

# COUNCIL FOR TRIBAL EMPLOYMENT RIGHTS



## Home Office:

7308 Aspen Lane N.

Brooklyn Park, MN 55428

Doug Niesen: 952-808-8662

[Doug@Woodstoneinc.com](mailto:Doug@Woodstoneinc.com)

# CERT Legal Update Convention



## Presentation Agenda December 4<sup>th</sup> & 6<sup>th</sup> , 2018

- I. Introductions
- II. Who is Woodstone, Inc.
- III. Woodstone, Inc. Project Experience
- IV. Job Fairs
- V. Tribal Hiring Success
- VI. Pre-Bid Meetings
- VII. Closing & Questions

The background of the image shows a construction site with silhouettes of workers and scaffolding against a bright, hazy sky. A crane hook is visible in the upper center. The overall scene is in grayscale, with the text providing a focal point in red.

# WHO IS WOODSTONE, INC.

# WHO IS WOODSTONE



## NATIVE OWNED COMPANY

- Highly experienced in the development and construction management of gaming, hospitality and entertainment projects.
- Our team has completed a multitude of gaming projects of similar size or larger, and has an experienced staff that has worked on over 25 Native American gaming projects totaling 1,500,000 square feet
- Projects benefit from our combined forces and extensive knowledge of gaming, hospitality, convention center, entertainment and Native American operations.



# WHO IS WOODSTONE



## *Many different types of projects:*

- Schools
- Health Care
- Retail
- Industrial
- Restaurants
- Single and Multi-Family Housing
- Gaming
- Government
- Tribal



- ▶ ***We have industry experts on our team that will work closely with your team.***
  - These experts will work with your Tribe to achieve the goals you envision while respecting your sovereign status, leadership, and members.
  
- ▶ ***Woodstone's process is built on respect.***
  - We demonstrate this respect for the tribe by placing special emphasis on building a consensus between the tribe's project leaders and Woodstone personnel.
  
  - Woodstone sees respect for its tribal partners as fundamental to the process of construction. ***This entails respect for the tribe's sovereign status including, but not limited to:***
    - **Respect for the tribe's culture and traditions**
    - **Respect for the tribe's natural and human resources**
    - **Respect for all tribal employment**
    - **Respect for the tribe's courts**

## ▶ ***Community Involvement***

- Woodstone's Philosophy is based on building long lasting relationships with the local community. We enjoy sharing the building progress with tribal members and even offer site tours on some job sites.

## ▶ ***Tribal Employment (TERO)***

- Woodstone works with the local tribal workforce and subcontractors to ensure that the Tribe's money is going into member households.

## ▶ ***Site Safety***

- Safety is as critical to Woodstone operations as planning, scheduling, or billing. It is an integral part of our routine operations. Woodstone is committed to maintaining a safe and healthful workplace, and to protect the public against any potential hazards cause by our operations.

## WOODSTONE'S PHILOSOPHY

***“Building buildings is easy,  
but what really matters in life  
is building people and relationships.”***



The image features a light blue background with silhouettes of construction workers and scaffolding. In the center, the text "WOODSTONE'S PROJECT EXPERIENCE" is written in a bold, red, sans-serif font. The silhouettes show workers in hard hats and work clothes, some using tools like hammers. Scaffolding structures are visible on both sides, and a crane hook hangs from the top center.

# WOODSTONE'S PROJECT EXPERIENCE

# CEDAR LAKES HOTEL & CASINO

Cass Lake, MN



# CEDAR LAKES HOTEL & CASINO

## Cass Lake, MN



# OMAK HOTEL & CASINO

## Omak, WA



# OMAK HOTEL & CASINO

## Omak, WA



# OMAK HOTEL & CASINO

## Omak, WA



# OMAK HOTEL & CASINO

## Omak, WA



# OMAK HOTEL & CASINO

## Omak, WA





# OMAK HOTEL & CASINO

## Omak, WA



# NORTH STAR CASINO

Bowler, WI



*North Star*  
MOHICAN CASINO  
AND RESORT



# NORTH STAR CASINO

## Bowler, WI



# SHOSHONE ROSE CASINO

Lander, WY



# SHOSHONE ROSE CASINO

Lander, WY



# SEVEN CLANS CASINO WARROAD

Warroad, MN



# SEVEN CLANS CASINO WARROAD

## Warroad, MN



# SEVEN CLANS CASINO WARROAD

## Warroad, MN





# MHA Nation Interpretive Center New Town, ND



# ST. CROIX JUDICIAL CENTER

Hertel, WI



# ST. CROIX JUDICIAL CENTER

## Hertel, WI



# ST. CROIX CASINO Hertel, WI



# ST. CROIX CASINO

Hertel, WI



# OHIYA CASINO

## Niobrara, NE



# SEVEN CLANS CASINO RED LAKE

## Red Lake, MN



# SEVEN CLANS CASINO RED LAKE

## Red Lake, MN





# LEGENDARY WATERS HOTEL & CASINO

## Bayfield, WI



# LEGENDARY WATERS HOTEL & CASINO

## Bayfield, WI



# LEGENDARY WATERS HOTEL & CASINO

## Bayfield, WI



# RED CLIFF MEDICAL CLINIC

## Red Cliff, WI



# RED CLIFF MEDICAL CLINIC

## Red Cliff, WI



# RED CLIFF MEDICAL CLINIC

## Red Cliff, WI



# LCO HOUSING MODERNIZATION

## Hayward, WI



# LCO HOUSING MODERNIZATION

## Hayward, WI





# LCO HOUSING MODERNIZATION

## Hayward, WI



# TWIN BUTTES ELDER CENTER

## Twin Buttes, ND



# TWIN BUTTES ELDER CENTER

## Twin Buttes, ND



The background of the slide features a light blue and white color scheme. It shows the silhouettes of several construction workers on a building site. One worker on the left is bent over, using a hammer. In the center, two workers stand together, one holding a tool. On the right, another worker is visible. The background is filled with the complex structure of scaffolding and a crane hook hanging from above. The overall scene is a construction site during the day, with the workers and structures appearing as dark shapes against the bright background.

**PRIOR TRIBAL PROJECT EXPERIENCE BY  
WOODSTONE TEAM MEMBERS**

# MYSTIC LAKE CASINO

## Prior Lake, MN



# BAD RIVER MEDICAL CLINIC

## Ashland, WI



# BAD RIVER MEDICAL CLINIC

## Ashland, WI



# BAD RIVER MEDICAL CLINIC

## Ashland, WI





# SKY DANCER CASINO

Belcourt, ND



# SKY DANCER CASINO

Belcourt, ND



# FIREKEEPERS CASINO

## Battle Creek, MI



# FIREKEEPERS CASINO

## Battle Creek, MI



# ODAWA CASINO RESORT

## Petosky, Michigan



The background of the image shows a construction site with silhouettes of workers and scaffolding against a bright, hazy sky. A crane hook is visible in the upper right. The text is overlaid in the center in a bold, red, sans-serif font.

# **JOB FAIRS AND MATTER OF RESPECT LUNCHEONS**

## Approach to Native American Employment

1. Provide a maximum **opportunity** for Native American involvement.
2. Meet or **exceed employment goals** for the Tribe.
3. Help further the economic development of Tribal members.



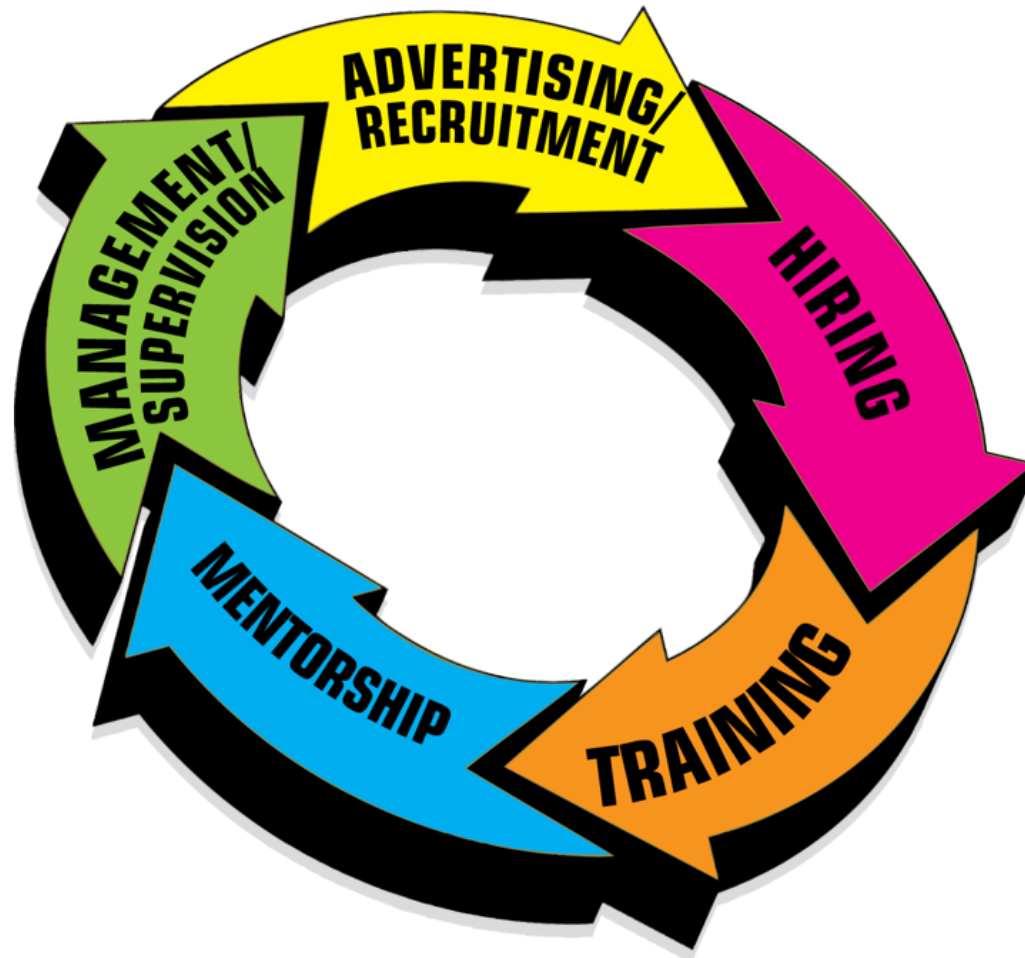
## Approach to Native American Employment

4. Work with the Tribe to determine what opportunities are available in the project for **training, employment, and sub contracting**.
5. Create a **project specific action plan** that would outline opportunities. This would enable the maximum number of Tribal Members to take advantage of the program.
6. Ensure that the Tribe's money is going into the households of your Members.

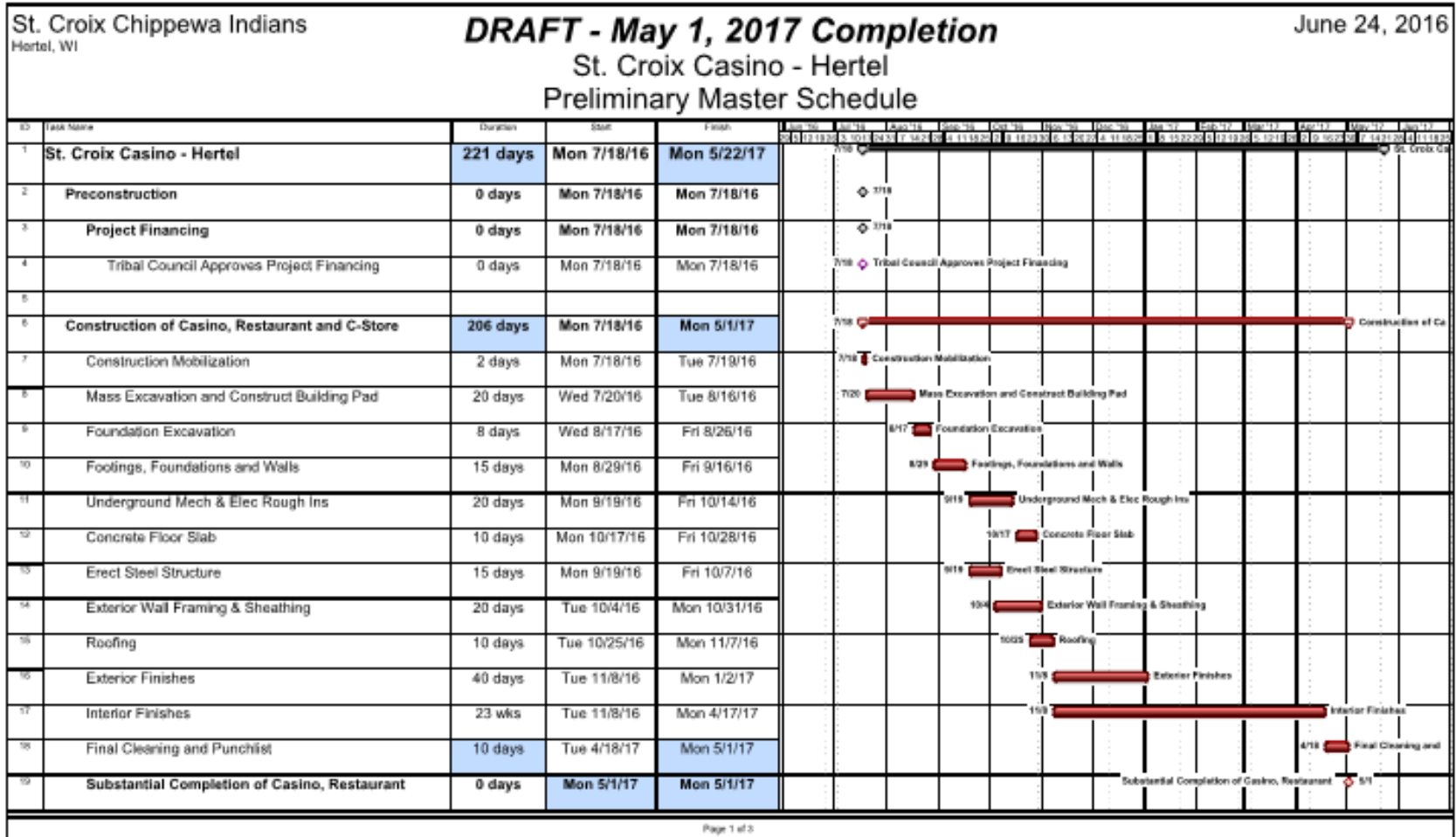




## Approach to Native American Employment



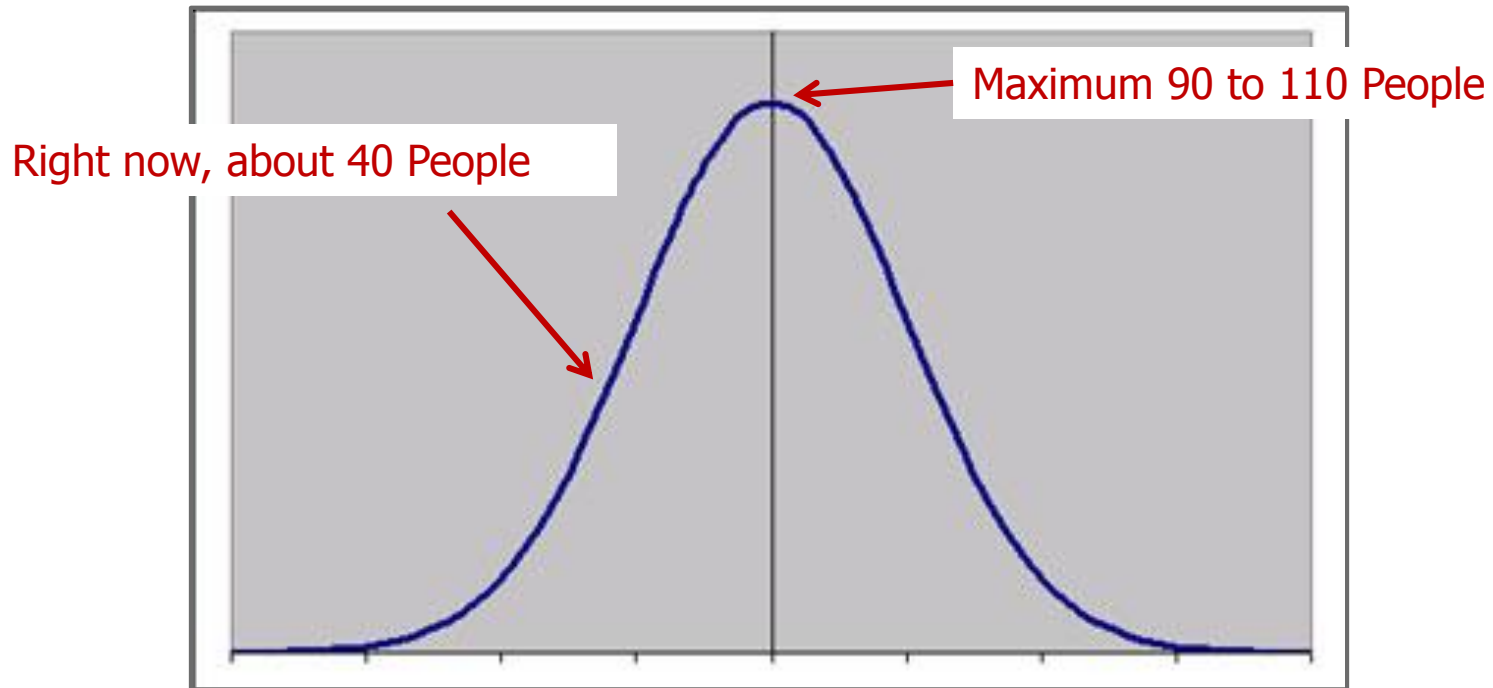
## Preliminary Schedule



## Important Dates

- |              |                               |                    |
|--------------|-------------------------------|--------------------|
| <b>I.</b>    | <b>July – August 1</b>        | Site Mobilization  |
| <b>II.</b>   | <b>August 1 – Sept. 30</b>    | Mass Excavation    |
| <b>III.</b>  | <b>August 22 – Sept. 16</b>   | Concrete Work      |
| <b>IV.</b>   | <b>Sept. 19 – October 20</b>  | Steel Structure    |
| <b>V.</b>    | <b>October 1 – December 3</b> | Exterior Finishes  |
| <b>VI.</b>   | <b>October 1</b>              | Roofing Work       |
| <b>VII.</b>  | <b>December 1 – April 15</b>  | Drywall & Finishes |
| <b>VIII.</b> | <b>May 2017</b>               | Completion         |

## EMPLOYMENT BELL CURVE



### Total Project Hiring over the Course of the Project

Goal is to have 60% of the non-core crew to be Tribal Members  
If a crew is 10 people total and the core crew is 3 to 4 people,  
Then the non-core crew is 6 to 7 people.  
60% of the non core crew is then 3 or 4 Tribal Members

# JOB FAIRS

## 12 Tribes Casino Omak Job Fair



**Taylor Woodstone**  
**JOB FAIR**

**The Colville Confederated Tribes and Taylor Woodstone will be hosting a Job Fair:**

**When:** Wednesday, April 30, 2014, two sessions: from 10:00 am to Noon & 1:00 pm to 3:00 pm

**Where:** Omak Community Center, Omak, WA  
601 Benton Street, Omak WA 98841

**Why:** The purpose of the Job Fair is to inform interested Native American workers from the Colville Nation of possible construction jobs at the new Omak Resort-Casino project. If you have any experience in general construction, carpentry, roofing, drywall, tile, painting, plumbing, heating & cooling, electrical, and/or landscaping, please stop by with your resume and/or certifications in specific trade areas.



# Safety & Matter of Respect Luncheon



# Safety & Matter of Respect Luncheon



**AGENDA**

- 1. Welcome & Introduction
- 2. Safety & Matter of Respect
- 3. Presentation & Q&A
- 4. Lunch
- 5. Closing Remarks

# Safety & Matter of Respect Luncheon





## St. Croix Tribal Job Fair Example Agenda



### St. Croix Casino - Hertel, WI

### Job Fair Agenda

August 22, 2016

#### AFTERNOON SESSION 1

2:00 to 2:30	Applicant Arrivals Applicants Complete Applications
2:30 to 2:35	Introductions of the Team- Martin Woodstone & St. Croix Casino Construction Group
2:35 to 3:00	<u>PowerPoint Presentation:</u> Introduction of Martin Woodstone Overview of the Project and Schedule MW Approach to Native American Participation
3:00 to 3:15 <i>Review application</i>	Overview of the Martin Woodstone Tribal Employment Program <ul style="list-style-type: none"><li>• <i>Review job skills bank list</i></li><li>• <i>Confirm how workers will be sent to the site</i></li></ul>
3:15 to 3:30	Overview of Martin Woodstone Process for Hiring <ul style="list-style-type: none"><li>• <i>Discuss project hiring schedule (bell curve)</i></li></ul>
3:30 to 4:00	Questions and Individual Conversations

The image features a light blue background with a grid pattern. In the foreground, there are silhouettes of construction workers. On the left, a worker is bent over, using a hammer. In the center, three workers stand together, looking towards the right. On the right, another worker is walking. The background shows a complex structure of scaffolding and a crane hook hanging from above. The text 'TRIBAL HIRING SUCCESS' is written in a bold, red, sans-serif font across the middle of the image.

# TRIBAL HIRING SUCCESS

# TRIBAL HIRING

## % of Tribal Employment of Non-Core Crew



Red Lake 52%



Warroad 47%



Legendary  
Waters 67%



Shoshone  
Rose 42%



Ohiya 46%



Omak 69%

# TRIBAL HIRING



## Omak Casino Resort Tribal Employment Hours

Tribal Hire Hours Omak Casino Resort Through Dec 31, 2014						
Contractor	Total Hours	Core Crew Hours	Non-Core Crew Hours	Tribal Hours	%	Tribal Hires
Ace	12,362	1,550	8,284	2,528	23%	6
Advanced Fireproofing	230	189		41	100%	1
All Wall	22,165	12,817	1,743	7,605	81%	11
All Star Pool & Spa	426	426				
Alpine Fire Sprinklers	2,728	1,360	775	593	43%	4
American Ironworks	2,596	1,413		1,183	100%	7
Cates & Erb	60	60				
Cobra	3,339	2,408	70	862	92%	7
Harris Rebar (Winkler Sub)	434	169	93	173	65%	3
Interior Insulation Service	1,289	1,131		158	100%	2
Insulation Specialties	384	298		86	100%	1
Mandere	9,478	2,398	2,853	4,227	60%	14
Selland	10,620	6,700		3,920	100%	5
TYKO/ETCO	10,407	7,752		2,655	100%	4
Winkler	4,327	2,470		1,857	100%	8
	-					
<b>TOTAL</b>	<b>80,842</b>	<b>41,138</b>	<b>13,817</b>	<b>25,887</b>	<b>65%</b>	<b>73</b>

## Estimated Projection of Possible Work Force Numbers for Star Lake

- Omak Casino's total cost was approximately half that of the Star Lake Project
- Using their numbers, and assuming similar employment goals and participation rates it can be estimated that:
  - Approximately 100 White Earth Members could be employed over the course of the project
  - Resulting in approximately \$1.55M back into the homes and communities of White Earth members
  - Using a standard Min.-Max. Employment Multiplier for the construction industry of 2.24 and 4.0, this would lead to between \$3.47M and \$6.2M in local economic spending

# TRIBAL HIRING



## Red Cliff Medical Clinic Tribal Employment Hours

Tribal Hire Hours Red Cliff Medical Clinic Through June 31, 2014						
Contractor	Total Hours	Core Crew Hours	Non-Core Crew Hours	Tribal Hours	%	Tribal Hires
Ace Electrical	7,899	2,687	4,200	1,012	19%	1
Amerect	1,012	842	-	170	100%	1
Appleton Lathing	2,329	1,562	-	767	100%	1
Bayfield Construction	2,708	-	-	2,708	100%	7
C&W Trucking	2,957	1,396	154	1,407	90%	7
Installed Building Solutions	135	135	-	-	-	-
KBK	5,725	3,447	98	2,180	96%	3
Martell	245	245	-	-	-	-
Mathy Const	19	19	-	-	-	-
Mavid	9,239	6,746	-	2,493	100%	6
Northwoods Paving	377	334	37	6	14%	1
Roof Tech	430	343	-	87	100%	4
Summit	3,933	1,261	1,423	1,249	47%	2
Swanson Youngdale	815	815	-	-	-	-
<b>TOTAL</b>	<b>37,821</b>	<b>19,831</b>	<b>5,912</b>	<b>12,079</b>	<b>67%</b>	<b>33</b>

# TRIBAL HIRING



## Seven Clans Casino Red Lake Tribal Employment Hours

Tribal Hire Hours Seven Clans Casino Warroad Through Nov 31, 2014						
Contractor	Total Hours	Core Crew Hours	Non-Core Crew Hours	Tribal Hours	%	Tribal Hires
Ace	11,305	2,806	6,114	2,385	28%	11
Amerect	5,447	3,975	1,043	429	29%	1
Custom Drywall	19,439	4,790	10,827	3,822	26%	5
Cone Construction	446	446	-	-		
Division 5	120	120	-	-		
Earthworks Tech	6,218	1,705	-	4,513	100%	8
G&R Controls	507	440	68	-	0%	
Knife River	2,518	2,480	-	38	100%	1
Lake States Insulation	960	960	-	-		
Mathy Construction	141	125	16	-	0%	
Mesabi Glass	346	346	-	-		
Mortenson Masonry	1,549	1,398	-	151	100%	2
Nelson Roofing	1,603	1,056	-	547	100%	3
Preferred Properties	1,050	1,050	-	-		
Shannons	9,873	4,389	1,272	4,212	77%	5
Spruce Valley	921	894	27	-	0%	
Summit Concrete	4,232	1,511	2,124	597	22%	3
Summit Fire	1,117	589	528	-	0%	
Superior Concrete Cutting	41	41	-	-		
Swanson Youngdale	1,842	1,323	-	519	100%	1
ThyssenKrupp	338	338	-	-		
<b>TOTAL</b>	<b>70,010</b>	<b>27,974</b>	<b>22,018</b>	<b>17,212</b>	<b>44%</b>	<b>40</b>

The image features a light blue background with silhouettes of construction workers and scaffolding. On the left, a worker is bent over, using a hammer on a structure. In the center, three workers stand together, seemingly in conversation. On the right, another worker is visible. The background is filled with the complex grid of scaffolding and a crane hook hanging from above. The overall scene is a construction site at a high level of detail.

# **PRE-BID MEETINGS**



**Seven Clans Casino  
at Red Lake Minnesota**

**Table Of Contents**

- I. Special Instructions to Bidders
- II. Drawing List
- III. Bid Form
- IV. Bid Scopes of Work:  
Bid Division #3 – Concrete & Reinforcement  
Bid Division #4 - Masonry
- V. Project Schedule
- VI. Subcontract Agreement(s)
- VII. Pre-Qualification Questionnaire
- VIII. Insurance Requirements
- IX. Tribal Employment/Contracting Rights Ordinance**
- X. Red Lake Vendor Form
- XI. Employment Preference Compliance Plan
- XII. Woodstone Safety Manual



**SEVEN CLANS CASINO  
RED LAKE, MINNESOTA**

**Special Instructions To Bidders**

**Concrete, Masonry & Reinforcement**

October 31, 2008

## Seven Clans Casino Red Lake Tribal Employment Hours

SHOSHONE & ARAPAHO TRIBES OF THE WIND RIVER RESERVATION TRIBAL  
EMPLOYMENT RIGHTS OFFICE (TERO)

2015 BUSINESS LICENSE PERMIT APPLICATION

Non-Tribal Members

1. Name of Business: \_\_\_\_\_  
Mailing Address: \_\_\_\_\_  
Physical Address: \_\_\_\_\_
2. Contact Person: \_\_\_\_\_
3. Owner: \_\_\_\_\_ State Tax ID #: \_\_\_\_\_  
State Driver's License #: \_\_\_\_\_  
Address: \_\_\_\_\_  
Phone: \_\_\_\_\_ Fax: \_\_\_\_\_  
Cell: \_\_\_\_\_ Message: \_\_\_\_\_  
  
Owner: \_\_\_\_\_ State Tax ID #: \_\_\_\_\_  
State Driver's License #: \_\_\_\_\_  
Address: \_\_\_\_\_  
Phone: \_\_\_\_\_ Message: \_\_\_\_\_
4. Form of Business: (Corporation, partnership, sole proprietorship, or other)  
\_\_\_\_\_  
\_\_\_\_\_
5. Brief description of what your business will be doing of the Wind River Reservation:  
\_\_\_\_\_  
\_\_\_\_\_
6. Will the proposed business be using any vendors to conduct their operations?  
Yes  No
7. If yes please attach a complete list of vendors and their addresses. (These vendors must be approved for a Vendors Permit & Business License from TERO before any work is done on the Wind River Reservation)

## Approach to Native American Participation

- **Peak Overall Project Employment**  
**70 to 80 Construction Workers**
- **Subcontractors' Core Crew**  
**28 to 32 Construction Workers**
- **Subcontractors' Non-Core Crew**  
**42 to 48 Construction Workers**
- **Tribal Employment Goal**  
**50% of Non-Core Crew**  
**21 to 24 Construction Workers**

The image shows a construction site at dusk or dawn, with silhouettes of workers and scaffolding against a bright, hazy sky. The word "CLOSING" is written in a bold, red, sans-serif font across the center of the image. The workers are engaged in various tasks, such as hammering and handling materials. The overall scene conveys a sense of the end of a project or a day's work.

**CLOSING**

## Recommendation Letter from the Colville Tribe's TERO Department



The Confederated Tribes of the Colville Reservation  
**Tribal Employment Rights Office**

Post Office Box 150, Nespelem, WA 99155  
Phone: (509) 634-2716 Fax: (509) 634-2740



To Whom It May Concern:

Taylor Woodstone was contracted to build the 12 Tribes Hotel and Casino for the Colville Confederated Tribes in 2014. Before the project began, Taylor Woodstone met with us here at the TERO department to ensure that our Law and Order Code would be adhered to. We were initially impressed by their understanding of the Code from their work with other Tribes and their willingness to enforce our Code with their sub-contractors and further impressed by their stated devotion to the hiring and keeping of our Tribal workforce.

Shortly after our meeting, Taylor Woodstone hosted a very successful job fair to get the communities involved in the project. Because of their efforts TERO received over 60 new applications from potential workers under many fields of construction.

When the work began, we realized that our Tribal workers were under-experienced in the fields that were needed to complete the project. Taylor Woodstone was undeterred and agreed to a modified wage scale to include apprentice wages and get more of our Tribal members trained in the lacking areas of expertise. This has been a huge success for our Tribal members. As a result of this undertaking our Tribal workforce better understands the demand of the construction industry and the additional experience has broadened their horizons.

It has been a pleasure working with Taylor Woodstone and we would recommend them, with enthusiasm, for any upcoming projects on the Colville Reservation or any other tribal organization.

Larry Jordan, Colville Tribe TERO Program Director

# LETTERS OF RECOMMENDATION



## Shakopee Mdewakanton Sioux Community



### Shakopee Mdewakanton Sioux Community

2330 SIOUX TRAIL NW • PRIOR LAKE, MINNESOTA 55372  
TRIBAL OFFICE: 952-445-8900 • FAX: 952-445-8906

OFFICERS  
Stanley R. Crooks  
Chairman  
Glynn A. Crooks  
Vice-Chairman  
Keith B. Anderson  
Secretary/Treasurer

September 14, 2011

Chairman Harry Smiskin  
Yakama Nation  
401 Fort Road  
P.O. Box 151  
Toppenish, WA 98948

Dear Chairman Smiskin,

Please accept this letter on behalf of the Shakopee Mdewakanton Sioux Community Business Council as our personal letter of recommendation for Taylor Woodstone. In our experience working with Taylor Woodstone, they have provided exceptional service and a quality product to their clients. While Taylor Woodstone has not worked directly for the Shakopee Mdewakanton Sioux Community, Taylor Woodstone has completed several projects for other Tribes that SMSC has helped to finance. Taylor Woodstone complied with all the funding requirements set forth by all parties involved. The projects have been completed on time and within budget. The Shakopee Mdewakanton Sioux Community would highly recommend Taylor Woodstone.

As Tribal communities we try to employ as many Native American employees as possible and Taylor Woodstone strives to support that initiative by employing qualified Native American employees. Furthermore, Taylor Woodstone has an excellent track record of working as a partner with Tribal communities in making sure the goal of projects as well as the goals of the community are listened to and met. We believe Taylor Woodstone will work diligently to ensure your project will be completed according to design specifications, on time and within budget. Please consider Taylor Woodstone for your future construction projects.

Respectfully,

A handwritten signature in black ink, appearing to read 'Stanley R. Crooks'.

Stanley R. Crooks  
Chairman

# LETTERS OF RECOMMENDATION



## Shakopee Mdewakanton Sioux Community



### Shakopee Mdewakanton Sioux Community

2330 SIOUX TRAIL NW • PRIOR LAKE, MINNESOTA 55372  
TRIBAL OFFICE: 952-445-8900 • FAX: 952-445-8906

OFFICERS  
Charlie Vig  
*Chairman*  
Keith B. Anderson  
*Vice-Chairman*  
Lori K. Watson  
*Secretary/Treasurer*

May 7, 2013

To Whom It May Concern;

Please accept this letter as my personal recommendation for Taylor/Woodstone. In our experience working with Taylor/Woodstone, they have always provided exceptional service; a knowledgeable, creative, and informative construction process; and a quality product to their clients. Over five of our recent projects funded by the Shakopee Mdewakanton Sioux Community (SMSC) have been completed by Taylor/Woodstone. Taylor/Woodstone complied with all the funding requirements set forth by all parties involved. The projects have been completed on time and within budget. We value our working relationship with Taylor/Woodstone.

I have personally known Doug Niesen for over twenty years. He and I worked together on the Mystic Lake Expansion Project in 1993. I was the Director of Construction Services and Doug was the Project Manager. We had a great and productive working relationship.

As I stated in my talk at the opening of the new Ohiya Casino & Resort this past February, "Working with Tribes is a unique experience. I believe Tribes need to work with contractors and architects that have had the experience of working in Indian Country to better understand and meet the unique needs and expectations of Tribes." Taylor/Woodstone and its' team members have an extensive history working with Tribes across the United States. As Tribal communities, we try to employ as many Native American employees as possible, and Taylor/Woodstone strives to support this initiative by employing qualified, Native American employees. Taylor/Woodstone has an excellent record and reputation of working with Tribes to achieve their hiring goals. In addition, they often use Tribal sub-contractors for construction on their projects. I can say with full confidence that Taylor/Woodstone, working with LSE as a design/build team, will meet, if not exceed, your Tribes' goals and expectations.

Sincerely,

A handwritten signature in black ink that reads 'Charlie Vig'.

Charlie Vig  
Chairman



**WOODSTONE**  
—  
INC

**Questions?**