h) Cultural center
 - i) Graphic arts and media center
 - j) Publishing facilities
 - k) Theater & multi media facilities
 - l) Academic research center
 - m) Library
 - n) Arts in residence
8. ✓ Entertainment attractions
- a) Nationally known stage shows
 - b) Teen club with arcade, stage & dance facilities
 - c) Night club shows associated with lounge entertainment
 - d) Dinner club programs
 - e) Adult lounge with stage and dance facilities
 - f) Indoor recreational facilities
 - (1) Indoor water park
 - (2) Pools
 - (3) Racquet ball courts
 - (4) Fitness center
 - (5) Small recreational facilities
 - (a) Put put golf
 - (b) Three man basketball
 - (6) Theater
 - (7) Interactive video technology
 - g) Outdoor recreational facilities
 - (1) Pohl Cat and other golf
 - (2) Canoe excursions and rental
 - (3) Race track
9. ✓ Retail attractions
- a) Native American crafts
 - b) Non native American crafts
 - c) Specialty food cafes
 - d) Clothing shops
 - e) Specialty shops
 - f) Personal services
 - g) Auto service center
 - h) etc.

Saginaw Chippewa Indian Tribe Entertainment Facility notes - disk 414 1
General information - to be updated as program proceeds - updated Friday, . . . 1
8:35:34 AM - Friday, February 25, 1994 - rjs meeting #01 16
8:48:26 AM - Monday, February 28, 1994 - rjsmeeting #02 25
1:25:29 PM - Friday, March 11, 1994 - rjs meeting #03 29
Friday - March 25, 1994 - rjs meeting #04 31
Monday - March 28, 1994 - rjs meeting #05 32
Monday, May 9, 1994 - 10:13:43 AM - rjs meeting #06 32
Friday, May 13, 1994 - 1:00 P. M. - rjs meeting #07 34
Friday, June 10, 1994 - 8:34:53 AM - rjs meeting #08 (or 09?) 35

Saginaw Chippewa Indian Tribe Entertainment Facility notes - disk 414

**I. General information - to be updated as program proceeds - updated Friday,
June 10, 1994**

A. Those involved in program

1. Tribal Council

Is a constitutional government as well as a elected governing body. Have a federal charter.

a) Gaming Commission

Made up of tribal council members and tribal members not a part of the casino operation. Appointed by the Council. Are a regulatory body.

(1) Soaring Eagle Casino - Tribal Enterprise chartered by the Tribe itself.

Casino's consultants on gaming and operations.

(a) Casino management & operations

(b) Gaming directors

i) Patty Heron - Slot manager

ii) Steve Godbey - Human resources manager

iii) Glen Hall - Security manager

iv) Cathy Wendling - Surveillance manager

v) Josephine Jackson - Bingo manager

vi) Bernard Sprague - Maintenance manager

vii) Helen Peters - Accounting manager

viii) Greg Falsetta - Food services manager

(2) Entertainment facilities task force

Chartered by the Tribal Council for this specific project. Created by the Tribal Council. Membership drawn generally from the Gaming Commission.

Essentially are rti's board of directors. Give approval and bestow authority and signatures as needed.

(a) Task force charter members

i) Tim Davis

ii) Mary Lynn Chippeway

iii) Sue Durfee

iv) Charmain Benz

(b) Entertainment facility planning office

i) Rich Tilmann - Business Development Director

(1) Kim Wilson - Clerk/secretary/receptionist

(2) Bill Zehnder - Finance analyst

(3) Scott Martin - Hospitality specialist

(4) Kim Sawmick - Native American cultural specialist

(5) Internal overview consultants

(a) Goudreau/Wakely, Inc. - Architectural consultants

i) Al Goudreau A. I. A. - Principal

(b) Larry Lepisto - Internal market research consultant.

i) Shelley Odelson - Market consultant

(c) Ralph J. Stephenson - planning and scheduling consultant

ii) Planners, designers and constructors of record

(1) Land use planner

(2) Architect/engineer of record

(3) Construction manager

- iii) Abrams Aerial
 - (1) Carl Schaeffer - Sales representative
 - iv) Legal consultants
 - (1) Purtile Morriset
 - (2) Patty Marks
 - v) GLS/PDTK - Market research consultants
 - (1) Gary Steiger - Project manager
2. Infrastructure development
- a) Infrastructure planning group
 - (1) Isabella County Road Commission.
Will approach MDOT through the Road Commission.
 - (a) Rod Cramer - Director
 - (b) Ken Nelson - Project Engineer
 - (2) City of Mt. Pleasant DPW.
 - (a) Duane Ellis - Director
 - (3) County Drain Commission.
 - (a) Bill McClintock - Director
 - (4) County Engineer.
 - (a) Bruce Roer - County Engineer
 - (5) Michigan Department of Transportation
 - (a) Charles Hicks - Project Development Engineer
 - b) Commercial support group
 - (1) General Telephone
 - (a) Leigh Ann Irland - Business Account Manager GTE
 - (2) Consumers Power
 - (a) Diane Wreifich - Customer engineer
3. Design group
- a) Hornberger Worstell - Architect/Engineer of record
 - (1) Dow Howell Gilmore - Consulting architects
 - (a) Don Koster - Principal in charge of construction phase
 - i) Will manage the architectural construction administration portion of the project and be responsible for
 - (1) On site inspection
 - (2) Processing submittals
 - (a) Will have 2 full time construction administration staff members assigned to the Entertainment Complex.
 - (3) May have additional field administration responsibilities to other design firms.
 - (2) AmerINDIAN Architecture Group
 - (a) Dennis Sun Rhodes Elders - consulting architect on Indian facilities.
 - (3) Proudfoot Associates
 - (a) Paul Proudfoot - Civil Engineer
 - i) Ruddell - Civil Engineers
4. Construction group
- B. Physical characteristics of program
- 1. Location - on 700 acres between Leaton on east, Broadway on south, Summerton on west, M20 on north.
 - a) Half section between Leaton on east, Broadway on south, Summerton on west, M20 on north.

- b) Quarter section south of Broadway fronting on Leaton.
- c) Some other properties in 700 acres are not included within this program.
- 2. Population expected per day to use facility.
- 3. Key dates
 - a) Spring, 1996 - Desired to have level 1 projects complete and operational
- 4. Infrastructure planning
 - a) Drainage patterns
 - (1) Have begun to identify drainage patterns
 - (2) Have begun to identify utility needs
 - (a) Will probably use on site potable water wells and retention
 - (b) *Will probably use city waste treatment facilities.
 - b) Traffic patterns
 - (1) Have established a series of meetings with the Isabella County Road Commission for discussions of traffic
 - (a) Will include
 - i) Isabella County Road Commission.
Will approach MDOT through the Road Commission.
 - (1) Rod Cramer - Director
 - (2) Ken Nelson - Project Engineer
 - ii) City of Mt. Pleasant DPW.
 - (1) Duane Ellis - Director
 - iii) County Drain Commission.
 - (1) Bill McClintock - Director
 - iv) County Engineer.
 - (1) Bruce Roer - County Engineer
 - (2) Redesign of intersection of Leaton and M20.
 - (3) Studying other intersections
 - (a) Broadway and Leaton.
 - (b) Broadway and Summerton.
 - (c) Broadway and Isabella.
 - c) Utility needs
 - (1) Consumers Power
 - (a) Gas
 - (b) Electric
 - (2) General Telephone
 - (a) Telecommunications.
 - (b) National electronics highway.

C. Laundry lists by major functional operations

- 1. Planning support actions - assembling the program team
 - a) Items completed as of 02/25/94 (294)
 - (1) Locate planning offices.
 - (2) Staff planning group.
 - (3) Prepare, submit and approve planning budget - to 09/30/94 pm (447)
 - (4) Prepare preliminary project schedule.
 - (5) Select and retain outside consultants, and assemble resources.
 - b) Items to be done as of 02/25/94 (294)
 - (1) Post job openings. - 03/23/94 (314) is closing date.
 - (2) Interview prospective staff members.
 - (3) Execute contracts with selected staff members. - 2 to 3 year contract.

2. Training and education actions

Will be done by education department of the Tribe. Main thrust of the education program is to reinforce the need for it within the Tribe.

The interface between education, training and the entertainment complex will be in the staffing of the facility

a) Items to be done as of 02/25/94 (294)

(1) Tribe Education Department prepare educational training plan that interfaces with the staffing needs of the facility.

(2) Education Department establish a plan of implementation action.

3. Scoping and programming actions - defining the scope of work

a) Items completed as of 02/25/94 (294)

(1) Preliminary drafts of the project control outline

(a) 01/19/94 (267)

(b) 02/25/94 (293)

b) Items to be done as of 02/25/94 (294)

(1) Establish theme issues - will evolve

(a) Woodland Indian is the major characteristic theme.

(b) Program to result in a family oriented, destination tourist facility

i) Gambling is to be a component - it is the major front end financial & attraction engine.

ii) The tourist theme is critical - it will ultimately assist the gambling engine & insure viability in the future competitive market.

iii) At the future transition the museum and cultural facilities will also kick in as major driving engines.

(2) Prepare market research study, phase #1 - sufficient to initiate architectural & engineering programming.

(a) Market research phase 1 - components of the proposed work include

i) Compile candidate list of market research firms

ii) Interview and pre qualify market research firms

iii) Define research contract objectives

iv) From study and analysis provide data re

(1) Demographics

(2) Competition

(3) Share analysis

(4) Trade area

v) Give head count.

vi) Determine the components of the facility drawing features and support features.

(1) Drawing features

(a) Gaming

(b) Entertainment

(c) Conference center

(d) Native American Cultural museum

(e) Etc.

(2) Support features

(a) Hospitality

i) Hotel

ii) Restaurants

- iii) Personal services
- iv) Customer day care
- (b) Speciality retail vendoring
- (c) Entertainment
- (d) Etc.
- vii) Determine potential market size for proposed facility.
- viii) Determine the feasibility of the selected components - may test many different combinations.
- (3) Prepare architectural/engineering recommendations for subsequent phases of work.
- (4) Establish basics of museum/cultural center work
 - (a) Tribal member group - the Ziibiwing Cultural Society - is preparing grant application for repatriation analysis.
 - (b) Ziibiwing Cultural Society has been asked to assist in museum/cultural center programming
 - i) Thinking must come from the community.
 - ii) Must have considerable program and design input into the museum design.
 - iii) One of the staff members yet to be put under contract will act as the managing focus of the museum/cultural center effort and program writing.
- 4. Programming and design actions - designing the facility
 - a) Collect preliminary data.
 - (1) Have topo and control aerial flown and produced.
 - (2) Obtain subsoil data
 - (a) From existing data
 - (b) From soil borings
 - (3) Obtain well production to be expected
 - (a) Present aquifer?"
 - (b) What is demand?
 - b) Identify candidate architectural/engineering firms.
 - c) Request and receive prequalification responses.
 - d) Identify specialty design needs.
 - e) Select architects of record.
 - f) Role of overview consultants is to act as a competent professional and in the interest of the Tribe.
- 5. Financing actions
 - a) Prepare pro forma analyses to set capital and operating costs.
 - b) Determine and investigate sources of funding
 - (1) Tribal funding
 - (2) Loan sources
 - (3) Retention rates
 - (4) Bonding
 - c) Determine cash flow as set by project phasing.
- 6. Construction actions
 - a) Determine construction components of the facility - see Also see construction components as defined in the glossary of terms.
 - (1) Drawing components
 - (a) Gaming

- (b) Entertainment
- (c) Conference center
- (d) Native American Cultural museum
- (e) Etc.
- (2) Support components
 - (a) Hospitality
 - i) Hotel
 - ii) Restaurants
 - iii) Personal services
 - iv) Customer day care
 - (b) Speciality retail vendoring
 - (c) Entertainment
 - (d) Etc.
- 7. Operational actions
 - a) Enterprise charter actions
 - (1) Develop legal documents
 - (2) Tribal Council approve charter
 - b) Management structure of the operation
 - (1) Set organizational structure for management of facility.
 - c) Leasing actions
 - d) Real estate management actions
- 8. Miscellaneous actions - to be assigned
 - a) Complete desired land acquisition.

D. Abbreviations

1. rti - Rich Tilmann
2. rjs - Ralph J. Stephenson
3. tco - Tribal Council
4. etf - Entertainment Facilities Task Force
5. cmp - City of Mt. Pleasant
- 6.

E. Glossary of terms - updated 03/13/94

1. Back room - back of house
The elements of the program that house the operation and management staff and equipment serving the customers of the total complex.
2. Building Components
The basic units into which most building construction projects can be divided. Usually the components represent distinct construction & construction related actions that have common characteristics.
 - a) Front end work (few)
All non construction project related work concerning real estate, financing and pre construction leasing.
 - b) Design work (des)
Project related work that concerns production and issuing of contract documents
 - c) Procurement (pro)
Work related to solicitation of proposals, award of subcontracts, preparation of submittals, approval of submittals, and fabrication and delivery of materials & equipment to the job site.

- d) On site work (osi)
All project work outside the building line and inside the property or hoarding (contract boundary) line.
 - e) Off site work (ofs)
All work outside the property or hoarding line that is included in the project contract scope of work.
 - f) Substructure work(sbw)
All foundation work upon which the superstructure bears directly or indirectly. Also includes site preparation for start of field work on the building area.
 - g) Superstructure work (ssw)
All major structural load carrying components that bear on the substructure directly or indirectly.
 - h) Exterior skin (esk)
All elements required to close the building to weather.
 - i) Interior rough work (irw)
All interior building components that can be exposed totally or in part to weather.
 - j) Interior finish work (ifw)
All interior building components that must be protected totally or in part from weather.
 - k) Unit systems work (usy)
All work that can be installed as a unit & is somewhat isolated during construction from other components of the building
3. Business Model
A graphic depiction of the elements which make up a business entity. The model usually identifies premises, objectives, and implementation. It recognizes basic business functions, business activities and manager activities.
4. Casino
A house and support system to provide Las Vegas type gambling and bingo. It provides an environment that allows participation in a variety of gaming activities with appropriate hospitality support services. Includes all necessary back room facilities to function properly.
5. Closed System
A system in which there is no import or export of information or physical materials, and in which, therefore, there is no change of components.
6. Components - of the multi use entertainment complex
- a) Gaming attractions
 - (1) Bingo
 - (2) Banking card games
 - (3) Non banking card games
 - (4) Craps and related dice games
 - (5) Wheel games
 - (6) Roulette
 - (7) Slot machines
 - (8) Electronic games
 - (9) Keno
 - b) Entertainment attractions
 - (1) Nationally known stage shows
 - (2) Teen club with arcade, stage & dance facilities
 - (3) Night club shows associated with lounge entertainment

- (4) Dinner club programs
- (5) Adult lounge with stage and dance facilities
- (6) Indoor recreational facilities
 - (a) Indoor water park
 - (b) Pools
 - (c) Racquet ball courts
 - (d) Fitness center
 - (e) Small recreational facilities
 - i) Put put golf
 - ii) Three man basketball
 - (f) Theater
 - (g) Interactive video technology
- (7) Outdoor recreational facilities
 - (a) Pohl Cat and other golf
 - (b) Canoe excursions and rental
 - (c) Race track
- c) Hospitality attractions
 - (1) Full service hotel
 - (2) Convention and banquet facilities
 - (3) Audio visual and telecommunication services
 - (4) Amenity services
 - (a) Fitness
 - (b) Pool areas
 - (c) Lounge
 - (d) Cafe/restaurant
 - (e)
- d) Conference center
 - (1) Conference rooms
 - (2) Group food service facilities
 - (3) Small auditorium facilities
- e) Convention center
 - (1) Large unobstructed floor space
 - (2) Satellite conference space
- f) Retail attractions
 - (1) Native American crafts
 - (2) Non native American crafts
 - (3) Specialty food cafes
 - (4) Clothing shops
 - (5) Specialty shops
 - (6) Personal services
 - (7) Auto service center
 - (8) etc.
- g) Museum and cultural center
 - (1) Museum
 - (2) Classroom spaces
 - (3) Conference spaces
 - (4) Archives
 - (5) Woodland village
 - (a) Pow wow grounds

- (6) Tribal school
 - (7) Cultural center
 - (8) Graphic arts and media center
 - (9) Publishing facilities
 - (10) Theater & multi media facilities
 - (11) Academic research center
 - (12) Library
 - (13) Arts in residence
7. Construction Management
A system of attempting to better manage the construction process by providing expert construction knowledge and resources throughout all phases of the project. The goal of the process is to make available to the participants, information best provided by an expert skilled in construction practices, so that when the project moves into the field the managers can provide the owner with the highest potential for project success.
8. Contract Document Matrix
A two dimensional grid in which the rows contain action items for the various project components and the columns usually designate the geographic location of the item. At the intersection of a row and a column is inserted the designation of the contract document package in which the information is contained.
9. Contract Documents
Usually considered to be the documents which provide the full definition of the scope of work for which the parties are legally responsible. Could include the agreement, the drawings, the specifications, instructions to bidders, addendum, and any other material included by mutual agreement and clearly identified as part of the contract.
10. Design/build
A method of providing total design and construction services under one cost and liability umbrella. Usually a design/build contract is based on a scope of work performance specification prepared by the owner or user. The ultimate aim of the design and build system is to provide a single source management and liability for the total facility program.
11. Drawing feature
The components of the program that cause someone to want to visit and use the total facility - particular in relation to competitive facilities.
12. Entertainment - auditorium type
High cost facility, national draw acts,
13. Entertainment - family
Activities that will provide entertainment for each age level of the family group and will provide a link between the total facility and the cultural facilities.
- Includes playgrounds for kids. arcades for teen agers. Gaming for adults - gaming, cards, bingo.
14. Entertainment - gaming as entertainment
Bingo, cards, casino and others that appeal to the adult.
15. Entertainment - museum/cultural center
An attraction that preserves, presents and communicates the present and past culture and history of the Saginaw Chippewa Tribe. For f

A family type of attraction that brings the family to the facility and keeps them there. Must have total Tribe support and involvement for success. Should have an auditorium component.

16. Fixtures, furnishings, & equipment
Work installed after or concurrently with final finishing of the general, mechanical, and mechanical trades work on the project. FFE work is often installed by the owner's or operator's contractors under a separate contract. It usually is installed just prior to the actual soft or hard opening of the project.
17. Front room - front of house
The elements of the program that house the customers and provide the interfacing area between the customer and the operating staff of the facility.
18. Gaming
The playing of games of chance; gambling. Includes providing the equipment demanded by Tribal and federal law requirements, and upon which the gaming is conducted.

Includes slot machines, bingo, card games, dice games, roulette, wheel games, electronic games, Keno, off track betting (to be checked), sports betting (to be checked).
19. Goals
The unquantified desires of an organization or individual expressed without time or other resources assigned. (See objectives for related definitions.)
20. Internal architectural consultant
The overview planner, architect, and engineer- not the architect, engineer of record - that acts professionally and in the interest of the Tribe in all
 - a) Architecture
 - b) Casino layout and design
 - c) Construction inspection
 - d) Engineering
 - e) Fixtures, furnishings and equipment (ffe) design
 - f) Food service design
 - g) Interior design
 - h) Landscaping design
21. Internal market research consultant
The overview market research advisor that acts professionally and in the interest of the Tribe to insure that competent market analyses are provided.
22. Level 1 components
Those individual projects within the total development program that are generally to be planned, designed, constructed and made operational in the period from year 2 to year 7.

These are considered to be the engine components that drive the complex and make it economically feasible. They are the early high priority market, program, design and construction elements. Level 1 components are those designed to fulfill a market demand for 5 years after the construction is complete
23. Level 2 components
Those individual projects within the total development program that are generally to be planned, designed, constructed and made operational in the period from year 4 to year 10.

24. Level 3 components.
Those individual projects yet to be identified within the total development program that are generally to be planned, designed, constructed and made operational in the period from year 6 to a future point as yet not identified.
25. Michigan Native American Foundation
26. Network model
A graphic statement of the action standard of performance to be used in achieving project objectives.
27. Objectives
Quantified targets derived from established goals (see goals). The most commonly used resources in converting goals to objectives are money, time, human abilities, human actions, equipment, and space.
28. Open system
A system which exchanges energy, information and physical components with its environments.
29. Partnering
A method of conducting business in the planning, design, and construction profession without the need for unnecessary, excessive and/or debilitating external party involvement.
30. Pro Forma
A financial model unusually built early in a construction program to show by projecting income and expenses, how the money flow to and from the project will occur. It is often used to establish the capital amount to be allocated to a project based on simulated operating conditions. The term pro forma means according to form.
31. Program - architectural sense
A narrative oriented statement of the needs and character of the proposed user operation, the requirements of the user and owner, the nature of the environment to be planned, designed and built, and the corresponding characteristics of the space that will satisfy these needs and requirements. Sometimes called the brief.
32. Program - total facility sense
A major environmental construction effort made up of several projects
33. Project - as a set of work actions
A set of work actions having identifiable objectives, and a beginning and an end.
34. Project - as related to management
A specific management assignment to achieve a set of objectives by accomplishing a group of related, discrete operations which have a defined beginning & end.
35. Project control outline
A continuously updated outline of action items to be considered in the planning of the entertainment facility.
36. Sceneography
A approach to art and design utilizing forms in addition to flat colors and images to convey impressions. An example is the Gaylord syndrome. The form conveys the message about the culture.
37. Support feature
The components of the program that provide additional services (over the drawing features) once the visitor has arrived at the facility.
38. Year 1 - 1994
The base year of the total program is considered to be the calendar year beginning in January, 1994.

39. Years

- a) 01 - 1994
- b) 02 - 1995
- c) 03 - 1996
- d) 04 - 1997
- e) 05 - 1998
- f) 06 - 1999
- g) 07 - 2000
- h) 08 - 2001
- i) 09 - 2002
- j) 10 - 2003

F. Components of the multi use entertainment complex - preliminary only!

1. Items included in total program

- a) Hospitality attractions
 - (1) Full service hotel
 - (2) Convention and banquet facilities
 - (3) Audio visual and telecommunication services
 - (4) Amenity services
 - (a) Fitness
 - (b) Pool areas
 - (c) Lounge
 - (d) Cafe/restaurant
- b) Conference center
 - (1) Conference rooms
 - (2) Group food service facilities
 - (3) Small auditorium facilities
- c) Convention center
 - (1) Large unobstructed floor space
 - (2) Satellite conference space
- d) Museum and cultural center
 - (1) Indian gaming history display
 - (a) Lacrosse
 - (b) etc.
 - (2) Museum
 - (3) Classroom spaces
 - (4) Conference spaces
 - (5) Archives
 - (6) Woodland village
 - (a) Pow wow grounds
 - (7) Tribal school
 - (8) Cultural center
 - (9) Graphic arts and media center
 - (10) Publishing facilities
 - (11) Theater & multi media facilities
 - (12) Academic research center
 - (13) Library
 - (14) Arts in residence
- e) Entertainment attractions
 - (1) Nationally known stage shows

- (2) Teen club with arcade, stage & dance facilities
 - (3) Night club shows associated with lounge entertainment
 - (4) Dinner club programs
 - (5) Adult lounge with stage and dance facilities
 - (6) Indoor recreational facilities
 - (a) Indoor water park
 - (b) Pools
 - (c) Racquet ball courts
 - (d) Fitness center
 - (e) Small recreational facilities
 - i) Put put golf
 - ii) Three man basketball
 - (f) Theater
 - (g) Interactive video technology
 - (7) Outdoor recreational facilities
 - (a) Pohl Cat and other golf
 - (b) Canoe excursions and rental
 - (c) Race track
 - f) \sqrt Retail attractions
 - (1) Native American crafts
 - (2) Non native American crafts
 - (3) Specialty food cafes
 - (4) Clothing shops
 - (5) Specialty shops
 - (6) Personal services
 - (7) Auto service center
 - (8) etc.
2. Levels in which items are planned, designed, constructed and made operational
- a) Level 1 components - generally for year 2 to 7
 The engine components that drive the complex and make it economically feasible. These are the early high priority market, program, design and construction elements. The level 1 components are those designed to fulfill a market demand for 5 years after the construction is complete
- It is currently (03/11/94) desired to have the level 1 components up and operating by spring of 1996.
- (1) Gaming attractions - to serve the market to a projected 5 year demand
 - (a) Bingo - might be located in existing Soaring Eagle casino converted
 - (b) Banking card games - to be defined
 - (c) Non banking card games - to be defined
 - (d) Craps and related dice games
 - (e) Wheel games
 - (f) Roulette
 - (g) Slot machines
 - (h) Electronic games
 - (i) Keno
 - (2) Hospitality attractions - to serve the market demand as noted
 - (a) Full service hotel - to serve the market to projected 5 year demand.

- i) To what time period should the room demand be projected for level 1 construction - 10 years from the completion of level 1.
 - (b) Amenity services - to serve the market to projected 5 year demand
 - i) Limited conference facilities, probably in hotel
 - ii) Fitness
 - iii) Outdoor facilities
 - (1) Tennis
 - (2) Outdoor pool
 - (3) Water park
 - iv) Pool areas
 - v) Lounges
 - vi) Cafe/restaurant
 - vii) etc.
 - (3) Entertainment attractions - will have to consider the non gambling characteristics of the community in projecting demand for these - to serve the market to a projected 5 year demand
 - (a) Teen club with arcade
 - (b) Teen stage & dance facilities
 - (c) Night club show facility associated with lounge entertainment
 - (d) Dinner club programs
 - (e) Adult lounge with stage and dance facilities
 - (f) Indoor recreational facilities
 - i) Pools
 - ii) Racquet ball courts
 - iii) Fitness center
 - iv) Small recreational facilities
 - (1) Putt putt golf
 - (2) Three man basketball
 - v) Theater
 - vi) Interactive video technology
 - (g) Outdoor recreational facilities
 - i) Pohl Cat and other golf
 - ii) Canoe excursions and rental
 - iii) Race track
 - iv) Horseback riding
 - v) Basket weaving
 - (4) Retail attractions - build the space and let the micro market fill the area to serve the market to a projected 5 year demand
 - (a) Native American crafts
 - (b) Non native American crafts
 - (c) Specialty food cafes
 - (d) Clothing shops
 - (e) Specialty shops
 - (f) Personal services
 - (g) etc.
- b) Level 2 components - generally for year 4 to 10
The level 2 components are those designed to meet a market demand that will exist for approximately 4 to an indefinite period in the future (to be defined in conjunction with the market analysts.

- (1) Hospitality attractions
 - (a) Hotel expansion?
 - (b) Separate convention and banquet facilities
 - (2) Convention center
 - (a) Large unobstructed floor space
 - (b) Satellite conference space
 - (3) Possible retail space expansion - to be determined by the market.
 - (4) Museum and cultural center
 - (a) Indian gaming history display
 - i) Lacrosse
 - ii) etc.
 - (b) Museum
 - (c) Classroom spaces
 - (d) Conference spaces
 - (e) Archives
 - (f) Woodland village
 - i) Powwow grounds for Indian use.
 - ii) Family activity parking lot for kids.
 - iii) A Club Med for kids.
 - iv) Hands on activity
 - (g) Tribal school
 - (h) Cultural center
 - (i) Graphic arts and media center
 - (j) Publishing facilities
 - (k) Theater & multi media facilities
 - (l) Academic research center
 - (m) Library
 - (n) Arts in residence
- c) Level 3 components - generally for year 6 to ?

G. Addresses

1. Rich Tilmann
Mr. Rich Tilmann
Business Development Director
Saginaw Chippewa Indian Tribe
Tribal Operations
7070 East Broadway
Mt. Pleasant, Michigan 48858
Phone 517-
2. Al Goudreau
Al Goudreau, A. I. A.
Principal
Goudreau/Wakely Associates
131 Main Street
Mt. Pleasant, Michigan 48858-2330
Phone 517-773-0146
3. Larry Lepisto
Larry Lepisto
Marketing Consultant
1406 Illinois Court

Mt. Pleasant, Michigan 48858

Phone 517-774 7408

4. Shelley Odelson
Shelley Odelson
Marketing Consultant
618 South Kinney Street
Mt. Pleasant, Michigan 48858
Phone 517- 772 6144

H. Short list candidates

1. Land use
 - a) Planning and Zoning - Lansing, Michigan
 - b) Presnell Associates -
 - c) JJR - Ann Arbor, Michigan
 - d) BRW -
2. Design professionals
 - a) BRW Elness, Minneapolis, Minnesota
 - b) Hobbs + Black, Lansing, Michigan
 - c) Cunningham, Hamilton, Quiter, P. A. Associates, Minneapolis, Minnesota
 - d) Hornberger & Worstall, Inc. - San Francisco
3. Construction managers (all candidates being considered)
 - a) Christman Kelwin - Lansing
 - b) Perini - Southfield, Michigan
 - c) Walbridge Aldinger/Kraus Anderson
 - d) Ellis Don - Southfield, Michigan
 - e) Turner - Detroit, Michigan
 - f) CRSS - Alpena, Michigan

I. Monitoring procedures

1. Network annotation
 - a) Color coding
Done as of the current date or if the activity is complete, shows the status on the date the activity was completed.
 - (1) Green
Indicates task is currently meeting or bettering early start (es), early finish (ef) dates. The task must be considered in healthy condition to be color coded green.
 - (2) Orange
Indicates task is in healthy condition but is currently past its early finish, but is projected to finish by, or prior to the late finish.
 - (3) Blue
Indicates task is or has encountered difficulties and currently is not projected to meet its scheduled finish date or its late finish date.
 - (4) Yellow
Indicates that the task is currently past its late finish date and is behind and in trouble.

2. Translations used

II. 8:35:34 AM - Friday, February 25, 1994 - rjs meeting #01

- A. Location of meeting - Tribal operations building
- B. Date of meeting - Friday, February 25, 1994 (294)

C. Those attending meeting

1. Rich Tilmann - Business Development Director
2. Ralph J. Stephenson - Consultant
3. Leigh Ann Irland - Business Account Manager GTE - in pm only

D. Those involved in program

1. Tribal Council

Is a constitutional government as well as a elected governing body. Have a federal charter.

- a) Gaming Commission

Made up of tribal council members and tribal members not a part of the casino operation. Appointed by the Council. Are a regulatory body.

- (1) Soaring Eagle Casino - Tribal Enterprise chartered by the Tribe itself.
Casino's consultants on gaming and operations.

- (a) Casino management & operations

2. Entertainment facilities task force

Chartered by the Tribal Council for this specific project. Created by the Tribal Council. Membership drawn generally from the Gaming Commission. Essentially are rti's board of directors. Give approval and bestow authority and signatures as needed.

- a) Entertainment facility planning office

- (1) Rich Tilmann - Business Development Director

- (a) 1 clerk/secretary/receptionist

- (b) 3 planning associates.

- i) Financial planning pro forma analysis

- ii) Hospitality convention center services.

- iii) Native America cultural/museum specialist.

- (c) Internal consultants

- i) Goudreau/Wakely, Inc. - Architectural consultants

- (1) Al Goudreau A. I. A. - Principal

- ii) Ralph J. Stephenson - planning and scheduling consultant

- iii) Larry Lepisto - Internal market research consultant.

3. Isabella County Road Commission.

Will approach MDOT through the Road Commission.

- a) Rod Cramer - Director

- b) Ken Nelson - Project Engineer

4. City of Mt. Pleasant DPW.

- a) Duane Ellis - Director

5. County Drain Commission.

- a) Bill McClintock - Director

6. County Engineer.

- a) Bruce Roer - County Engineer

7. General Telephone

- a) Leigh Ann Irland - Business Account Manager GTE

E. Agenda for meeting

1. Time available - 08:00 to 12:00 A.M.,,, from 01:30 to 02:00 P. M., and from 03:00 to 05:00 P. M.

2. Make general review of project.

3. Attend General Telephone meeting at 2:00 P. M.

- a) How can telecommunications be made an integral part of the planning.

- (1) Leanne Ireland - Sales representative

- (2) Teleconferencing.
- (3)
- 4. Discuss museum characteristics to be considered.
- 5. Begin preparing master laundry list of items to be included in overview planning.
- F. Physical characteristics of program**
 - 1. Location - on 700 acres between Leaton on east, Broadway on south, Summerton on west, M20 on north.
 - a) Half section between Leaton on east, Broadway on south, Summerton on west, M20 on north.
 - b) Quarter section south of Broadway fronting on Leaton.
 - c) Other properties in 700 acres not included within this program.
 - 2. Population expected per day to use facility.
 - 3. Key dates
 - 4. Infrastructure planning.
 - a) Drainage patterns
 - (1) Have begun to identify drainage patterns
 - (2) Have begun to identify utility needs
 - (a) Will probably use on site potable water wells and retention
 - (b) *Will probably use city waste treatment facilities.
 - b) Traffic patterns
 - (1) Have established a series of meetings with the Isabella County Road Commission for discussions of traffic
 - (a) Will include
 - i) Isabella County Road Commission.
Will approach MDOT through the Road Commission.
 - (1) Rod Cramer - Director
 - (2) Ken Nelson - Project Engineer
 - ii) City of Mt. Pleasant DPW.
 - (1) Duane Ellis - Director
 - iii) County Drain Commission.
 - (1) Bill McClintock - Director
 - iv) County Engineer.
 - (1) Bruce Roer - County Engineer
 - (2) Redesign of intersection of Leaton and M20.
 - (3) Studying other intersections
 - (a) Broadway and Leaton.
 - (b) Broadway and Summerton.
 - (c) Broadway and Isabella.
 - c) Utility needs
 - (1) Consumers Power
 - (a) Gas
 - (b) Electric
 - (2) General Telephone
 - (a) Telecommunications.
 - (b) National electronics highway.- G. Laundry lists**
 - 1. Components of the facility program
 - a) Planning support actions - assembling the program team
 - (1) Items completed as of 02/25/94 (294)

- (a) Locate planning offices.
- (b) Staff planning group.
- (c) Prepare, submit and approve planning budget - to 09/30/94 pm (447)
- (d) Prepare preliminary project schedule.
- (e) Select and retain outside consultants, and assemble resources.
- (2) Items to be done as of 02/25/94 (294)
 - (a) Post job openings. - 03/23/94 (314) is closing date.
 - (b) Interview prospective staff members.
 - (c) Execute contracts with selected staff members. - 2 to 3 year contract.
- b) Training and education actions
Will be done by education department of the Tribe. Main thrust of the education program is to reinforce the need for it within the Tribe.

The interface between education, training and the entertainment complex will be in the staffing of the facility

- (1) Items to be done as of 02/25/94 (294)
 - (a) Tribe Education Department prepare educational training plan that interfaces with the staffing needs of the facility.
 - (b) Education Department establish a plan of implementation action.
- c) Scoping and programming actions - defining the scope of work
 - (1) Items completed as of 02/25/94 (294)
 - (a) Preliminary drafts of the project control outline
 - i) 01/19/94 (267)
 - ii) 02/25/94 (293)
 - (2) Items to be done as of 02/25/94 (294)
 - (a) Establish theme issues - will evolve
 - i) Woodland Indian is the major characteristic theme.
 - ii) Program to result in a family oriented, destination tourist facility
 - (1) Gambling is to be a component - it is the major front end financial & attraction engine.
 - (2) The tourist theme is critical - it will ultimately assist the gambling engine & insure viability in the future competitive market.
 - (3) At the future transition the museum and cultural facilities will also kick in as major driving engines.
 - (b) Prepare market research study, phase #1 - sufficient to initiate architectural & engineering programming.
 - i) Market research phase 1 - components of the proposed work include
 - (1) Compile candidate list of market research firms
 - (2) Interview and pre qualify market research firms
 - (3) Define research contract objectives
 - (4) From study and analysis provide data re
 - (a) Demographics
 - (b) Competition
 - (c) Share analysis
 - (d) Trade area
 - (5) Give head count.
 - (6) Determine the components of the facility drawing features and support features.

- (a) Drawing features
 - i) Gaming
 - ii) Entertainment
 - iii) Conference center
 - iv) Native American Cultural museum
 - v) Etc.
- (b) Support features
 - i) Hospitality
 - (1) Hotel
 - (2) Restaurants
 - (3) Personal services
 - (4) Customer day care
 - ii) Speciality retail vendoring
 - iii) Entertainment
 - iv) Etc.
- (7) Determine potential market size for proposed facility.
- (8) Determine the feasibility of the selected components - may test many different combinations.
- (c) Prepare architectural/engineering recommendations for subsequent phases of work.
- (d) Establish basics of museum/cultural center work
 - i) Tribal member group - the Ziibiwing Cultural Society - is preparing grant application for repatriation analysis.
 - ii) Ziibiwing Cultural Society has been asked to assist in museum/cultural center programming
 - (1) Thinking must come from the community.
 - (2) Must have considerable program and design input into the museum design.
 - (3) One of the staff members yet to be put under contract will act as the managing focus of the museum/cultural center effort and program writing.
- d) Programming and design actions - designing the facility
 - (1) Collect preliminary data.
 - (a) Have topo and control aerial flown and produced.
 - (b) Obtain subsoil data
 - i) From existing data
 - ii) From soil borings
 - (c) Obtain well production to be expected
 - i) Present aquifer?"
 - ii) What is demand?
 - (2) Identify candidate architectural/engineering firms.
 - (3) Request and receive prequalification responses.
 - (4) Identify specialty design needs.
 - (5) Select architects of record.
 - (6) Role of overview consultants is to act as a competent professional and in the interest of the Tribe.
- e) Financing actions
 - (1) Prepare pro forma analyses to set capital and operating costs.

- (2) Determine and investigate sources of funding
 - (a) Tribal funding
 - (b) Loan sources
 - (c) Retention rates
 - (d) Bonding
- (3) Determine cash flow as set by project phasing.
- f) Construction actions
 - (1) Determine construction components of the facility
Also see construction components as defined in the glossary of terms
 - (a) Drawing components
 - i) Gaming
 - ii) Entertainment
 - iii) Conference center
 - iv) Native American Cultural museum
 - v) Etc.
 - (b) Support components
 - i) Hospitality
 - (1) Hotel
 - (2) Restaurants
 - (3) Personal services
 - (4) Customer day care
 - ii) Speciality retail vendoring
 - iii) Entertainment
 - iv) Etc.
- g) Operational actions
 - (1) Enterprise charter actions
 - (a) Develop legal documents
 - (b) Tribal Council approve charter
 - (2) Management structure of the operation
 - (a) Set organizational structure for management of facility.
 - (3) Leasing actions
 - (4) Real estate management actions
- h) Miscellaneous actions - to be assigned
 - (1) Complete desired land acquisition.

H. Miscellaneous notes

- 1. rti working the project on a two tier system for marketing and architectural/engineering services.
- 2. May have a construction manager (name? - construction advisor) on board.
- 3. Will fast track the construction project.
- 4. Potential participants
 - a) Architects of record.
 - b) Architectural program consultant.
 - c) Construction managers.
 - d) Engineering program consultant.
 - e) Engineers of record.
 - f) Lease management model consultant.
 - g) Market research consultants.
 - h) Museum curator consultant.
 - i) Prime contractors.

- j) Site engineering consultant.
- k) Specialty contractors.
- 5. Potential agenda items for future early meetings
 - a) Introduce the early first tier consultants to each other
 - b) Discuss the interfacing of the architectural, engineering, marketing, planning, scheduling, and other actions in the early phases of the project.
- 6. Employee day care
- I. **GTE discussions**
 - 1. Ms. Leigh Ann Irland and Rich Tilmann discussed the telecommunications features of the project.
 - 2. What kind of services might be available 5 or 10 years down the road.
 - a) Telecommunications future
 - (1) What is the current and future thinking along these lines?
 - (2) Video and TV as it might be used in conferencing facilities.
 - (3) How could we use video in remote conferencing facilities?
 - (4) How could we build 21st century features in our 20th century facilities?
 - (5) Individual and personal telecommunications for the hospitality facilities.
 - (6) How about tying the museum into the telecommunications service?
 - (7) Could we use telecommunications for library services?
 - (a) rti mentioned Internet.
 - (8) High speed data technology.
 - (9) How will phone companies interact with cable companies.
 - (10) Pretty soon telephone companies will be deregulated.
 - (11) Interactive signing on - fiber, coaxial cable mentioned.
 - (12) For the physical planning for the program, put in conduit for the services needed. Probably will use coaxial cable, fiber, twisted pairs.
 - (13) Up to 300 feet can send 200(?) on twisted pair.
 - (14) In the planning of the structure how can we use guideline scenarios to install for the needs of the future.
 - (15) Branton, Missouri - the Nashville of the west - are the forerunners of the communications highway.
 - (a) Leigh will get in touch with people in the Branton area and see how they are building for the future.
 - (16) rti asked how GTE was building on the Internet system.
 - (17) Have fiber coming out near the present facility.
 - (18) rti asked lir to check with ? re Educational facility(?).
 - (19) What does the industry know about museum technology and museum design that might overlap with educational activities.
 - (20) Point to point education mentioned.
 - (21) Video conferencing discussed by dedicated pair of wires point to point.
 - (22) Gave catalogue on video equipment.
 - (23) POTS - Plain old telephone service
- J. **Abbreviations**
 - 1. rti - Rich Tilmann
 - 2. rjs - Ralph J. Stephenson
- K. **Glossary of terms**
 - 1. Back room - back of house
The elements of the program that house the operation and management staff and equipment serving the customers of the total complex.

2. Building Components

The basic units into which most building construction projects can be divided. Usually the components represent distinct construction & construction related actions that have common characteristics.

a) Front end work (few)

All non construction project related work concerning real estate, financing and pre construction leasing.

b) Design work (des)

Project related work that concerns production and issuing of contract documents

c) Procurement (pro)

Work related to solicitation of proposals, award of subcontracts, preparation of submittals, approval of submittals, and fabrication and delivery of materials & equipment to the job site.

d) On site work (osi)

All project work outside the building line and inside the property or hoarding (contract boundary) line.

e) Off site work (ofs)

All work outside the property or hoarding line that is included in the project contract scope of work.

f) Substructure work (sbw)

All foundation work upon which the superstructure bears directly or indirectly. Also includes site preparation for start of field work on the building area.

g) Superstructure work (ssw)

All major structural load carrying components that bear on the substructure directly or indirectly.

h) Exterior skin (esk)

All elements required to close the building to weather.

i) Interior rough work (irw)

All interior building components that can be exposed totally or in part to weather.

j) Interior finish work (ifw)

All interior building components that must be protected totally or in part from weather.

k) Unit systems work (usy)

All work that can be installed as a unit & is somewhat isolated during construction from other components of the building

3. Business Model

A graphic depiction of the elements which make up a business entity. The model usually identifies premises, objectives, and implementation. It recognizes basic business functions, business activities and manager activities.

4. Closed System

A system in which there is no import or export of information or physical materials, and in which, therefore, there is no change of components.

5. Construction Management

A system of attempting to better manage the construction process by providing expert construction knowledge and resources throughout all phases of the project. The goal of the process is to make available to the participants, information best provided by an expert skilled in construction practices, so that when the project moves into the field the managers can provide the owner with the highest potential for project success.

6. Contract Document Matrix
A two dimensional grid in which the rows contain action items for the various project components and the columns usually designate the geographic location of the item. At the intersection of a row and a column is inserted the designation of the contract document package in which the information is contained.
7. Contract Documents
Usually considered to be the documents which provide the full definition of the scope of work for which the parties are legally responsible. Could include the agreement, the drawings, the specifications, instructions to bidders, addendum, and any other material included by mutual agreement and clearly identified as part of the contract.
8. Design/build
A method of providing total design and construction services under one cost and liability umbrella. Usually a design/build contract is based on a scope of work performance specification prepared by the owner or user. The ultimate aim of the design and build system is to provide a single source management and liability for the total facility program.
9. Drawing feature
The components of the program that cause someone to want to visit and use the total facility - particular in relation to competitive facilities.
10. Front room - front of house
The elements of the program that house the customers and provide the interfacing area between the customer and the operating staff of the facility.
11. Goals
The unquantified desires of an organization or individual expressed without time or other resources assigned. (See objectives for related definitions.)
12. Internal architectural consultant
The overview planner, architect, and engineer- not the architect, engineer of record - that acts professionally and in the interest of the Tribe in all
 - a) Architecture
 - b) Casino layout and design
 - c) Construction inspection
 - d) Engineering
 - e) Fixtures, furnishings and equipment (ffe) design
 - f) Food service design
 - g) Interior design
 - h) Landscaping design
13. Internal market research consultant
The overview market research advisor that acts professionally and in the interest of the Tribe to insure that competent market analyses are provided.
14. Objectives
Quantified targets derived from established goals (see goals). The most commonly used resources in converting goals to objectives are money, time, human abilities, human actions, equipment, and space.
15. Open system
A system which exchanges energy, information and physical components with its environments.
16. Pro Forma
A financial model unusually built early in a construction program to show by projecting income and expenses, how the money flow to and from the project will occur. It is often

used to establish the capital amount to be allocated to a project based on simulated operating conditions. The term pro forma means according to form.

17. Program - architectural sense
A narrative oriented statement of the needs and character of the proposed user operation, the requirements of the user and owner, the nature of the environment to be planned, designed and built, and the corresponding characteristics of the space that will satisfy these needs and requirements. Sometimes called the brief.
18. Program - total facility sense
A major environmental construction effort made up of several projects
19. Project - as a set of work actions
A set of work actions having identifiable objectives, and a beginning and an end.
20. Project - as related to management
A specific management assignment to achieve a set of objectives by accomplishing a group of related, discrete operations which have a defined beginning & end.
21. Project control outline
A continuously updated outline of action items to be considered in the planning of the entertainment facility.
22. Support feature
The components of the program that provide additional services (over the drawing features) once the visitor has arrived at the facility.

L. Documents in current use as of 02/25/94 (294)

III. 8:48:26 AM - Monday, February 28, 1994 - rjsmeeting #02

A. Location of meeting - Goudreau/Wakely Associates, Inc. office

B. Date of meeting - Monday, February 28, 1994

C. Those attending meeting

1. Rich Tilmann - Business Development Director
2. Al Goudreau A. I. A. - Principal - Goudreau/Wakely, Inc. - Architectural consultants
3. Larry Lepisto - Internal market research consultant.
4. Shelley Odelson - Marketing Consultant - working with Larry Lepisto
5. Ralph J. Stephenson - Consultant

D. Agenda for meeting

1. General discussion of the project
2. Add to glossary of terms
3. Add to laundry list
4. Update current laundry list

E. Miscellaneous notes

1. Rich Tilmann opened meeting at 09:05 A. M.
2. Described the role of the consultants.
3. rti will distribute resumes for each principal
4. Objective will be to break ground in spring, 1995
5. Must bring along the Tribal leadership to assist and participate properly in the project.
6. Is some discussion about building an addition to the existing casino. Probably concurrent with the design and programming of the new facility.
7. Consumer and customer surveys of the existing casino operations are being discussed and implemented now.
 - a) Steve Godby is in charge of the survey for the Tribe.
8. Ultimately the gaming may lease their space from the total facility management.

9. Two components of control
 - a) Insure control is exerted by adequately competent management from the Tribe.
 - b) Define who is in control.
 10. Entities (components) to help maintain control
 - a) Existing gaming component would likely be leased from the total facility entity.
 - b) What is the time frame of the need for major organizational structuring.
 - c) Hoping to retain architects and programmers who can positively predict the organizational structure.
 - d) Must watch to see that we don't manage the totality as micro systems.
 - e) Would be of help to diagram the organizational
 - f) Must try to make the Tribe participation in the meetings as intense as possible.
 - g)
 11. Cultural heritage and values will help the Tribe members to rediscover their own heritage. The cultural experts are usually to be found in special organizations.
 12. Cultural center functions
Must be an important adjunct to the total facility.
 - a) Sports of native origin
 - b) Family programs
 - c) Repatriation
 - d) Preserve, study, communicate
 - e) Woodland native village
 - f) Displays
 - g) Academic research
 - h) Native American crafts
 - i) Artists in residence
 13. Charge of the facility team
Through the facility we must define the Tribe to itself and to the rest of the world.
 14. Try to get away from the concept that this is a gambling facility only. This is critical!
 15. The cultural center and museum may not necessarily be a profit center. It is more of a synergistic component.
 16. There is a movement toward rethinking the alcohol service problem. Important to the marketing effort.
 17. The current appeal of the gaming facility is not necessarily to the upper socio economic levels.
 18. Probably not too much probability of intertribal cooperation on the museum and cultural center.
 - a) Might try to address the Tribe of the Three Fires. Suggested by AI G.
 19. May want to break the facility design so as to use multiple design teams.
 20. How much of the cultural center is to be reserved for Tribe use only as opposed to being a public attraction.
 - a) Could be on a separate site from the public center.
 - b) Might develop a matrix selection system for the analysis.
 21. Positive halo effect of the museum may be very beneficial to the total facility use.
 22. Could build an inverted canoe as part of the Woodland feature.
- F. Components of the multi use entertainment complex**
1. Level 1 components
The engine components that drive the complex and make it feasible. These are the early high priority market, program, design and construction elements.
 - a) Gaming attractions

- (1) Bingo
 - (a) Current square footage of space - about ?
 - (b) Requires large amount of floor space
 - (c) Attracts a different type of customer.
 - (d) Could it be in a multi story facility.
 - (e) Will be running shuttles between gaming buildings if justified.
 - (f) What to do with the existing Soaring Eagle facility?
- (2) Banking card games
- (3) Non banking card games
- (4) Craps and related dice games
- (5) Wheel games
- (6) Roulette
- (7) Slot machines
- (8) Electronic games
- (9) Keno
- b) Hospitality attractions
 - (1) Full service hotel
 - (2) Amenity services
 - (a) Limited conference facilities
 - (b) Fitness
 - (c) Pool areas
 - (d) Lounges
 - (e) Cafe/restaurant
 - (f) etc.
- c) Entertainment attractions
 - (1) Teen club with arcade, stage & dance facilities
 - (2) Night club show facility associated with lounge entertainment
 - (3) Dinner club programs
 - (4) Adult lounge with stage and dance facilities
 - (5) Indoor recreational facilities
 - (a) Pools
 - (b) Racquet ball courts
 - (c) Fitness center
 - (d) Small recreational facilities
 - i) Putt putt golf
 - ii) Three man basketball
 - (e) Theater
 - (f) Interactive video technology
 - (6) Outdoor recreational facilities
 - (a) Pohl Cat and other golf
 - (b) Canoe excursions and rental
 - (c) Race track
- d) Retail attractions
 - (1) Native American crafts
 - (2) Non native American crafts
 - (3) Specialty food cafes
 - (4) Clothing shops
 - (5) Specialty shops

- (6) Personal services
- (7) etc.
- 2. Level 2 components
- 3. Level 3 components
- 4. Hospitality attractions
 - a) Full service hotel
 - b) Convention and banquet facilities
 - c) Audio visual and telecommunication services
 - d) Amenity services
 - (1) Fitness
 - (2) Pool areas
 - (3) Lounge
 - (4) Cafe/restaurant
- 5. Conference center
 - a) Conference rooms
 - b) Group food service facilities
 - c) Small auditorium facilities
- 6. Convention center
 - a) Large unobstructed floor space
 - b) Satellite conference space
- 7. Museum and cultural center
 - a) Museum
 - b) Classroom spaces
 - c) Conference spaces
 - d) Archives
 - e) Woodland village
 - (1) Pow wow grounds
 - f) Tribal school
 - g) Cultural center
 - h) Graphic arts and media center
 - i) Publishing facilities
 - j) Theater & multi media facilities
 - k) Academic research center
 - l) Library
 - m) Arts in residence
- 8. Entertainment attractions
 - a) Nationally known stage shows
 - b) Teen club with arcade, stage & dance facilities
 - c) Night club shows associated with lounge entertainment
 - d) Dinner club programs
 - e) Adult lounge with stage and dance facilities
 - f) Indoor recreational facilities
 - (1) Indoor water park
 - (2) Pools
 - (3) Racquet ball courts
 - (4) Fitness center
 - (5) Small recreational facilities
 - (a) Put put golf
 - (b) Three man basketball

- (6) Theater
 - (7) Interactive video technology
 - g) Outdoor recreational facilities
 - (1) Pohl Cat and other golf
 - (2) Canoe excursions and rental
 - (3) Race track
 - 9. Retail attractions
 - a) Native American crafts
 - b) Non native American crafts
 - c) Specialty food cafes
 - d) Clothing shops
 - e) Specialty shops
 - f) Personal services
 - g) Auto service center
 - h) etc.
 - G. Laundry lists for the day
- IV. 1:25:29 PM - Friday, March 11, 1994 - rjs meeting #03**
- A. Location of meeting - Ralph J. Stephenson office
 - B. Date of meeting - Friday, March 11, 1994
 - C. Those attending meeting
 - 1. Richard Tilmann - Business Development Director
 - 2. Larry Lepisto - Internal market research consultant.
 - 3. Shelley Odelson - Marketing Consultant - working with Larry Lepisto
 - 4. Ralph J. Stephenson - Consultant
 - D. Agenda for meeting
 - 1. Continue work on component listing - as presently perceived by the overview consulting team.
 - 2. Prepare preliminary summary network models of the early work.
 - 3. Continue preparing the glossary of terms.
 - 4. Review market and other studies with Rich T.
 - E. General notes
 - 1. Tribal cultural and historical perspectives
 - a) Trying to develop internal staff capabilities in this area.
 - 2. Development waves projected by overview members
 - a) Wave characteristics as projected by Rich T.
 - (1) Wave 1 is in place at the present time in the 8 tribal sites as of 03/11/94.
 - (2) Wave 2 - 2 to 5 years will be the second phase of any casino gaming expansion in the market area. High wave to complete the saturation of the market.
 - (a) Saginaw Chippewa expansion
 - (b) The possible Detroit casino
 - (c) the Windsor casino
 - (d) Sault Ste. Marie
 - (e) Traverse City
 - (f) Keweenaw Peninsula
 - (g) Hanneville
 - (h) Bay Mills

- (3) Wave 3 - 5 to 8 years (market share shrinkage will be a characteristic) - is purely conjectural and might include:
 - (a) Shake out of existing marginal Indian facilities.
 - (b) Non Indian gaming.
 - (c) Continued expansion of family and entertainment facilities.
 - b) Should the market analyst be asked to project predictions out to the end of a wave 3?
 - c) Can the marketing consultant define the waves?
 - d) Should we use an iterative approach to help define wave patterns?
 - e) What are the areas of potential market saturation?
 - f) Rich T would like to have the consultant consider the inelastic nature of the demographics of the gaming market.
 - g) What markets are we talking about when we talk about market saturation?
 - h) The market consultant will provide the raw material from which the business pro forma will be made.
 - 3. Have commissioned Abrams to do control aerial verticals.
 - a) Will fly in March, 1994
 - b) 1 foot elevations
 - c) Will be available in June, 1994
 - d) Will fly all roads including those into Mt. Pleasant.
 - 4. The bingo customer is different than the other gaming customers.
 - a) Bingo takes up a lot of floor space.
 - 5. Areas of current facilities
 - a) Soaring eagle casino contains 21,000 square feet of space
 - b) Bingo rooms - ?
 - c)
 - 6. Building convertibility is an important element of the work.
 - a) Do not want to build a building now to house a facility of a different type in seven years.
 - b) Do want to build with convertibility in mind.
 - c) Want to take optimum advantage of the income potential of the current market.
 - 7. What is the expansion characteristic of the convention center?
 - 8. Non gambling market characteristics
 - a) Local
 - b) Transient
 - c) Destination oriented from out of town
- F. Marketing research objectives - dated 03/11/94**
- 1. Written by Larry and Shelley
 - 2. Defines level 1 market research (activity 14)
 - 3. Objectives
- The objectives of the initial phase of marketing research is to attain an estimate of the market demand for a casino/hotel/Native American activities/family entertainment complex in Mt. Pleasant The results should be translated into the square footage of the casino, the optimal number of hotel rooms, restaurant requirements and an estimate of the attraction power of the family entertainment component of the complex. This information will be used to estimate the size of the complex and financial requirements.
- a) The specific marketing research objectives are outlined below.
 - (1) Identify the size of the gaming market. Determine size within 50, 150, and 200 miles of Mt. Pleasant. Measure current gaming behavior and latent demand.

- Identify frequent gamers.
- (2) Measure the attraction of a Mt. Pleasant casino/hotel/family entertainment complex. Translate responses into visits per year.
 - (a) Identify the impact of other existing, planned, or possible casino competitors.
 - (b) Identify trading zone by measuring attraction within 50, 150, and 200 miles of Mt. Pleasant.
- (3) Identify seasonal and weekly variations in visits. Identify the percentage who are day and overnight visitors.
- b) The following objectives go beyond the requirements of the Box (activity) 014. These will be addressed in the initial survey where possible.
 - (1) Identify demographics of likely gamers. Specifically, determine: age, gender, SES, and family characteristics (married/single, number and age of children).
 - (2) Identify reasons for visiting complex: gaming, family entertainment, visiting friends or relatives, passing through, other.
 - (3) Identify gaming preferences.
 - (4) Identify problems or perceived limitations with this complex (e. g., location, being on an Indian reservation, weather).

V. Friday - March 25, 1994 - rjs meeting #04

A. Location of meeting - Ralph J. Stephenson office

B. Date of meeting - Friday, March 25, 1994 - 1:00 P. M.

C. Those attending meeting

- 1. Richard Tilmann - Business Development Director
- 2. Ralph J. Stephenson - Consultant

D. General notes

- 1. Set preliminary program assumptions for start of summary planning.
 - a) Items about which main assumptions were made included (this list to be expanded as programming and planning proceeds):
 - (1) Buildings and facilities
 - (2) Construction
 - (3) Construction procurement
 - (4) Contract document packaging
 - (5) Contracts
 - (6) Dates
 - (7) Entertainment complex related training and educationDesign
 - (8) Funding
 - (9) Market
 - (10) Operations
 - (11) Overview committee
 - (12) Participants and staffing
 - (13) Project character
 - (14) Project delivery systems
 - (15) Real estate
 - (16) Site
 - (17) Tribal
- 2. Discussed methods by which project delivery systems are usually established.
- 3. Refer to gaming design and construction notes and assumptions.

VI. Monday - March 28, 1994 - rjs meeting #05

- A. Location of meeting - Entertainment Complex project office
- B. Date of meeting - 1:00 P. M. - Monday, March 28, 1994 - 1:00 P. M.
- C. Those attending meeting
 - 1. Richard Tilmann - Business Development Director
 - 2. Al Goudreau A. I. A. - Principal - Goudreau/Wakely, Inc. - Architectural consultants
 - 3. Ralph J. Stephenson - Consultant
- D. General notes
 - 1. Reviewed material discussed at meeting #04 re program assumptions.
 - 2. Added to gaming and construction notes from meeting on Friday, March 25, 1994.
 - 3. Began discussing overview circulation patterns, and the interaction of the facilities and those using them.

VII. Monday, May 9, 1994 - 10:13:43 AM - rjs meeting #06

- A. Location of meeting - Entertainment Complex project office
- B. Date of meeting - 10:13:43 AM - Monday, May 9, 1994
- C. Those attending meeting
 - 1. Richard Tilmann - Business Development Director
 - 2. Ralph J. Stephenson - Consultant
- D. Agenda
 - 1. Update general notes
 - 2. Monitor current status of project
 - 3. Update network models as required or desirable.
 - 4. Walk through a summary network procedure.
 - 5. Discuss partnering use and set time for detailed discussions.
- E. Current status of project
 - 1. 006-CONT(1) COLLECT INFRASTRUCTURE INFORMATION - 40 (SCOPE TO BE DEFINED)
 - a) Soil borings to be taken as footprint is developed
 - b) Site drainage
 - (1) Granger Drain
 - (a) Open ditch running eastwards about 3/4 mile south of M 20, turns north and crosses M 20 at Shepard Road and drains into the Chippewa River.
 - (2) Landon Drain
 - (a) Extends from subdivision at Broadway and off section road to west of casino. Ultimately drains into Chippewa River at north
 - (b) Was installed 2 or 3 years ago - no improvements anticipated
 - (c) Existing casino dumps into this drain.
 - (d) Is underground south of M 20.
 - (e) Will attempt to avoid impacting Landon Drain with new site development.
 - (3) Morris Johns Drain
 - (a) Borders northeast edge of site, extends on west side of Leaton north to the Chippewa River.
 - (b) Except for M 20 crossing and some driveway culverts is exposed ditch.
 - (c) Is expected to drain major portion of new developed site.
 - (d) May have to construct retention ponds due to restricted crossing at M 20. This crossing is currently planned to be upgraded when M 20 is widened to a 5 lane signalized intersection.

- c) Road construction
 - (1) Considerable improvements currently planned by the State, the County, and the Tribe
 - (2) These improvements should be planned and shown in the master network model.
 - (a) Broadway Leaton intersection
 - i) 5 lane intersection
 - ii) Designed to extend to Ogemaw from Broadway
 - iii) Being designed by Rudel
 - iv) Being designed in 1994
 - v) Will be constructed in 1994 or 1995
 - vi) Ties closely to new public safety building being built by the Tribe at the southwest intersection. To be built in 1994.
 - (b) M 20 Leaton intersection - MDOT
 - i) Design in 1994
 - ii) Construction in 1995
 - iii) 5 lane intersection - assuming entrance to complex is off Leaton.
 - iv) Size of intersection under study.
 - v) Morris John Drain improvements
 - (c) Engineering studies to be made for a 4 lane approach
 - (d) Broadway/Summerton intersection
 - i) Engineering studies to be made for a 4 lane approach
 - ii) Being designed by Isabella County Road Commission
 - iii) To be constructed
 - iv) Want to avoid excessive damage by construction traffice on the complex.
 - (e) Broadway/Isabella intersection
 - i) Engineering studies to be made for a 4 lane approach
 - (f) M 20 improvements
 - i) Intersection with Leaton main concern at present
 - (g) Leaton improvements
 - i) Will be widened to 5 lanes by staged construction from M 20 to Broadway and slightly past to the south.
 - ii) Leaton may be the location of the main entrance to the entertainm ent complex
 - (h) Broadway improvements
 - i) Resurfacing existing pavement
 - ii) Employee entrance desired off Broadway.
 - iii) Widening only at intersections
- d) Water supply
 - (1) Will use above grade water tank - capacity to be determined
 - (2) Will be supplied from wells to be tied into community system
 - (3) Will need drinking and fire protection water supplies.
 - (4) Have 50,000 gallon tank presently serving community
 - (5) Are constructing new 150,000 gallon tank.
 - (6) Third tank will be built and be tied into the other two.
- e) Waste treatment
 - (1) System still being considered
 - (a) Get to city - preferable at present

- i) Can pump to the city through township sewer line
 - ii) Can build new force main to city supply.
 - (b) Handle on site
 - i) Are presently building an 8 acre sewage settlement lagoon (2 cell) which can be expanded.
 - ii) May construct internal waste treatment plant at the lagoon.
 - f) Have talked to Consumers Power re gas and electrical supply.
 - (1) What does Consumers furnish and what must the Tribe furnish
 - (a) Transformers
 - (b) Switch gear
 - (c) Transmission lines
 - (d) etc.
 - g) Have talked to GTE about telecommunications.
 - h) Air travel
 - (1) Should recognize that the nearness of the airport makes charter service attractive.
- 2. 014-PART CONDUCT LVL #1 MKT RESEARCH ADEQUATE TO START SPACE PROGRAM - 22
 - a) Currently under way
 - b) Detailed break down of elements given in memo to Rich Tilmann of May 4, 1994 from Gary Steiger.
 - c) Slightly behind schedule in questionnaire work.
- 3. 011-SELECTN COMM INTERVW LVL #1 PLANNG, ARCH, ENGR & SPECLTY DESIGN FIRMS - 10
 - a) Interviewing to begin 05/10/94
 - b) Final selection should be possible by 05/12/94.
 - c) Consultants should be under contract by 05/27/94.
- 4. 013-RETAIN CONSTRUCTION ADVISOR FOR COSTING AND VALUE ENGRG -
 - a) Short list being prepared as of 05/09/94.
 - b) Interviews with short listed firms will be complete and selection made by 05/20/94.

VIII. Friday, May 13, 1994 - 1:00 P. M. - rjs meeting #07

- A. Location of meeting - Entertainment Complex project office
- B. Date of meeting - 1:06:46 PM - Friday, May 13, 1994
- C. Those attending meeting
 - 1. Richard Tilmann - Business Development Director
 - 2. Ralph J. Stephenson - Consultant
- D. Agenda
 - 1. Update general notes
 - 2. Walk through a summary network procedure.
 - 3. Discuss partnering use and set time for detailed discussions.
- E. General notes
 - 1. Foxwood - Tribal casino in southeast Connecticut
 - a) 2 million square feet
 - b) 5 phases of construction
 - c) \$240 million construction cost or more
 - 2. Short list of construction managers
 - a) Hyman/Etkin

- b) PCL/Shigobee
 - c) Eagle/CRSS
 - d) Turner
 - e) Walbridge/Aldinger & Kraus Anderson
 - f) Ellis Don
 - g) Perini Building Company
 - h) Christman/C. R. Klewin
 - 3. Short list of community master planners
 - a) JJR
 - b) Presnell Associates
 - c) BRW Inc.
 - d) Planning and Zoning
 - 4. Short list of a/e's
 - a) Hobbs & Black
 - b) BRW
 - c) Cunningham
 - d) Hornberger
 - 5. List of organizations involved
- IX. Friday, June 10, 1994 - 8:34:53 AM - rjs meeting #08 (or 09?)**
- A. Location of meeting - Entertainment Complex project office**
 - B. Date of meeting - Friday, May 13, 1994 - 1:00 P. M**
 - C. Those attending meeting**
 - 1. Richard Tilmann - Business Development Director
 - 2. Ralph J. Stephenson - Consultant
 - 3. Don Koster - Dow Howell Gilmore - A/E
 - D. Agenda**
 - 1. Discuss use of internet system on project.
 - 2. Prepare detailed activity and responsibility check list for rti.
 - 3. Walk through a summary network procedure.
 - 4. Prepare preliminary outline for merging construction networks with the Tribal Master Plan Summary.
 - 5. Prepare preliminary outline for monitoring, updating and reporting procedures.
 - 6. Begin detailed planning for production of construction documents.
 - 7. Discuss use of partnering system techniques.
 - 8. Discuss professional liability insurance coverage.
 - 9. Discuss project delivery system relative to field administration.
 - a) What role does the Tribe plan in the auditing process?
 - b) What sales tax procedures are best for the Tribe?
 - 10. Discuss testing agency responsibilities.
 - 11. √Update general notes.
 - 12. √Monitor issue #3 network model.
 - E. Project status as of Friday, June 10, 1994**
 - 1.
 - F. Responsibilities of the construction administration**
 - 1. Party responsible - Dow Howell Gilmore - Consulting architects
 - a) Don Koster - Principal in charge of construction phase

- b) Will manage the architectural construction administration portion of the project and be responsible for
 - (1) On site inspection
 - (2) Processing submittals
 - (a) Will have 2 full time construction administration staff members assigned to the Entertainment Complex.
 - (3) May have additional field administration responsibilities to other design firms.

IV. Meeting date - 8:31:52 AM - June 24, 1994

A. Location of meeting - Entertainment Complex office

B. Those attending - some not listed

1. Paul Proudfoot - Proudfoot Associates, Inc.
2. Jack Worstell
3. Bill Callaway
4. Phil Fredrickson
5. Jay Smith
6. Rich Tilmann
7. Mac MacGarry
8. Don Koster
9. Bill Zehnder
10. Scott Martin
11. Paul Almy, A.I.A - Worth Group Architects
12. Others - not listed

C. Agenda

1. Discuss support facilities in general - to determine possible scope.
2. Define the following

a) Support facilities

Those components of the project which serve and support the main line operations of the entertainment complex but are overhead expenses rather than profit centers.

- (1) Central utility plant
- (2) Waste treatment facility
- (3) Water treatment
 - (a) Water storage facility
- (4) Physical plant complex
 - (a) Shops
 - (b) Maintenance
 - (c) Administration offices of maintenance
 - (d) Transportation division
 - i) Shops
 - ii) Office
 - (e) Storage
 - i) Short term
 - ii) Long term
- (5) Power distribution
- (6) Communication facilities
- (7)

b) Infrastructure

Those components of the project which bring and take resources to the line (income generators) and support (overhead) components from outside the complex boundary and whose operation are costs to the complex.

serve and support the main line operations of the entertainment complex but are overhead expenses rather than profit centers.

- (1) Water distribution system
 - (2) Waste water collection system
 - (3) Storm water collection, storage & discharge system
 - (4) Road and bridge systems
 - (5) Power distribution
 - (6) Communications distribution
- c) Site work
- (1) Reforestration
 - (2) Irrigation systems
 - (3) Constructed water features
 - (4) Natural water feature
- d) Macro work phases
- e) Micro work phases
- f) Project master plan
- The master layout of the MULTI USE ENTERTAINMENT COMPLEX showing all buildings, roads, infrastructure, support facilities and other components in detail sufficient to establish order-of-magnitude costs (within 25%) as defined by the proforma analyses.
- g) Floor plan
- h) Concept plans
- i) Concept descriptions
- j) Site parcels definition - to be confirmed
- (1) Can be used now for construction
 - (a) Parcel 1E - fee, being placed in trust
 - i) East half contained in the area between M20, Broadway, Summerton, and Leaton.
 - (b) Parcel 1W - fee, being placed in trust
 - i) West half contained in the area between M20, Broadway, Summerton, and Leaton.
 - (c) Parcel 2 - fee, being placed in trust
 - i) To the south of Broadway and to the west of Leaton Road.
 - (2) Might be used for parking only
 - (a) Parcel 3 - fee only
 - i) To the south of Remus Road and east of Summerton Road.
3. **Plan the work to be done through November 23, 1994 to intended start of site work.**
4. **Plan the work to be done through March 27, 1995 to intended start of building construction.**
- D. **What design work is needed to begin site work?**
1. **Prepare project program to define building and site relationships.**
 2. **Prepare master plan to show all site development & land acquisition**
 - a) Future land acquisition
 - b) Site development
 - (1) Conceptual landscaping plans

- (2) Mass grading plan
 - (3) Concept layouts of roads
 - (4) Line drawings of proposed utilities
 - (a) Concept layouts of storm systems
 - (b) Concept layouts of waste water systems
 - (c) Concept layouts of water features
 - (5) Concept descriptions of engineering systems
 - (6) Concept layouts of parking facilities
 - (7) Location and outline specs for infrastructure components
 - (a) Performance characteristics
 - (b) Population projections
 - c) Building work
 - (1) Support facilities locations and sizes
 - (2) MULTIPLE USE ENTERTAINMENT COMPLEX (MUEC)
 - (a) Building locations
 - (b) Building sizes
 - (c) Building concept plans and descriptions
 - i) Renderings
 - (1) Aerials
 - (2) Birds eye
 - (3) Ground level
 - ii) Elevations and sections
 - iii) Floor plans
 - iv) Outline specifications for materials
 - v) Written descriptions of engineering systems
3. **From the master plan, prepare and approve budgets for**
- a) Overall project as defined in the master plan.
- E. **What are the things we must have so as to proceed with our work?**
- 1. **Select a site for:**
 - a) Phase ?
 - b) Phase ?
 - c) Phase ?
 - 2. **Existing contour maps.**
 - 3. **Soil borings.**
 - 4. **Existing service facilities.**
 - 5. **Decisions on infrastructure elements.**
 - 6. **Population characteristics of the various communities.**
 - a) Can the owner provide this as a very rough figure?
 - 7. **What parts of the site are to be available and when?**
 - a) Will not build any structures on fee land.
 - 8. **Define an approval process.**
 - 9. **Well capacities.**
 - a) Done by drawdown tests
 - 10. **Identify existing utility characteristics.**
 - a) Power systems
 - (1) Diane Weripch is contact at Consumers

- (2) Connected load demands
 - b) Gas systems
 - (1) Connected load demands
 - c) Communication systems
 - (1) Video systems
 - (2) Telephone systems
11. **Owner provide a level 1 budget as currently proposed by them for the facility.**
- F. **General notes & questions**
- 1. **Should the infrastructure and support facilities be approached from modular design and construction platform?**
 - 2. **Where does the water for the water features come from?**
 - 3. **No more ponds.**
 - 4. **How can cogeneration be considered as an energy source?**
 - 5. **What are the solid waste disposal considerations?**
- G. **Preliminary discussion of site preparation work package #1 - to be continued.**
- 1. **What field work is anticipated to be done in site preparation package #1?**
 - a) MASS GRADING
 - b) STORM DRAINAGE SYSTEM
 - c) CONSTRUCTION ROADS
 - d) TEMPORARY UTILITIES
 - e) CONSTRUCTION PARKING
 - f) INTERIM ROAD SYSTEM
 - g) CONSTRUCTION OFFICES IN PLACE
 - h) CONSTRUCTION STORAGE IN PLACE
 - 2. **What design activities are needed to issue package #1 construction documents.**
 - a) PREPARE & SUBMIT SCHEMATIC PHASE PACKAGE MEUC LEVEL 1
 - b) REVIEW & APPROVE SCHEMATIC PHASE PACKAGE MEUC LEVEL 1
 - c) REVIEW & APPROVE DESIGN DEVELOPMENT PACKAGE FOR SITE DEVELOPMENT.
 - d) PREPARE & SUBMIT DESIGN DEVELOPMENT PACKAGE FOR APPROVAL.
 - e) REVIEW & APPROVE DESIGN DEVELOPMENT PACKAGE FOR APPROVAL.
 - f) PREPARE & SUBMIT SITE PREPARATION CONSTRUCTION DOCUMENT PACKAGE FOR SITE PREPARATION #1
 - g) REVIEW & APPROVE SITE PREPARATION CONSTRUCTION DOCUMENT PACKAGE FOR SITE PREPARATION #1
 - h) PREPARE & SUBMIT MASTER PLAN FOR MUEC
 - i) REVIEW & APPROVE MASTER PLAN FOR MUEC
 - j) PREPARE & SUBMIT BUDGET FOR MUEC
 - k) REVIEW & APPROVE BUDGET FOR MUEC
- H. **Site selection steps necessary prior to July 7, 1994**
- 1. **CK**
 - a) Determine differential cost between sites #1E and 2 for

- (1) Infrastructure - see definition above
 - (2) Roads
 - (3) Bridges
 - (4) Grading
 - (5) Landscaping
 - (6) Water features
- 2. HWI**
 - a) Prepare pro and con analysis of the two sites in how well they will achieve the project program.
 - 3. SWA**
 - a) Prepare birdseye perspective of what sites #1E and 2 might look like
 - b) Prepare a preliminary budget for landscaping cost differentials.
 - c) Prepare conceptual grading differentials for two sites
 - 4. PA**
 - a) Prepare differential infrastructure analysis for the two sites.

V. Meeting date - 1:42:38 PM - July 8, 1994

A. Location of meeting - Entertainment Complex office

B. Those attending

1. Rich Tilmann
2. Ralph J. Stephenson

C. Definitions - to be collected

1. Phase 1 - gaming complex

- a) Gaming component - \$81 to \$100 million
 - (1) Site mass grading
 - (2) 1/2 site finish grading
 - (3) Site utilities to support gaming components -
 - (4) Gaming building elements
 - (a) Casino
 - (b) Bingo
 - (c) Back of house for casino and bingo

2. Phase 2 - Total minus the museum and the Phase 1 work.

D. Inventory of materials available as of 07/08/94

1. Total project program wish list

- a) Block diagrams -
- b) Bubble diagrams - produced during workshops

2. Order - of - magnitude estimate

- a) High and low range based on program square footages
- b) Based on similar square foot pricing
- c) Costs
 - (1) Casino project and related facilities only - Level 1
 - (a) Low - \$81,000,000
 - (b) High - \$100,000,000
 - (2) Total project except for museum - Level 2
 - (a) High - \$215,000,000
 - (b) Low - \$170,000,000

E. What are the alternate courses of action

- 1.

F. Projected dates

1. 07/19/94 - Return to Rich T. with total project renderings & sketch models
2. 07/15/94 - Council approve proceeding with level 1 phase 1 casino design and construction
3. 07/21/94 - Scheduling meeting
4. 08/05/94 - Initial concept detail - architectural for phase 1
5. 08/19/94 - Final concept detail
- 6.

G. General notes

1. Tribe becoming more aware of the implications of fast track delivery systems.

2. Might check with cm re costs of an accelerated project

- a) How did the 30% figure occur.
- b) Check about how this range of increases could occur

H. What design work is needed to begin site work? (from June 24, 1994) - status as of 07/08/94.

1. Prepare project program to define building and site relationships.

- a) An initial draft has been done
- b) Are waiting for the Concil's response to the draft is.
- c) Will probably get the response by 07/21/94.

2. Prepare master plan to show all site development & land acquisition

- a) Future land acquisition
 - (1) It is generally considered that at this time we have enough information on future land acquisition to proceed with site planning.
- b) Site development
 - (1) Conceptual landscaping plans
 - (a) Some work has been done - most should be available and presented at the July 21, 1994 meeting.
 - (2) Mass grading plan
 - (a) No specific work done as yet. However existing grades have been plotted on a 1' contour.
 - (b) Need to begin setting building grades.
 - (3) Concept layouts of roads
 - (a) Currently being studied.
 - (b) Internal circulation pattern fairly well set.
 - (c) Entrances and exits are still being considered.
 - (4) Line drawings of proposed utilities - no work has started on this phase of the work - must find out about this work.
 - (a) Concept layouts of storm systems
 - (b) Concept layouts of waste water systems
 - (c) Concept layouts of water features
 - (5) Concept descriptions of engineering systems - being considered
 - (6) Concept layouts of parking facilities
 - (a) Well along in concept.
 - (b) Should begin setting grades.
 - (7) Location and outline specs for infrastructure components
 - (a) Performance characteristics
 - i) Power demands
 - ii) Waste water volumes
 - iii) Drinking water volumes
 - iv) Storm water volumes
 - v) Other
 - (b) Population projections
 - i) Have the program machine counts now. May change.
 - (1) 2500 slots
 - (2) 80 tables
 - (3) 70 seats keno and race book
 - (4) 1500 seats for bingo

- ii) Have these now in the program statements.
 - iii) What more do we need?
 - c) Building work
 - (1) Support facilities locations and sizes
 - (a) Main housing may be at the famr on Broadway.
 - (2) MULTIPLE USE ENTERTAINMENT COMPLEX (MUEC)
 - (a) Building locations
 - i) Are being fixed now.
 - (b) Building sizes
 - i) Are being fixed in accordance with the program.
 - (c) Building concept plans and descriptions
 - i) Renderings - do have some now - will make more as concept design proceeds.
 - (1) Aerials
 - (2) Birds eye
 - (3) Ground level
 - ii) Elevations and sections
 - (1) To be prepared
 - iii) Floor plans
 - (1) To be prepared
 - iv) Outline specifications for materials
 - (1) To be prepared
 - v) Written descriptions of engineering systems
 - (1) To be prepared
- 3. From the master plan, prepare and approve budgets for**
- a) Overall project as defined in the master plan.

Gaming design and construction notes for Saginaw Chippewa E. C. - d 414

I. **ENCLOSURE A** - Assumptions to be made for preliminary planning purposes and items to be considered as of printing date - in alphabetical order

A. **Building and facility assumptions** - reviewed with Rich Tilmann and Al Goudreau on 03/28/94 (where notes about gaming #1 or #2, or other parenthetical notes are written, these relate to rjs project files available for reference).

1. **Total program component assumptions**

Current planning components that will ultimately make up the total foreseeable future program of development.

a) Conference center

(1) Uses

- (a) Conference rooms
- (b) Group food service facilities
- (c) Related service and utility facilities
- (d) Small auditorium facilities
- (e) Audio visual equipment rentals
- (f) Office services facility
- (g) Teleconferencing facilities
- (h) Others?

(2) General notes

- (a) Might consider remodeling of Soaring Eagle Casino once it was vacated.
- (b) Consider lower peninsula as a major component of market.
- (c) Must distinguish between conference facilities and convention facilities.

b) Convention center

(1) Uses

- (a) Large unobstructed display floor space
- (b) Satellite conference space
- (c) Satellite teaching space
- (d) Small office services facilities
- (e) Limited food service facilities
- (f) Related service and utility facilities
- (g) Others?

(2) General notes

- (a) Market may be a national trade area. To be determined by marketing analysis.
- (b) Should consider close physical connection to conference center.

c) Entertainment attractions

(1) Uses

- (a) Adult lounge with stage and dance facilities
- (b) Dinner club program facility
- (c) Indoor recreational facilities
 - i) Indoor water park
 - ii) Pools

- iii) Racquet ball courts
- iv) Fitness center
- v) Small recreational facilities
 - (1) Putt putt golf
 - (2) Three man basketball
- vi) Theater
- vii) Interactive video recreation
 - (1) Splat ball
 - (2) Other
- (d) Nationally known stage show facility
- (e) Night club show facility associated with lounge entertainment
- (f) Outdoor recreational facilities - some existing
 - i) Amphitheater
 - ii) Pohl Cat and other golf facilities
 - iii) Canoe excursions and rental facilities
 - iv) Race tracks
- (g) Related service and utility facilities
- (h) Teen club with arcade, stage & dance facilities
- (i) Others?
- (2) General notes
 - (a) Location of family facilities should be where proper supervision is available, and nearby family activities accessible.
- d) Gaming attractions
 - (1) Uses
 - (a) Bingo
 - i) Bingo hall
 - ii) Food service facilities
 - iii) Related service and utility facilities
 - (1) Service cores at circulation areas
 - (2) Public toilet room
 - (3) Check cashing
 - (4) Bingo packet sales
 - (5) Pull tab stations
 - (6) Mechanical rooms
 - (7) Electrical rooms
 - (8) Storage spaces
 - (9) Cashier
 - iv) Stage area
 - v) Security facilities
 - vi) Surveillance facilities
 - vii) Others?
 - (b) Casino
 - i) Accounting
 - ii) Banking card games
 - iii) Coin cart storage
 - iv) Craps and related dice games
 - v) Electronic games
 - vi) Food service facilities

- vii) Hard count cash handling
 - viii) Holding cell
 - ix) Keno
 - x) Lost and found facilities
 - xi) Non banking card games
 - xii) Others ?
 - xiii) Paymaster
 - xiv) Police interview
 - xv) Police office rooms
 - xvi) Pull tab stations
 - xvii) Related service and utility facilities
 - (1) Service cores at circulation areas
 - (2) Public toilet rooms
 - (3) Check cashing
 - (4) Pull tab stations
 - (5) Mechanical room
 - (6) Electrical room
 - xviii) Roulette
 - xix) Security rooms
 - xx) Slot machines
 - xxi) Soft count cash handling
 - xxii) Servileness room
 - xxiii) Table games
 - xxiv) Vault areas
 - xxv) Wheel games
- (2) General notes
- (a) The bingo customer is different than the other gaming customers. What are the differences?
 - (b) Bingo requires a large floor space.
 - (c) Current square footage of space - about ?
 - (d) Could it be in a multi story facility?
 - (e) Will run shuttles between gaming buildings and bingo hall if justified.
 - (f) What will be done with the existing Soaring Eagle facility?
 - (g) Surveillance deals primarily with electronic monitoring
 - (h) Security deals primarily with unarmed personnel patrols.
 - (i) Policing deals primarily with actions that can be taken only with sworn police act ion.
 - (j) Must understand evidence handling requirements.
- e) Hospitality attractions
- (1) Uses
 - (a) Amenity services
 - i) Cafe/restaurant
 - ii) Fitness
 - iii) Limited conference facilities
 - iv) Lounge
 - v) Pool areas
 - (b) Audio visual and telecommunication services
 - (c) Convention and banquet facilities

- (d) Full service hotel
 - i) Retail and service shops.
 - ii) Back of house
 - (1) Offices
 - (2) Front desk
 - (e) Related service and utility facilities
 - (f) Others?
- (2) General notes
 - (a) Planning staff member yet to be put under contract will act as managing and programming resource for hospitality facilities
- f) Museum and cultural center
 - (1) Components - listed alphabetically
 - (a) Academic research center
 - (b) Archives
 - (c) Arts in residence
 - (d) Classroom spaces
 - (e) Conference spaces
 - (f) Cultural center
 - (g) Graphic arts and media center
 - (h) Indian gaming history display
 - i) Lacrosse
 - ii) Other
 - (i) Library
 - (j) Museum
 - (k) Publishing facilities
 - (l) Theater & multi media facilities
 - (m) Tribal school
 - (n) Woodland village
 - i) Pow wow grounds
 - (o) Others?
 - (2) General notes
 - (a) Thinking must come from the Indian community.
 - (b) Ziibiwing Cultural Society has been asked and may assist in doing the museum and cultural center programming.
 - (c) Tribal community must have considerable program and design input into the museum design.
 - (d) One of the Tribal staff members, yet to be put under contract, will act as the managing focus of the museum/cultural center effort and program writing.
 - (e) Planning staff member yet to be put under contract will act as managing and programming resource for museum & cultural facilities
- g) Retail attractions
 - (1) Uses
 - (a) Auto service center & one stop shopping.
 - (b) Clothing shops
 - (c) Native American crafts
 - (d) Non native American crafts
 - (e) Personal services
 - (f) Related service and utility facilities

- (g) Specialty food cafes
- (h) Specialty shops
- (i) Others?
- (2) General notes
- h) Bus & group visitor reception
 - (1) Uses
 - (a) Bus registration
 - (b) Coat check
 - (c) Offices
 - (d) Toilet rooms
 - (e) Vending area
 - (2) General notes
- i) Service and support facilities - some located in or near main facilities
 - (1) Uses
 - (a) Employee day care facilities
 - (b) Employee related medical facilities
 - i) Emergency medical care
 - ii) Employee screening facility
 - (c) Food service areas
 - i) Food preparation
 - ii) Seating
 - iii) Serving
 - (d) Functional areas
 - i) Ante room
 - ii) Bingo paper storage/prep
 - iii) Elevators
 - iv) Employee break room & training
 - v) Employee entrances
 - vi) Garage
 - vii) Holding cell
 - viii) Loading dock
 - ix) Locker rooms
 - x) Maintenance areas
 - xi) Money room
 - (1) Soft cash
 - (2) Hard cash
 - xii) Receiving office
 - xiii) Sally port
 - xiv) Security offices
 - xv) Vault
 - xvi) Video technician area
 - xvii) Others
 - (e) Operating offices
 - i) Accounting area
 - ii) Conference rooms
 - iii) Executive offices
 - iv) Gaming Commission and staff offices
 - v) Personnel area

- vi) Tribal chairman's office
- vii) Visitor reception area
- viii) Others?
- (f) Security offices
- (g) Surveillance facilities
- (h) Police facilities
- (i) Others?
- (2) General notes

2. Level 1 component assumptions - see total program section above for detailed information

Level 1 components are the engine components that drive the complex and make it feasible. These are the early high priority market, program, design and construction elements.

- a) Entertainment attractions
 - (1) Indoor recreational facilities
 - (2) Teen club with arcade, stage & dance facilities
 - (3) Night club show facility associated with lounge entertainment
 - (4) Dinner club program facility
 - (5) Adult lounge with stage and dance facilities
 - (6) Outdoor recreational facilities - some existing
- b) Gaming attractions
 - (1) Bingo
 - (2) Casino
- c) Hospitality attractions
 - (1) Full service hotel
 - (2) Amenity services
- d) Retail attractions
- e) Bus & group visitor reception
- f) Service and support facilities
 - (1) Employee day care facilities
 - (2) Functional areas
 - (3) Food service area
 - (4) Operating offices
 - (5) Police facilities
 - (6) Security offices
 - (7) Surveillance facilities
 - (8) Others??

3. Building convertibility assumptions.

- a) Do not want to build a building now to house a facility of a different type in seven years.
- b) Do want to build with convertibility in mind.
- c) Want to take optimum advantage of the income potential of the current market.
- d) Use communications conduit for the services needed. Probably will use coaxial cable, fiber, twisted pairs.
- e) Convertibility needs should fit market life cycles.

4. Example sizes

- a) Casino (shown for gaming #2 - ltl)
 - (1) Foot print 105,998 square feet
 - (2) Main floor 105,998 square feet
 - (3) Basement 19,400 square feet
 - (4) Mezzanine 7,311 square feet
 - (5) Total area 132,809 square feet

5. Code assumptions

- a) Tribe is exempt from all local area, state, and regional codes and permit requirements.
- b) Federal codes applicable - all to be checked
 - (1) Americans with disabilities act
 - (2) OSHA (Occupational Safety and Health Administration)
 - (3) Environmental Protection Agency
 - (4) Indian Health Service
 - (5) Other
- c) Indian Health Service may act in manner similar to regulatory health agencies on project facilities normally requiring health department reviews and approvals.
 - (1) RTI is getting scope of inspection services that might be available to the staff - 03/28/94
- d) Tribe fire department may act in manner similar to regulatory fire inspection agencies on project facilities normally requiring fire related reviews and approvals.
- e) Tribe may contract out inspection services.
- f) Tribe will build to Building Officials Conference of America building code (BOCA).
- g) Should ask Architect Engineer of record for a full BOCA code search for each building.
- h) Should ask Architect Engineer of record to make a full life safety search NFPA 101. (National Fire Protection)
- i) Check into zoning requirements to be applied.
- j) Land planner should be expected to investigate zoning elements to be used.
- k) Should watch road design to accommodate State & Federal regulations.
- l) Check with FAA regarding airport restrictions.

6. Current areas of existing facilities

- a) Soaring Eagle Slots
 - (1) Gross - ± 26,000 square feet
 - (2) Net - 14,804 square feet - actual gaming area
- b) Soaring Eagle Bingo
 - (1) Gross - ?
 - (2) Net - 6,489 square feet - actual bingo seating area
- c) Soaring Eagle Card Room
 - (1) Gross - ?? square feet
 - (2) Net - 8,410 square feet

B. Construction assumptions

1. Examples of project lengths and dates

- a) Prime contractor said will do in 10 1/2 months (gaming #2 - ltl)
 - (1) Might use overtime work
 - (2) Will use overlapping design and construction (fast track)
- b) General date information (gaming #2 - ltl)
 - (1) Contract execution date - May 2, pm (088)
 - (2) Prime contractor given design package approval notice on June 4 am (109)
 - (3) Prime contractor started in field - May 9 am (092)
 - (4) Time meter started on May 9 am (092)
 - (5) Contract completion date - May 9 am (348)
 - (a) Liquidated damages begin on this date at a rate of \$1000 per day
 - (b) Important with liquidated damages to establish what constitutes completion

2. Saginaw Chippewa project and length data

- a) 24 months to complete level 1 projects from March, 1994

3. Project construction components - to be used for preparation of laundry lists and summary network modeling

The basic units into which most building construction projects can be divided. Usually the components represent distinct construction & construction related actions that have common characteristics.

- a) Front end work (few)
All non construction project related work concerning real estate, financing and pre construction leasing.
- b) Design work (des)
Project related work that concerns production and issuing of contract documents
- c) Procurement (pro)
Work related to solicitation of proposals, award of subcontracts, preparation of submittals, approval of submittals, and fabrication and delivery of materials & equipment to the job site.
- d) On site work (osi)
All project work outside the building line and inside the property or hoarding (contract boundary) line.
- e) Off site work (ofs)
All work outside the property or hoarding line that is included in the project contract scope of work.
- f) Substructure work (sbw)
All foundation work upon which the superstructure bears directly or indirectly. Also includes site preparation for start of field work on the building area.
- g) Superstructure work (ssw)
All major structural load carrying components that bear on the substructure directly or indirectly.
- h) Exterior skin (esk)
All elements required to close the building to weather.
- i) Interior rough work (irw)
All interior building components that can be exposed totally or in part to weather.
- j) Interior finish work (ifw)
All interior building components that must be protected totally or in part from weather.

- k) Unit systems work (usy)
.All work that can be installed as a unit & is somewhat isolated during construction from other components of the building
- l) Fixtures, furnishings, & equipment (ffe)
Work installed after or concurrently with final finishing of the general, mechanical, and mechanical trades work on the project. FFE work is often installed by the owner's or operator's contractors under a separate contract. It usually is installed just prior to the actual soft or hard opening of the project.

4. Potential design and construction items of concern - this list to be added to as the project proceeds.

- a) Wiring and piping under access or raised flooring
- b) Halon system under access flooring ? - check if needed
- c) Halon tank farm ?
- d) How long will it take the owner to move in after project completion?

C. Construction procurement assumptions

1. Types of submittals

- a) Color boards
- b) Cuts
- c) Full scale tests (example - wind & water testing of sash)
- d) Mock ups
- e) Others?
- f) Samples
- g) Shop drawings
- h) Swatches and chips

2. Review & approve submittals - example from gaming #1 - nih - times shown in working days - from date of submission to prime contractor by the subcontractor or vendor

- a) Prime contractor log in and check
 - (1) 01 - Normal time
 - (2) 01 - Expedited time
 - (3) 00.5 - Super expedited time
- b) Prime contractor transmit to architect/engineer
 - (1) 01 - Normal time
 - (2) 01 - Expedited time
 - (3) 01 - Super expedited time
- c) AE log in and check
 - (1) 10 - Normal time
 - (2) 05 - Expedited time
 - (3) 02 - Super expedited time
- d) AE transmit to prime contractor
 - (1) 01 - Normal time
 - (2) 01 - Expedited time
 - (3) 01 - Super expedited time

- e) Prime contractor log in and review submittal
 - (1) 02 - Normal time
 - (2) 01 - Expedited time
 - (3) 00.5 - Super expedited time
- f) Prime contractor transmit to sub contractor or vendor
 - (1) 03 - Normal time
 - (2) 02 - Expedited time
 - (3) 01 - Super expedited time
- g) Total turn around times in working days
 - (1) 18 - Normal time
 - (2) 11 - Expedited time
 - (3) 06 - Super expedited time

D. Contract assumptions

1. **All contracts let by the Tribe, and that have an impact on Tribal land must have Bureau of Indian Affairs (BIA) approval.**
2. **All contracts \$25, 000 or larger and let by the Tribe, and that have an impact on the project must be audited especially if associated with the gaming function.**
3. **Professional service contracts should be reviewed by the BIA.**
4. **Are liquidated damages or incentive/disincentives to be used?**
 - a) How is completion determined?
 - (1) Usually by temporary or final certificate of occupancy
 - (2) Difficult to determine accurately so as to achieve desired control on project.
5. **Delivery systems being considered - see document prepared by Al Goudreau entitled Construction Delivery Methods, dated March 14, 1994 and attachment A entitled Construction Contract Characteristics.**
 - a) May consider using the construction management (consultant), constructor approach - the edited partial description below, is derived for the most part from Mr. Goudreau's document. It forms a good basis from which to establish the delivery system to be used.

This approach unites a three-party team of Owner, Design Professional, and Construction Manager in a non-adversarial relationship, and provides the Owner with an opportunity to participate fully in the construction process.

In addition to acting as an advisor to the Owner during the design phase, the Construction Manager also assumes financial responsibility for the construction of the project. The Construction Manager (consultant) / Constructor provides the Owner with a guaranteed maximum price (GMP) and provides all actual labor and materials for the project. The Construction Manager / Constructor is responsible for the quality of the construction work.

The Construction Manager / Constructor usually features lump sum or other types of

contracts with a number of subcontractors all under the Construction Manager's (prime contractor's) contract.

The Construction Manager / Constructor approach usually fixes the guaranteed maximum price on the total project and on the individual project components when the drawings and specifications are sufficiently complete to propose a guaranteed maximum price.

b) The construction delivery system described above can be described in further detail by using the classification system shown in Attachment A, construction contract characteristics, accompanying this set of notes.

(1) Agreement premises - A2 - Partially qualified - moderate multivalued competition.

The construction manager (consultant, contractor) is selected by interview and evaluation from a short list of candidates screened from a larger list.

(2) Authority limits - B3 - As contractor

The construction manager (consultant, contractor) is retained as a contractor (a party, where there is a principal and a contractor, who agrees to the doing or not doing of some definite thing for a stipulated sum) with no agency authority either as a construction consultant or a constructor.

(3) Payment methods - C2a2 - Time and material plus a fixed fee with a limit (guaranteed maximum price) and with shared savings during the construction process. The shared savings are often set at 80% to the owner and 20% to the contractor, and are established by an audit.

This system is a method to be used where good relations between the owner, the user, the architect/engineer, and the prime contractor can be reliably maintained throughout the project.

Of importance here is to clearly define what is included in the direct costs, the overhead costs, and the profit of the prime contractor.

(4) Scope of services - D1a1, 1, 3, 4 or D2a, 1, 3, 4 - Single responsibility - in house and subcontractors for all trades, and to provide management, construction labor, and materials.

If the owner desires to contract out portions of the project such as ffe work, security work, surveillance systems or other such specialized work the contract type can or might shift to D2b, 1, 3, 4 - a split responsibility pattern.

6. Bonding will be included in the construction proposal as an alternative to be decided on by the Tribal Council.

7. Liquidated damages or incentive/disincentives are to be discussed at a later date.

E. Contract document packaging assumptions

1. Examples of bid package characteristics

- a) Listing of bid packages - (gaming #2 - ltl)
Were determined by prime contractor in conjunction with the architects and engineers of record all consulting with the Tribe.
 - (1) Bid package #01 - Civil
 - (2) Bid package #02 - Foundations
 - (3) Bid package #03 - Precast concrete - architectural & wall panels
 - (4) Bid package #04 - Mechanical work
 - (5) Bid package #05 - Electrical work
 - (6) Bid package #06 - Structural steel, joists & metal deck
 - (7) Bid package #07 - Elevators
 - (8) Bid package #08 - Roof & exterior skin
 - (9) Bid package #09 - Floors, walls & finish carpentry
 - (10) Bid package #10 - Specialties & accessories
- b) Key dates for bidding from document packages (gaming #2 - ltl)
 - (1) 04/15 pm (075) - Bid package #03 - Performance spec issued for design/build - precast concrete - architectural & wall panels
 - (2) 04/15 pm (075) - Bid package #04 issued - Mechanical work
 - (3) 04/23 pm (081) - Bid package #01 issued - Civil
 - (4) 04/25 pm (083) - Bid package #07 issued - Elevators
 - (5) 04/30 pm (086) - Bid package #02 - Foundations
 - (6) 05/02 am (087) - Prime contractor agreement to be signed
 - (7) 05/06 pm (090) - Bid package #06 - Structural steel, joists & metal deck
 - (8) 05/08 pm (092) - Bid package #05 - Electrical work
 - (9) 05/10 pm (094) - Bid package #08 - Roof & exterior skin
 - (10) 05/17 pm (099) - Bid package #09 - Floors, walls & finish carpentry
 - (11) 05/28 pm (105) - Bid package #10 - Specialties & accessories
 - (12) 02/28 pm (298) - Completion date for planning purposes
 - (13) 05/01 pm (343) - Completion of project according to contract

F. Date assumptions

- 1. **Spring, 1996 - Desire to have all level 1 projects complete and operational. See building and facility assumptions for scope of level 1 work.**
- 2. **See current issue #2 network model, dated 02/28/94 for key dates of front end work.**

G. Design assumptions.

- 1. **Contract characteristics - to be defined**
- 2. **Type of firm to be used - to be defined**
- 3. **Relation to overview committee - to be defined**
- 4. **Relation to the Tribal Council - to be defined**

H. Entertainment complex related training and education assumptions.

1. **The Tribe Education Department will prepare an education, and training plan that interfaces with the staffing needs of the facility.**

I. Funding assumptions

1. **That a thorough, objective investigation will be made to determine and set possible sources of funding.**
 - a) Bonding
 - b) Loan sources
 - c) Retention rates
 - d) Tribal funding
 - e) Current income
 - f) Others?
2. **That pro formas will be available to design and construction teams to guide program writing and design.**
3. **A target cost for the facilities must be given to the programming and design team as they start their design.**

J. Market assumptions

1. **Development waves projected by overview members**
 - a) Wave characteristics as projected by Rich T.
 - (1) Wave 1 is in place at the present time in the 8 tribal sites as of 03/11/94.
 - (2) Wave 2 - 2 to 5 years will be the second phase of any casino gaming expansion in the market area. High wave to complete the saturation of the market.
 - (a) Saginaw Chippewa expansion
 - (b) The possible Detroit casino
 - (c) the Windsor casino
 - (d) Sault Ste. Marie
 - (e) Traverse City
 - (f) Keweenaw Peninsula
 - (g) Hanneville
 - (h) Bay Mills
 - (3) Wave 3 - 5 to 8 years (market share shrinkage will be a characteristic) - is purely conjectural and might include:
 - (a) Shake out of existing marginal Indian facilities.
 - (b) Non Indian gaming.
 - (c) Continued expansion of family and entertainment facilities.
 - b) Can the marketing consultant define the waves?
 - c) Rich T would like to have the consultant consider the inelastic nature of the demographics of the gaming market.
 - d) Should the market analyst be asked to project predictions out to the end of a wave 3?
 - e) Should we use an iterative approach to help define wave patterns?

- f) The market consultant will provide the raw material from which the business proforma will be made.
- g) What are the areas of potential market saturation?
- h) What markets are we talking about when we talk about market saturation?

K. Operational assumptions

1. Existing gaming component would likely be leased from the total facility entity.
2. Must watch to see that we don't manage the totality as micro systems.
3. The alcohol service problem will be rethought. Important to the marketing effort.
4. The current appeal of the gaming facility is not necessarily to the upper socio economic levels.
5. The Tribal Council will approve the charter.
6. The Tribe will develop operational legal documents.
7. The Tribe will establish a leasing action program.
8. The Tribe will establish the real estate management structure needed for the complex.
9. The Tribe will prepare an enterprise charter.
10. The Tribe will set the organizational structure for management of facility.
11. Ultimately the gaming may lease their space from the total facility management.

L. Overview committee assumptions

1. Charge of the facility (overview) team

Through the facility we must define the Tribe to itself and to the rest of the world.

2. Role of overview consultants is to act as a competent professional and in the interest of the Tribe.

M. Participant and staffing assumptions

1. Potential participants include:
 - a) Architects of record.
 - b) Architectural program consultant.
 - c) Construction consultants
 - d) Construction contractors
 - e) Construction managers.

- f) Engineering program consultant.
- g) Engineers of record.
- h) Lease management model consultant.
- i) Legal consultants
 - (1) PMA - Purtill, Mortiset & Associates
 - (a) Patty Marks - Principal in charge
- j) Local governmental advisory group
 - (1) County Road Commission
 - (2) County Drain Commission
 - (3) City Department of Public Works
 - (4) Michigan Department of Transportation
- k) Market research consultants.
- l) Museum curator consultant.
- m) Planning Associates - on Rich Tilmann's staff
 - (1) Finance
 - (2) Hospitality
 - (3) Native American culture
 - (4) Clerical & information management
- n) Prime contractors.
- o) Site engineering consultant.
- p) Specialty contractors.

N. Project character assumptions

1. **At the future transition the museum and cultural facilities will kick in as major driving engines.**
2. **Gambling is to be a component - it is the major front end financial & attraction engine.**
3. **Program is to result in a family oriented, destination tourist facility**
4. **The cultural center and museum may not necessarily be a profit center. It is more of a synergistic component.**
5. **The tourist theme is critical - it will ultimately assist the gambling engine & insure viability in the future competitive market.**
6. **Try to get away from the concept that this is a gambling facility only. This is critical!**
7. **Woodland Indian is the major characteristic theme.**

O. Project delivery system assumptions - refer to contract assumptions above for details

1. **Site design project delivery system**
2. **Facility design project delivery system**

3. **Site construction project delivery system**
4. **Facility construction project delivery system**
5. **May want to sub divide the facility design so as to use multiple design teams.**
6. **Will fast track the construction project.**
7. **Will have a construction manager or consultant on board early in the project concurrent with the architects/engineers of record.**

P. Real estate assumptions

1. **Some properties in total 700 acre site are not included within this program.**
2. **The Tribe will complete the desired and needed land acquisition.**

Q. Site assumptions.

1. **Those being followed with the Governmental Advisory Group**
 - a) **Will probably use city waste treatment facilities.**
 - b) **Will redesign of intersection of Leaton and M20.**
 - c) **Will study other intersections for possible redesign.**
 - (1) **Broadway and Leaton.**
 - (2) **Broadway and Summerton.**
 - (3) **Broadway and Isabella.**
 - d) **Road improvements between airport and the Tribe facility.**
 - e) **Broadway Street intersection widening and resurfacing**
2. **Will probably use on site potable water wells and retention.**
3. **Must check drainage restrictions on properties before locating parking lots and other area drains.**
4. **Are having a step 1 environmental review made for BIA trust procedures.**
5. **Parking example - gaming #2 - ltl**
 - a) **1047 parking spaces**

R. Tribal assumptions

1. **How much of the cultural center is to be reserved for Tribe use only as opposed to being a public attraction.**
 - a) **Might develop a matrix selection system for the analysis.**
 - b) **Could be on a separate site from the public center.**
2. **Must bring along the Tribal leadership to assist and participate properly in the project.**

3. **Must try to make the Tribe participation in the meetings as intense as possible.**
4. **Probably not too much probability of intertribal cooperation on the museum and cultural center.**
 - a) **Might try to address the Tribe of the Three Fires. Suggested by Al G.**

II. Laundry lists - to be built as summary networks are prepared.

A. Front end work

1. **Building permit**
2. **Code review**
3. **Licensing procedures**
4. **Bonding procedures**

B. Substructure (sbs)

1. **Spread footings**
2. **Masonry foundation walls**
3. **Concrete foundation walls**
4. **Elevator pits - hydraulic**
5. **Slabs on grade - various elevations**
6. **Underground utilities**

C. Superstructure (sst) - all framed, no masonry bearing walls

1. **Structural steel & joists**
2. **Metal deck roof**
3. **Metal deck floors**

D. Interior rough work (irw)

1. **Above floor sheet metal ductwork**
2. **Above floor sheet electrical conduit & feeders**
3. **Above floor sprinkler piping**
4. **Above floor mechanical piping**
5. **Studs & in wall work**

6. **Masonry partitions in basement**
7. **Security wiring**
8. **Above floor hangers**
9. **Food service rough in**
- E. **Interior finish work (ifw)**
 1. **Access flooring**
 2. **Wiring under access flooring**
 3. **Halon system under access flooring ? - must check if needed**
 4. **Halon tank farm ?**
 5. **Acoustic ceilings**
 6. **Dry wall ceilings - perhaps as much as 20% of the total ceiling area**
 7. **Toilet room finishes**
 8. **Dry wall partitions**
 9. **Viewing windows at offices**
 10. **TV security monitors**
 11. **Gyp board or plaster column covers**
- F. **Fixtures, furnishings & equipment**
 1. **How long will it take the owner to move in after project completion?**
 2. **Video machines**
 3. **Food service equipment installation**
 4. **Food service equipment hookup**
 5. **Security devices & equipment**
 6. **Surveillance devices & equipment**
 7. **Furniture**
 8. **Electronic equipment**
 9. **Cabinetry & office equipment**

10. Restaurant equipment
11. Emergency generators
- G. Exterior skin (esk)
 1. Precast wall panels
 2. Architectural precast wall panels
 3. Exterior insulated reinforced panel system (Drivet)
 4. Aluminum entries & glazing
 5. Stucco on underside of portico (entire area - watch for weather restraint)
 6. Metal panels on fascia of portico
 7. Roof insulation
 8. Single ply rubber roof
 9. Skylights - bubble
 10. Roof mounted equipment - 14 units
- H. Long lead items (to be added to)
 1. Access flooring
 2. Accordion partition track
 3. Accordion partitions (3)
 4. Acoustic ceiling expansion joints
 5. Acoustic materials
 6. Anchor bolts
 7. Block units
 8. Brass hand rails
 9. Brass wall covering (wainscot)
 10. Carpet
 11. Ceramic tile
 12. Dock levelers
 13. Elevators

14. **Emergency generator**
15. **Employee lockers**
16. **Exterior acrylic soffit finish**
17. **Exterior aluminum frames**
18. **Exterior on grade equipment screens**
19. **Finish millwork**
20. **Fire protection piping**
 - a) Above ceiling
 - b) Below ceiling
21. **Food service equipment**
22. **Food service rough in**
23. **Glass**
24. **Hardware**
25. **Hollow metal doors**
26. **Hollow metal frames**
27. **In floor electrical duct**
28. **Interior aluminum frames**
29. **Joists**
30. **Light fixtures**
31. **Locker bases**
32. **Louvers - by mechanical contractor**
33. **Metal deck**
34. **Metal studs**
35. **Metal wall panels**
36. **Millwork & trim**
37. **Mirrors**
38. **Miscellaneous iron**
 - a) Hangers
 - (1) Accordion partitions

- (2) Toilet partitions
- b) Ship ladders
- c) Exterior handrails
- d) Exterior stairs
- 39. **Neon lighting**
- 40. **Overhead doors**
- 41. **Paint**
- 42. **Plastic laminate doors**
- 43. **Plumbing fixtures**
- 44. **Precast architectural panels**
- 45. **Precast plank**
- 46. **Precast wall panels**
- 47. **Prefabricated reinforced gypsum col. covers**
- 48. **Quarry tile**
- 49. **Recessed entry mats**
- 50. **Reinforcing steel**
- 51. **Resilient flooring**
- 52. **Revolving doors & housing**
- 53. **Roof curbs**
- 54. **Roof mounted equipment**
- 55. **Security equipment**
- 56. **Sheet metal ductwork**
- 57. **Single ply roof system and materials**
- 58. **Skylights**
- 59. **Standing seam metal roof**
- 60. **Structural steel**
- 61. **Structural steel**
- 62. **Surveillance equipment**
- 63. **Switchgear**

64. Toilet partitions
65. Toilet room accessories
66. Transformers
67. Trash compactors
68. TV security monitors
69. Variable volume boxes
70. Vinyl wall covering
71. Wood doors

III. Miscellaneous

A. Reference material available to be used by rjs & project team.

1. **Gaming facility #1 - nih - d ??**
 - a) All data from gaming facility #1 transferred to assumptions above.
2. **Gaming facility #2 - ltl - d ??**
 - a) All data from gaming facility #2 transferred to assumptions above.
3. **Parisian - par - d391 - retail project**
4. **University Park - upa - d396 - overview summaries**
5. **Wal Mart addtn - wal - d358 - retail**
6. **Rochester AC - rac - d372 - athletic club & fitness center**
7. **Mall of America - mal - d310 - retail**
8. **Amphitheater - amp - d 293 - outdoor entertainment**
9. **cof ntc - ntc - d250 - small retail center & office**
10. **Columbia Azz - azc - d50 - moderate size hotel**
11. **Vernon Terrace - vte - d58 - low rise housing units**
12. **Other**

B. Building area component abbreviations in alphabetical sequence.

1. **ase - Administration & services area**
2. **bca - Banking card games**
3. **bdi - Buffet & dining area**

4. bin - Bingo area
5. bur - Bus & group visitor reception (bur)
6. cas - Casino
7. cir - Circulation areas
8. dga - Dice games
9. elg - Electronic games
10. fsa - Food service areas
11. fsl - Food service & locker room area
12. gco - Gift and coat area
13. hos - Hospitality area
14. ken - Keno
15. lou - Lounge area
16. mee - Mechanical & electrical equipment
17. mgr - Main gaming room area
18. mtr - Main toilet room area
19. nbc - Non banking card games
20. por - Portico & gaming entrance
21. rou - Roulette
22. sma - Slot machines
23. whg - Wheel games

C. Current areas of existing facilities

1. **Soaring Eagle Slots**
 - a) Gross - ± 26,000 square feet
 - b) Net - 14,804 square feet - actual gaming area
2. **Soaring Eagle Bingo**
 - a) Gross - ?
 - b) Net - 6,489 square feet - actual bingo seating area
3. **Soaring Eagle Card Room**
 - a) Gross - ?? square feet
 - b) Net - 8,410 square feet

D. Shared savings analysis example

1. **1993 general contractor's profit margins = $\pm 01.00\%$ to $\pm 3.00\%$ gross depending on project size, and other influences.**
2. **On shared savings of 20% to contractor and 80% to owner**
 - a) Assume savings are \$10.00
 - b) Owner gets \$8.00
 - c) Contractor gets \$2.00
 - d) The contractor's profit on work not done is the equivalent of the profit on about $(y) \times .01 = \$ 2.00$
 - e) $y = 2.00 / .01 = \$200$ worth of construction the contractor didn't have to do. This is a good profit margin and is an incentive to save where possible.