



THE TULALIP TRIBES OF WASHINGTON (TTW) REQUEST FOR PROPOSAL (RFP)

Owner's Representative Services Battle Creek Hatchery and Lower Tulalip Creek Hatchery Upgrade Program

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Tulalip Tribes of Washington
ISSUED: September 25, 2026
DUE BY: 3:00 PM PCT October 15, 2026

1. Introduction

The Tulalip Tribes are the Federally-recognized successors in interest to the Snohomish, Snoqualmie, and Skykomish Tribes and the other allied Tribes and bands that signed the 1855 Treaty of Point Elliott. Organized under the 1934 Indian Reorganization Act, Tulalip is a sovereign Tribal government whose permanent homeland is the Tulalip Reservation in Snohomish County, Washington. Salmon have long sustained the peoples of the Snohomish basin, and the right to fish for them, secured by the Treaty, remains central to Tulalip's culture and economy.

The Tulalip Tribes of Washington (TTW or “Tulalip”) is currently accepting proposals for Owner's Representative (OR) services for the Battle Creek Hatchery and Lower Tulalip Creek Hatchery upgrade program (the “Program”), which consists of construction projects at each of two salmon hatcheries operated by the Tulalip Natural Resources Department. The Program is the culmination of more than ten years of work by the Natural Resources Department, and it is an expansion, update, and modernization of the two facilities that were built more than forty years ago.

At Battle Creek, the Program adds a new incubation building with staff facilities, new well and surface water supplies, circular rearing tanks and early rearing troughs, improved fish release systems, water reuse and effluent treatment, so that chum and other salmon can be reared from egg to release on site. At Lower Tulalip Creek, it rebuilds the rearing pond, adding a sorting raceway and adult salmon spawning and holding facilities, water reuse and oxygen supplementation, predator exclusion, stormwater and effluent treatment.

2. Background

Tulalip's hatcheries are the foundation of its salmon fisheries. Hatchery fish have made up 90 to 100 percent of the Tribes' Chinook, coho, and chum harvest over the last twenty years, and releases from the Tulalip hatchery program have averaged roughly 6.8 million fish per year since 2000. Battle Creek and Lower Tulalip Creek are part of that program, and their modernization is long overdue.



The Program reflects over a decade of sustained work by the Natural Resources Department. The work has included a test well and groundwater supply study, conceptual design reports and alternatives analyses for both facilities, geotechnical investigations, environmental permitting, and most recently a phased design development and completion through the 30, 60, 90 and 100 percent design stages, together with the assembly of federal, state, and Tribal funding, including the BIA/IRA hatchery modernization award of November 2025.

Design was started by Stantec Consulting Services and continued by McMillen to 100 percent stage. The Engineer of Record for the Program is David Whitbeck, who held that role at both firms. The Battle Creek design has been submitted to Tulalip Planning for full plan review. The Lower Tulalip Creek design is at a comparable level but has been reviewed only for a grading permit, as design changes are pending. Battle Creek has a Class 3 Opinion of Probable Construction Cost (OPCC), but the OPCC for Lower Tulalip Creek is being updated by McMillen to reflect the final design and will be available to the OR upon engagement. Federal and Tribal environmental permitting is essentially complete at both facilities. The Tulalip Tribes are prepared to support the Program with the funds needed to complete construction at both sites, while the Natural Resources Department continues to secure additional grant funding to close the remaining gap (see Exhibit C, Section 6 for the Program's current funding summary).

Tulalip will deliver the two projects under a single integrated program Construction Manager at Risk **(CMAR) contract using the AIA A133-2019**, with both facilities under construction concurrently. The role of the Owner's Representative is described in Section 4 and in Exhibit B (Scope of Services), and a full description of the Program and the two facilities is provided in Exhibit C (Program & Site Narrative).

3. Anticipated Tulalip Project Team

The following Tulalip staff and departments are anticipated to be the OR's primary points of contact for the Program. These roles are subject to change as the project develops.

Role	Name	Department / Notes
Contract Officer- Natural Resources Executive Director	Jason Gobin	Natural Resources Department
Natural Resources Project Manager	Mike Crewson	Natural Resources Department
Hatchery Enhancement Biologist	John Mahan	Natural Resources Department Consultant
Environmental Department Manager	Kurt Nelson	Permitting / 401 Certification point of contact
Cultural Resources Manager	Richard Young	Cultural Resources Department
TERO Liaison	[TO BE CONFIRMED]	TERO Office
Finance / Grants Administration Contact	[TO BE CONFIRMED]	
Onboarding Support	Jason Crain	Tulalip Administration



4. Project Scope

The scope of this engagement encompasses pre-construction services, coordination with Tulalip's CMAR and the engineers of record (including completion of remaining design and plan review), permitting and regulatory coordination, procurement of remaining trade and consultant work, cost and budget management (**including finalizing the Program's remaining soft-cost items**), oversight of an integrated master schedule across both facilities, project management services during construction at both sites, TERO/Tribal compliance coordination, and closeout and warranty administration.

The Owner refers to Tulalip's Board. The Natural Resources Department and the Anticipated Tulalip Project Team above are appointed to ensure successful completion of the Program. The Owner's Representative firm will be responsible for soliciting bids and coordinating procurement as described in Exhibit B; unless otherwise agreed, Tulalip will enter into contracts directly with selected firms.

The complete Scope of Services is set forth in Exhibit B. Proposers should review Exhibit B and Exhibit C in full before preparing their fee proposal.

Construction under this Program will be procured and delivered under a CMAR contract based on the **AIA A133-2019 (Standard Form of Agreement Between Owner and Construction Manager as Constructor)**, the form of agreement Tulalip will use for the CMAR contract. This contract form governs the CMAR contractor and trade subcontractors; it does not create obligations for the OR or affect the OR's fee, but proposers are expected to review it to understand the delivery method they will be overseeing.

5. TERO / Indian Preference Requirements

This RFP is subject to the Tulalip Tribal Employment Rights Ordinance (TERO), Tulalip Tribal Code (TTC) Chapter 9.05. For this professional services engagement, TERO applies as a preference in selecting the Owner's Representative. It is scored as the Indian Preference and TERO Certification criterion (15 of 100 points; see Section 9) and applied consistent with TTC 9.05 and any federal requirements that apply to the Program's funding.

Proposers do not need to be TERO certified or Native owned to submit a proposal, and no hiring plan or TERO compliance plan is required. Under this criterion, Tulalip will consider (a) whether the proposer is a Native American Owned Business (NAOB) certified by Tulalip TERO and listed on the TERO NAOB Registry, with the strongest preference for firms owned by enrolled Tulalip Tribal members; (b) whether the proposer is a joint venture certified by TERO under TTC 9.05.410, which requires at least 51 percent Native ownership and control; and (c) the extent to which enrolled Tulalip Tribal members or certified NAOB firms take part on the proposer's team or as subconsultants.

Proposers claiming NAOB status should include their TERO certification with the proposal. Joint venture certification is made project by project, so proposers considering a joint venture should contact the TERO Office early.



6. Proposal Guidelines

The aim of this Request for Proposal is to invite proposals from qualified organizations and to conduct a comprehensive, impartial evaluation based on the criteria specified in this document. The goal is to select the organization that best aligns with the Program's scale, schedule, and the strategic direction Tulalip envisions for both facilities.

This Request for Proposal represents the requirements for an open and competitive process. Each proposal must be signed by an authorized representative of the proposing organization and must include a completed Proposal Cover Certification (Exhibit J).

Proposers are expected to execute the Tulalip Professional Services Contract (PSC), included as Exhibit A, as written. **A proposer that wishes to request changes to the PSC must include the requested changes in its proposal at the time of submission, identified specifically and in redline language. The Tribes will consider each requested change and may accept or reject it.**

***Questions regarding the proposal should be submitted in writing to Jason Crain at:
rcrain@tulaliptribes-nsn.gov.***

7. RFP and Project Timeline

RFP Timeline

Key dates for this RFP are listed below. If Tulalip needs additional information or an interview with any proposer during the evaluation period, the proposer will be notified. The schedule allows a recommended Owner's Representative to be placed on the November Tulalip Board agenda. Upon Board approval, Tulalip will proceed immediately with contract execution and will then notify the proposers not selected.

Description	Due Date
RFP issued:	Friday, September 25, 2026
RFP question and answer period:	September 25 th to October 7 th , 2026 (questions due by 3:00 pm PT, Wednesday, October 7 th .)
RFP due date and time:	3:00 pm PT, Thursday, October 15, 2026.
Owner evaluation period:	October 15 th to October 23 rd , 2026
Optional interviews:	October 19 th to October 21 st , 2026 (invited proposers will be notified).
Recommendation presented to the Tulalip Board:	Friday, November 6, 2026
Anticipated award date:	Following Board approval

Program Timeline



The Program's two facilities are to be delivered concurrently at both sites under a single CMAR contract. A graphic summary of the Program's milestone-level schedule is provided as Exhibit H, Program Milestone Schedule; the selected Construction Manager will be responsible for developing the integrated, concurrent construction schedule as described in Exhibit B, Section 6.

8. Submission of Proposal

Proposals must be submitted to Mike Crewson, Project Manager for the Tulalip Tribes of Washington, via email to mcrewson@tulaliptribes-nsn.gov, with copy to Jason Crain at jrcrain@tulaliptribes-nsn.gov, by the deadline in Section 7. Proposals will be accepted by email only; facsimile, mail, and late proposals will not be accepted.

The proposal should be less than [30] pages, single sided, with a minimum font size of 11 points, and should be organized in the order of the criteria in Section 9. The cover letter, divider sheets, Exhibit J, and any requested changes to Exhibit A do not count toward the page limit.

9. Proposal Content and Evaluation Criteria

Tulalip will evaluate proposals on the criteria below, totaling 100 points. Each proposal should address the criteria in the order shown and include the content listed for each.

Criterion	Points	Proposal Content
Cover Letter and Firm Background	5	Firm ownership structure, service area, volume of Owner's Representative services, length of time in the industry, and financial stability. Number of full-time, part-time, and contractor staff.
Local Knowledge	10	Understanding of the Tulalip Reservation, the local construction market, and the two hatchery sites and their unique considerations. Local involvement and history of working with Indian Tribes.
Previous Experience & Work	20	Owner's Representative or construction management engagements successfully completed, including CMAR delivery, multi-site or multi-phase programs, similar facilities, and Tribal work, including federally funded (e.g., BIA/IRA) tribal construction programs. Client references with contact names and phone numbers.
Staffing Plan	15	Staffing plan for oversight of the Program, including an organizational chart and the number, roles, titles, experience, and resumes of assigned staff, showing how concurrent coverage will be provided at both facilities.
Approach	20	Owner's Representative methodology and management philosophy; coordination with the engineers of record; CMAR management from preconstruction through closeout; and methods for quality, budget, and schedule control across a multi-phase, multi-site Program.
Value & Cost/Exhibit J	20	Fee proposal as described below.
NAOB Preference & TERO Certification	10	As described in Section 5.

Fee Proposal



The fee proposal should cover all services described in Exhibit B, with a staffing and fee structure adequate to provide concurrent oversight at both Battle Creek Hatchery and Lower Tulalip Creek Hatchery for the duration of the Program. Fees must be all-inclusive and itemized, with an explanation of all fees and costs. **The fee proposal shall be not-to-exceed amount**, identify any items not covered by the fee, and include the firm's fully burdened rate schedule, a list of typical reimbursable items, and an estimated cost for reimbursables.

If the proposer must subcontract any work to meet the requirements of this RFP, the proposal must say so, name and describe each subconsultant, and include the subcontracted work in the fee.

10. Exhibits

The following exhibits form part of this RFP. This RFP and all exhibits are available for download from the Tulalip Tribes **Request for Proposals** website at:

<https://www.tulaliptribes-nsn.gov/Visitors/RequestsForProposal>.

Tulalip reserves the right to modify, revise, or replace any exhibit to this RFP, including the Contract Documents (Exhibits A and K through O), at any time prior to contract execution. The exhibits are Tulalip's standard forms of general application, provided in a form that Tulalip considers substantially final; their inclusion in this RFP does not obligate Tulalip to execute them in their current form, and proposers should not rely on any exhibit's specific terms remaining unchanged.

Exhibit A (Professional Services Contract) is the form of agreement the selected Owner's Representative will be expected to execute. It is **not** signed or returned with the proposal; any requested changes must be submitted as described in Section 6.

Exhibits are received and handled as follows. Exhibits B and C (Scope of Services and Program & Site Narrative) and Exhibits D through H (design documents, initial budget report, design contract, and program milestone schedule) are provided for review and reference in preparing the proposal. They are not returned with the proposal, and proposers are responsible for reviewing them in full before preparing a fee proposal.

Exhibit J (Proposal Cover Certification) must be completed and submitted with the proposal.

Exhibits K through O are Contract Documents that the awarded Owner's Representative will execute at contract signing; they are provided for informational review only and are not required to be returned with the proposal.

The Tulalip CMAR base contract and Supplementary Conditions are not included as exhibits to this RFP. Construction under this Program will be delivered under a CMAR contract based on the AIA A133-2019 (Standard Form of Agreement Between Owner and Construction Manager as Constructor) and Tulalip's Supplementary Conditions; see Section 4.



Exhibits:

Exhibit A — Professional Services Contract (PSC) Form of Agreement

Exhibit B — Scope of Services

Exhibit C — Program & Site Narrative (Project Description, and Permitting Synopsis)

Exhibit D — Battle Creek Hatchery — Design Documents, Plan Review Set (Drawings & Specifications)

Exhibit E — Lower Tulalip Creek Hatchery — Design Documents, Pre Final Set (Drawings & Specifications)

Exhibit F — Initial Budget Report (Program OPCC Summary)

Exhibit G — Design Contract(s) & Proposals — *Design contracts are unique to each site*

Exhibit H — Program Milestone Schedule (Graphic)

Exhibit I — Not Used

Exhibit J — Proposal Cover Certification — *Submit with proposal*

Exhibit K — Affidavit of Non-Collusion — *Contract Document, executed at contract signing*

Exhibit L — Certificate of Compliance — *Contract Document, executed at contract signing*

Exhibit M — Certificate of Non-Discrimination — *Contract Document, executed at contract signing*

Exhibit N — Certification Regarding Debarment, Suspension — *Contract Document, executed at contract signing*

Exhibit O — Contractor Code of Conduct — *Contract Document, executed at contract signing*