

PARSONS

Sky Ute Casino Resort Ignacio, Colorado

CLIENT:
Southern Ute Indian Tribe

PROJECT VALUE:
\$175 million (project budget);
\$7.1 million (infrastructure budget)

PROJECT DURATION:
January 2006 – November 2008

SERVICES PROVIDED:
Project management
Project coordination
Development planning
Design and constructibility reviews
Value engineering
Estimating and bid analyses

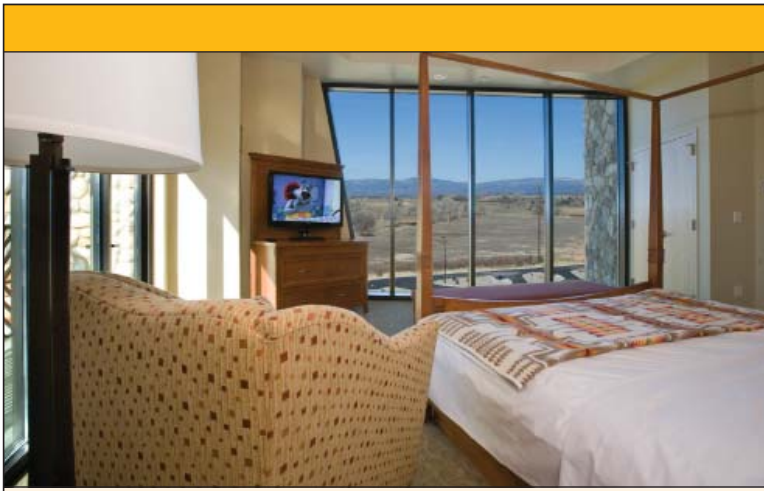


Photos courtesy of Sky Ute Casino Resort

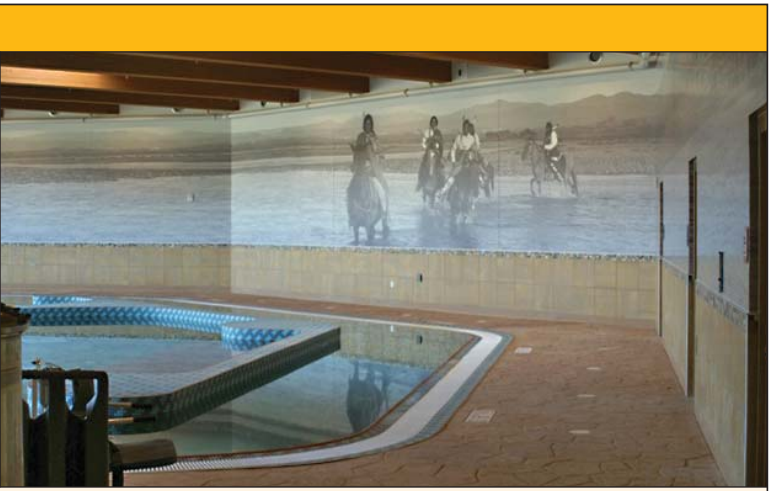
The new Sky Ute Casino Resort in Ignacio, southwest of Denver, sets a new standard for 24-hour gaming excitement and luxury hospitality in the beautiful Southwest Colorado. The Southern Ute Indian Tribe's pursuit to redefine a destination resort within the Four Corner's region has struck gold! The new Sky Ute Casino Resort is located just 30 miles from Durango, Colorado, and minutes from local tourist destinations and other recreational and outdoor adventures. The Southern Ute Indian Tribe opened its first casino, the Sky Ute Lodge and Casino, in the little town of Ignacio in the fall of 1993 with only 110 slot machines. This first casino was a renovated museum, restaurant, and 32-room lodge. An expansion of the existing casino was completed in the winter of 1995 and included space for more than 300 slot machines and a tent structure for large indoor events. When that expanded casino also began to outgrow its building, a call for a new casino surfaced within the casino's management team and tribal members who worked and played in this gambling site.



Red Rose flooring design at elevator lobby



Chairman's Suite with mountain view



Indoor swimming pool with historic 1890s photo mural

In December 2005, Parsons was selected to manage the new casino project. Our lump-sum contract presented a full suite of project management services to the tribe. These recommended services developed into a \$175 million budget that included:

- Manage the project budget.
- Assist with contractor selection.
- Create and manage the fast-track project schedule.
- Perform bid analyses and constructibility reviews.
- Provide construction quality inspections through full-time onsite monitoring.
- Provide and maintain Parsons' proprietary project management software—*IMPACTteam*. In fact, this program was one of the principal elements that contributed to the project's success. *IMPACTteam* facilitated timely responses to requests for information (RFIs) and material submittals from the various team members so that the project was able to maintain Parsons' aggressive schedule.

The Sky Ute Casino Resort is the largest and most ambitious construction project ever undertaken in the Four Corners area. Because of the huge challenges encountered when working an aggressive project schedule in an isolated, rural area, all the major subcontractors and their materials had to travel to Ignacio from locations such as Albuquerque, Denver, Phoenix, and Salt Lake City. We created a multiple-bid-package approach to accelerate the design process and allow the contractor to begin construction earlier than usual in some areas—while coordinating the fabrication and long-lead times for items such as structural steel and mechanical equipment to arrive at the right time for installation. Toward the end of construction, this just-in-time installation process also allowed for a phased turnover to the owner as critical areas finished ahead of the noncritical ones.

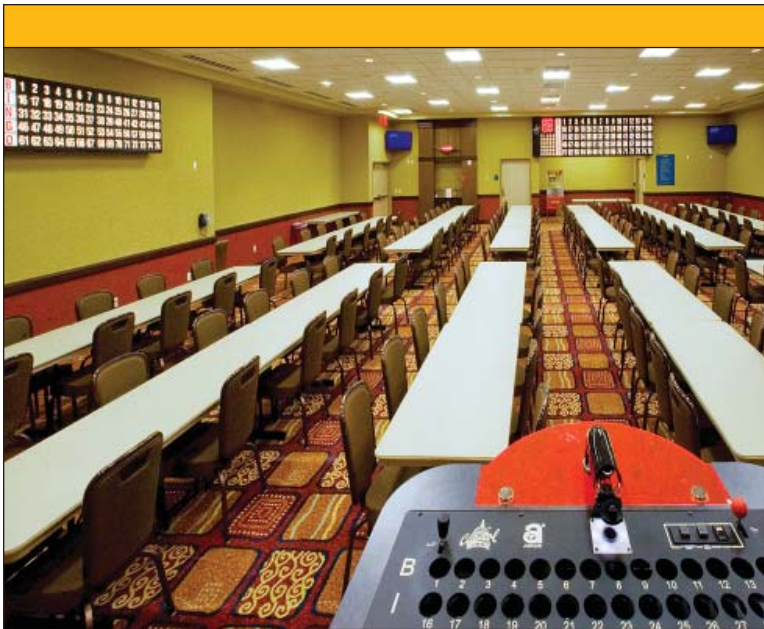


Circle slot bar, alabaster light fixture, and tribal dice highlights



Aspen Room buffet and atrium

After careful market analysis and sound planning, the Southern Ute Indian Tribe has positioned itself to earn sustainable profits for years to come. In addition to the 750 slot machines, 20 table games, and bingo hall, new amenities were also considered carefully before they were added to the project. The casino proudly features a state-of-the-art, raised-floor smoke mitigation system controlled by a building automation system that monitors and adjusts to the levels of cigarette smoke in order to provide a clean and comfortable gambling environment. A new, 142-room hotel features eight 2-room luxury suites that are named and themed after significant



Three Rivers Bingo with seating for 225



Rolling Thunder Grill quick order snack bar

tribal members—together with an indoor pool that showcases a historic photo-mural from the 1890s that wraps around the room. Three food venues offer various options for dining, and the most dramatic restaurant is the Aspen Room buffet that is framed by a 5-story-tall glass wall so that the natural beauty of the native landscape is enjoyed by the guests. The Sky Ute Events Center, the only conference locale in the region, is an 18,000-ft² divisible ballroom that will host world-class entertainment and sporting events, powwows, conventions, and more. The 24-lane Rolling Thunder Lanes Bowling Center is the only bowling facility within 100 miles.

One of the most important programmatic goals for the project is to share the Southern Ute Indian Tribe's culture with the guests who visit the new facility—and the most immediate and profound approach to succeed, therefore, is through art. The resort boasts more than 100 pieces of unique tribal artwork, especially selected by a committee of tribal members and displayed in public areas with plaques that recognize the artists. In addition, six sculptures grace the grounds of the property representing significant cultural iconology. Another effort brings tribal symbolism into the project as thematic decoration. The floor of the building's main corridor is edged with a band of bright colors presented in a traditionally designed pattern, and a sacred symbol—the red rose—is displayed in the flooring at a focal gathering location.

Parsons' steady and sound project management also yielded several opportunities for the owner to realize additional features through budget and schedule savings. In all, almost \$6 million was returned to the project, and the Sky Ute Casino Resort opened to the public 6 months early—before the Thanksgiving holiday—in November 2008.