

REQUEST FOR PROPOSALS (RFP)

Owner's Representative Services

Two Projects: 1. Mixed-Use Development (13000 Highway 101, Shelton, Washington)

2. Hotel and Conference Center (900 Plum St. SE, Olympia, Washington)

Issued By: Island Enterprises, Inc.

Issue Date: June 30, 2026

RFP Contact: Woody Anderson, Island Enterprises, Inc. (SheltonOwnersRepRFP@ieinc.org)

1. Introduction

Island Enterprises, Inc., a Squaxin Island Tribal Corporation ("Island Enterprises" or "Owner"), invites qualified Owner's Representative firms to submit proposals for professional project management, advisory, cost, schedule, contract administration, and construction oversight services for two separate projects:

- A mixed-use development located at 13000 Highway 101, Shelton, WA 98584 (Parcel Number 420021000030).
- A hotel and conference center development located at 900 Plum St. SE, Olympia, WA, 98501 (Parcel Number 78202500100)
- The projects will be developed on Tribal Trust property.

The selected Owner's Representative will serve as the Owner's day-to-day project advisor and coordinator, supporting Island Enterprises in managing the design, preconstruction, GMP development, construction, commissioning, FF&E/OS&E coordination, closeout, and opening-readiness activities.

Island Enterprises prefers an Owner's Representative firm with demonstrated experience in hospitality developments. Additional experience with convenience store and fuel developments, mixed-use commercial sites, and work with Tribal enterprises is also strongly preferred.

2. Project Overviews

- 13000 Highway 101, Shelton, WA
 - The proposed development is a mixed-use, destination-oriented site intended to serve local residents, commuters, commercial traffic, and regional visitors. The integrated development currently includes:

- A convenience store with associated fueling station designed to accommodate commuter vehicles, commercial trucks, and racing traffic.
- A Holiday Inn Express & Suites hotel with approximately 112 beds, breakfast area, gym, small business amenities, and pool.
- One Full-Service Restaurant building and one QSR or other business building, with final business uses subject to change.
- A coffee shop.
- Park-like outdoor spaces intended for hotel guests and customers.
- Extensive horizontal improvements, anticipated to include approximately 1,600 feet of water main, 2,500 linear feet of gravity sewer main, a new roundabout at the highway, an on-site traffic circle, grading, stormwater infiltration, parking, lighting, curbs, gutters, landscaping, and signage.
- 900 Plum St. SE, Olympia, WA
 - The proposed development is a full-service hotel operating under Marriott International's Tribute Portfolio brand on approximately 10.5 acres located at the southern gateway to downtown Olympia, Washington. Existing improvements will be demolished prior to development. The Project is anticipated to include approximately:
 - 240 guest rooms and suites
 - Conference and meeting facilities (~30,000 SF)
 - Food and beverage venues
 - Guest amenities and back-of-house support spaces
 - Parking and associated site improvements
 - Spa

3. Existing Project Teams

- 13000 Highway 101, Shelton, WA:
 - Owner: Island Enterprises, Inc.
 - GC/CM: Korsmo Construction (pending final negotiated contract)
 - Architect of Record: Artisans Group Architecture and Planning, PS
 - Convenience Store & Retail Design Consultant: Paragon Solutions
 - Hotel Operator: Columbia Hospitality
 - Hotel Brand Partner: IHG
- 900 Plum St. SE, Olympia, WA
 - Owner / Developer: Island Enterprises, Inc.

- Architect of Record: Rice Fergus Miller (pending final negotiated contract)
- Hotel Operator: Columbia Hospitality
- Hotel Brand: Marriott International (Tribute Portfolio)
- Interior / Brand Design Consultant: To be procured separately
- Construction Delivery: To be procured separately

The selected Owner's Representative shall work collaboratively with all members of the project teams while protecting the Owner's interests, decision-making authority, schedule, budget, quality expectations, operational objectives, and Tribal coordination requirements.

4. Purpose of this Procurement

The purpose of this RFP is to select a qualified Owner's Representative firm to provide independent professional services on behalf of Island Enterprises. The selected firm will supplement Owner capacity and provide disciplined project controls, timely reporting, coordination, document review, meeting leadership, issue tracking, change management, risk management, and strategic advisory services.

The Owner's Representative is not being procured as the Architect of Record, Engineer of Record, GC/CM, subcontractor, or legal counsel. The Owner's Representative shall not assume professional design responsibility nor will they direct the professional judgment or contractual responsibilities of the work of licensed design professionals, nor construction means and methods responsibility for GC. The selected firm shall, however, provide informed review, coordination, recommendations, and management support to the Owner.

5. Scope of Owner's Representative Services

5.1 General Project Management and Owner Advisory Services

- Serve as the Owner's primary day-to-day project management representative and central point of coordination, unless otherwise directed by Owner.
- Establish and maintain a project management plan, decision log, risk register, issue log, action-item log, and responsibility matrix.
- Prepare and keep updated project dashboards and/or data centers
- Facilitate regular Owner/project team meetings, prepare agendas, track action items, and issue timely meeting notes.
- Advise Owner regarding project delivery risks, decision sequencing, cost/schedule impacts, operational readiness, and opportunities for lifecycle value.
- Coordinate with Owner leadership, consultants, operator/brand partners, GC, utilities, authorities having jurisdiction, and third parties.

5.2 Design and Preconstruction Phase Services

- Manage the design-phase decision process, milestone deliverables, review periods, document distribution, and comment-resolution process.
- Coordinate design reviews with Owner, hotel operator, IHG and Marriott, convenience store/retail design consultant, GC, and other stakeholders.
- Review GC preconstruction deliverables, including cost estimates, constructability reviews, value analysis recommendations, procurement plans, bid packaging strategies, logistics plans, and preliminary schedules.
- Evaluate scope gaps, responsibility boundaries, design-assist opportunities, long-lead procurement recommendations, and alternate strategies.
- Support Owner review of the GC/CM Guaranteed Maximum Price (GMP; to be utilized for the Hwy 101 project in Shelton), including open-book cost review, assumptions, exclusions, allowances, contingencies, general conditions, subcontractor coverage, escalation, and reconciliation to prior estimates.
- Assist Owner in preparing and tracking Owner-direct costs, soft costs, FF&E/OS&E budgets, permits/fees, utility costs, financing/lender requirements, and contingency use.

5.3 Construction Phase Services

- Monitor construction progress, schedule performance, budget status, quality issues, safety reporting, submittals, RFIs, change events, procurement status, commissioning, and closeout readiness.
- Represent Owner in project meetings, OAC meetings, cost meetings, schedule meetings, logistics meetings, FF&E/OS&E coordination meetings, commissioning meetings, and issue-resolution meetings.
- Review pay applications, change order requests, contingency use, allowance drawdowns, schedule updates, and supporting documentation for reasonableness and consistency with the contract documents.
- Maintain an Owner-level cost report and forecast, including contract commitments, approved changes, pending changes, anticipated exposure, contingency status, and total project cost forecast.
- Coordinate Owner decisions and ensure timely responses to avoid avoidable impacts to schedule or cost.
- Support permit, inspection, utility, right-of-way, WSDOT, lender, insurance, and Tribal coordination as applicable.

5.4 Hospitality, FF&E/OS&E, and Opening Readiness

- Provide project management support for hotel brand/operator coordination, including hotel-related submittal/review milestones, mockups, room readiness, punch sequencing, commissioning, training, and turnover requirements.
- Coordinate with other project partner(s) to facilitate owner-side FF&E budget, procurement status, delivery sequencing, warehousing, receiving, installation interfaces, damage/shortage tracking, replacement/backorder management, and room/public-area readiness.
- Coordinate with Columbia Hospitality regarding OS&E, operational readiness, staffing/pre-opening milestones, training, and turnover documentation.
- Facilitate development of an integrated opening-readiness schedule for the hotel, convenience store/fuel station, restaurants, coffee stand, site amenities, EV charging, and supporting site infrastructure.

5.5 Convenience Store, Fueling, and Retail Development Coordination (*Hwy 101, Shelton Project*)

- Coordinate with Paragon Solutions, GC/CM, specialty fuel system vendors, utilities, permitting authorities, and Owner regarding convenience store, fuel systems, canopies, tanks, dispensers, environmental controls, signage, food/beverage equipment, and retail operational requirements.
- Monitor and report on long-lead items, permitting dependencies, environmental risk issues, testing/commissioning, and responsibility boundaries between Owner, GC/CM, vendors, operators, and consultants.
- Assist Owner with documentation needed for insurance, lender, environmental, commissioning, and closeout requirements related to fueling systems and convenience store operations.

5.6 Tribal Coordination and Cultural Considerations

- Coordinate respectfully with Tribal stakeholders and Owner-designated Tribal representatives.
- Support compliance with Tribal Hiring and Contracting Preference requirements, if applicable to Owner's procurement decisions.
- Monitor project commitments related to Native American-owned firms, Tribal workforce participation, cultural resources protocols, Tribal permitting or approvals, and communication with Tribal departments.
- Maintain confidentiality, cultural sensitivity, and proper escalation protocols for issues involving Tribal lands, cultural resources, sovereignty, or sensitive business information.

5.7 Closeout and Post-Construction Services

- Coordinate punch list, substantial completion, partial occupancy/phased turnover, commissioning completion, training, O&M manuals, as-builts, warranties, attic stock, spare parts, lien releases, final accounting, and record documentation.
- Support warranty tracking and post-occupancy issue resolution during the agreed post-construction period.
- Prepare a final project closeout report summarizing final cost, schedule, major changes, unresolved risks, warranties, lessons learned, and recommended post-opening follow-up actions.

6. Anticipated Deliverables

Deliverable	Minimum Content / Frequency
Project Management Plan	Communication protocols, reporting cadence, meeting structure, decision log, responsibility matrix, risk register, issue log, document control procedures.
Monthly Owner Report	Executive summary, budget/cost forecast, schedule status, risks, decisions needed, change log, contingency status, photos, upcoming milestones.
Cost Report and Forecast	Total project cost tracking, commitments, approved changes, pending changes, exposure, contingency/allowance status, Owner costs, forecast-to-complete.
Schedule Review Memo	Monthly assessment of GC or GC/CM schedule, critical path, milestones, delays, recovery actions, and Owner decision deadlines.
GMP Review Memo	Review of GMP assumptions, exclusions, general conditions, allowances, contingencies, subcontractor coverage, bid leveling, and risk items.
FF&E/OS&E Coordination Log	Procurement status, delivery windows, storage/handling issues, damage/shortage items, room/public area readiness, backorders.
Risk Register	Risk description, owner, probability/impact, mitigation, due date, status, cost/schedule exposure.
Closeout Report	Substantial/final completion status, closeout documents, warranties, open items, final accounting support, lessons learned.

7. Proposal Requirements

Proposals should be concise, well-organized, and submitted in the following order. The Core Proposal is limited to 30 pages, double-sided on 8.5" x 11" paper, using minimum 11-point font and 0.75" margins. Covers and section dividers count toward the page limit. Appendices are exempt from the page limit unless otherwise stated.

Core Proposal Section	Required Content	Suggested Limit
Cover Letter	Firm legal name/address; primary contact; acknowledgment of addenda; commitment to meet schedule; signature of authorized representative.	2 pages
Executive Summary	Understanding of Project, Owner's objectives, proposed service approach, top differentiators, top risks and mitigations.	2 pages
Firm Profile and Capacity	Firm size, locations, ownership/structure, relevant service lines, current workload, availability, financial stability.	3 pages
Relevant Experience	Hospitality projects, mixed-use projects, convenience store/fuel developments, Tribal projects, GC/CM/CMAR oversight, complex horizontal/sitework.	6 pages
Project Team and Organization	Proposed project executive, project manager/owner's rep lead, cost manager, scheduler, field representative, FF&E/opening-readiness lead, Tribal coordination lead, support roles, availability.	5 pages

Core Proposal Section	Required Content	Suggested Limit
Approach and Methodology	Design management, GC/CM and GC coordination, GMP review, cost/schedule controls, change management, quality, risk, reporting, FF&E/OS&E, permitting/utilities/WSDOT coordination, closeout.	8 pages
Hospitality / Convenience Store / Tribal Experience Plan	Specific methods for hotel brand/operator coordination, retail/fuel coordination, Tribal engagement, Native-owned business/workforce support.	3 pages
Fee Narrative and Assumptions	Fee basis, staffing assumptions, reimbursable assumptions, excluded services, hourly rates, escalation, optional services.	2 pages
Exceptions, Clarifications, and Requested Changes	Requested deviations from RFP, proposed agreement, insurance, indemnity, scope, schedule, or payment terms.	2 pages

8. Minimum Qualifications and Preferences

- Minimum: Demonstrated experience providing owner's representative, project management, construction management advisory, or comparable services for projects of similar complexity.
- Minimum: Experience coordinating with GC/CM, CMAR, design-build, or comparable collaborative delivery methods and with standard Design-Bid-Build delivery.
- Minimum: Capacity to provide cost controls, schedule review, contract administration support, reporting, and construction-phase oversight.
- Preferred: Direct hospitality development experience, preferably hotels with brand/operator requirements, FF&E/OS&E coordination, commissioning, and opening-readiness milestones.

- Preferred: Convenience store, fueling station, retail, QSR/full-service restaurant, or commercial site development experience.
- Preferred: Experience working with Tribal enterprises, Native American-owned businesses, Tribal Trust land, cultural resource protocols, or sovereign entities.
- Preferred: Experience with utility coordination, WSDOT/right-of-way coordination, stormwater, and public works compliance interfaces.

9. Insurance Requirements

The selected Owner's Representative shall procure and maintain insurance meeting the minimum requirements below throughout the term of services. Proposers shall identify any exceptions in the proposal.

Coverage	Minimum Limit / Requirement
Commercial General Liability	\$1,000,000 each occurrence; \$2,000,000 general aggregate; contractual liability; independent contractors; products/completed operations where applicable.
Professional Liability / Errors and Omissions	\$2,000,000 per claim and aggregate; maintained during services and for at least three years after completion.
Workers' Compensation	Statutory limits as required by Washington State and applicable law.
Employers' Liability	\$1,000,000 each accident; \$1,000,000 disease each employee; \$1,000,000 disease policy limit.
Automobile Liability	\$1,000,000 combined single limit for owned, hired, and non-owned autos.
Umbrella / Excess Liability	\$2,000,000 per occurrence and aggregate, preferred.
Cyber / Technology E&O	\$1,000,000 if proposer will host project data, maintain project management systems, or handle sensitive electronic records.
Additional Insured / Waiver	Owner and Owner-designated parties as additional insureds where applicable; primary and noncontributory coverage; waivers of subrogation where permitted by law.

10. Tribal Preference

Island Enterprises supports and encourages participation by Native American-owned businesses. The Tribe applies its Tribal Hiring and Contracting Preference Ordinance to procurement decisions. Copies are available on request. Proposers should identify eligibility for preference consideration and describe:

- Ownership status, if applicable.
- Approach to engaging Native American-owned consultants, vendors, and workforce.
- Understanding of Tribal coordination, permitting, cultural resource, and sovereign-entity considerations.
- Prior work with Tribes, Tribal enterprises, or projects on Tribal Trust land.

11. Washington State and Applicable Compliance Considerations

This RFP is issued by Island Enterprises, a Tribal corporation, for professional Owner's Representative services. Requirements that apply to Washington State public agencies, public works, or A/E services may not apply in the same manner to the Owner or this procurement. The Owner nevertheless expects proposals to address compliance interfaces that commonly arise on Washington projects, including, as applicable: WSDOT/right-of-way coordination, utility coordination, off-site or utility permitting, records, conflicts of interest, non-collusion, debarment/suspension, diverse business inclusion, and Tribal requirements. Proposers are responsible for identifying any legal, licensing, or professional limitations affecting their proposed services.

12. Selection Process

- Review of written proposals for responsiveness and qualifications.
- Shortlisting of qualified firms.
- Interviews may be conducted with selected proposers.
- Reference checks and fee/scope clarification.
- Notice of intent to award and contract negotiation with the highest-ranked firm.

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

13. Evaluation Criteria

Category	Weight
Relevant hospitality, mixed-use, convenience store/fuel, GC/CM and GC oversight, and Tribal experience	30%
Qualifications, availability, and fit of proposed project team	20%

Category	Weight
Project-specific approach and methodology	20%
Cost/schedule controls, reporting, GMP review, and risk management approach	10%
Tribal coordination, Native-owned business/workforce approach, and cultural understanding	10%
Fee proposal, rate structure, clarity of assumptions, and value	10%

14. Anticipated Schedule of Events

RFP Issue Date: June 30, 2026

Deadline for Questions: July 10, 2026 (5:00 PM PST) (Timestamp of receipt on our server is the official time of record)

Proposal Submission Deadline: July 31, 2026 (5:00 PM PST) (Timestamp of receipt on our server is the official time of record)

Interviews, if conducted: August, 2026

Notice of Intent to Award: August, 2026

Contract Negotiation/Execution: September, 2027

Commencement of Owner's Representative Services: October, 2027

15. Proposal Submission Instructions

Proposals shall be submitted electronically in searchable text PDF format. Address proposals to:

Woody Anderson, CEO
Island Enterprises, Inc.
SheltonOwnersRepRFP@ieinc.org
360-426-6968

Email subject line: Owner's Representative Services RFP - Firm Name.

Submit one searchable PDF proposal and separate fee forms, if requested by Owner.

Late proposals may be rejected at Owner's discretion.

All questions must be submitted in writing to the RFP contact by the deadline.

16. Reservations and Conditions

Owner may modify, suspend, cancel, or reissue this RFP at any time.

Owner may request clarifications, additional information, revised proposals, interviews, or best-and-final offers.

Owner may negotiate scope and fees with the selected firm.

This RFP does not commit Owner to award a contract or pay proposal preparation costs.

Submission of a proposal indicates acceptance of the terms and conditions outlined in this RFP unless exceptions are clearly stated.

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

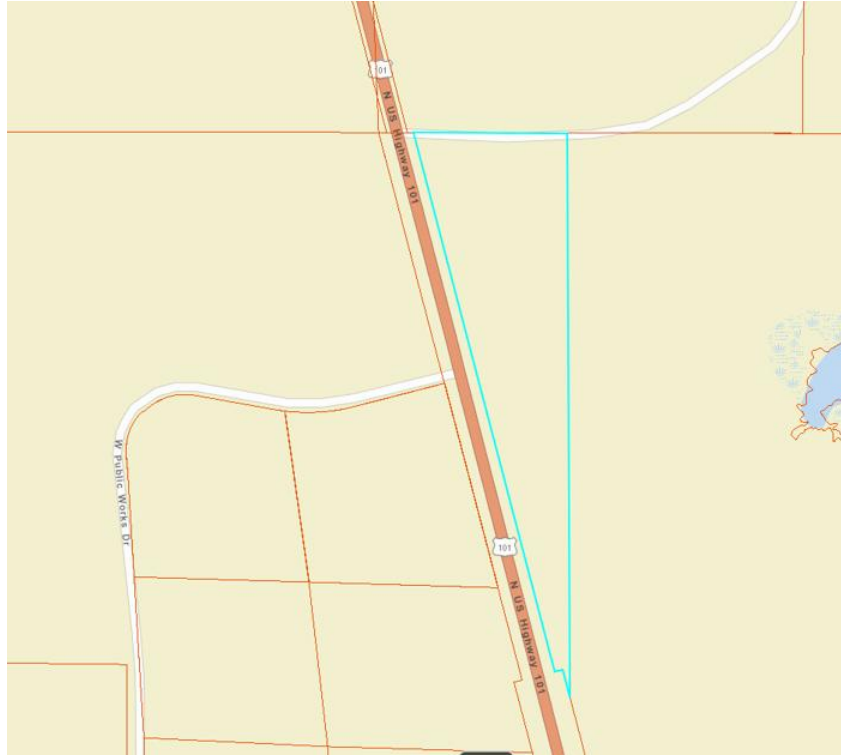
17. Appendices

- A. Parcel Maps
- B. Preliminary Drawings and Reference Images (***SHELTON PROJECT ONLY***)
- C. Draft Professional Services Agreement / Terms Sheet
- D. Owner's Representative Scope of Services Matrix
- E. Pricing Matrix / Fee Proposal Form
- F. Staffing Plan and Labor Rate Schedule
- G. Reimbursable Expense Schedule
- H. Statement of Qualifications (SOQ) Form
- I. Relevant Project Experience Sheets
- J. Insurance Requirements and Certificate Checklist
- K. Conflict of Interest, Non-Collusion, Debarment, and Legal Disclosure Certifications
- L. Tribal Preference and Tribal Coordination Plan
- M. Proposal Scoring Matrix
- N. Monthly Report, Risk Register, and Change Log Templates
- O. Records, Confidentiality, and Data Security Requirements

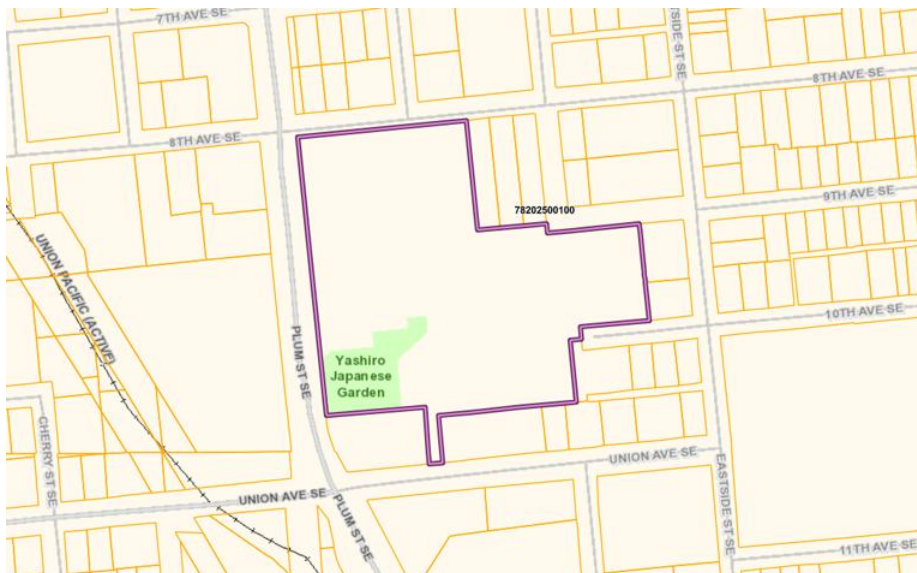
APPENDIX A

PARCEL MAPS

SHELTON



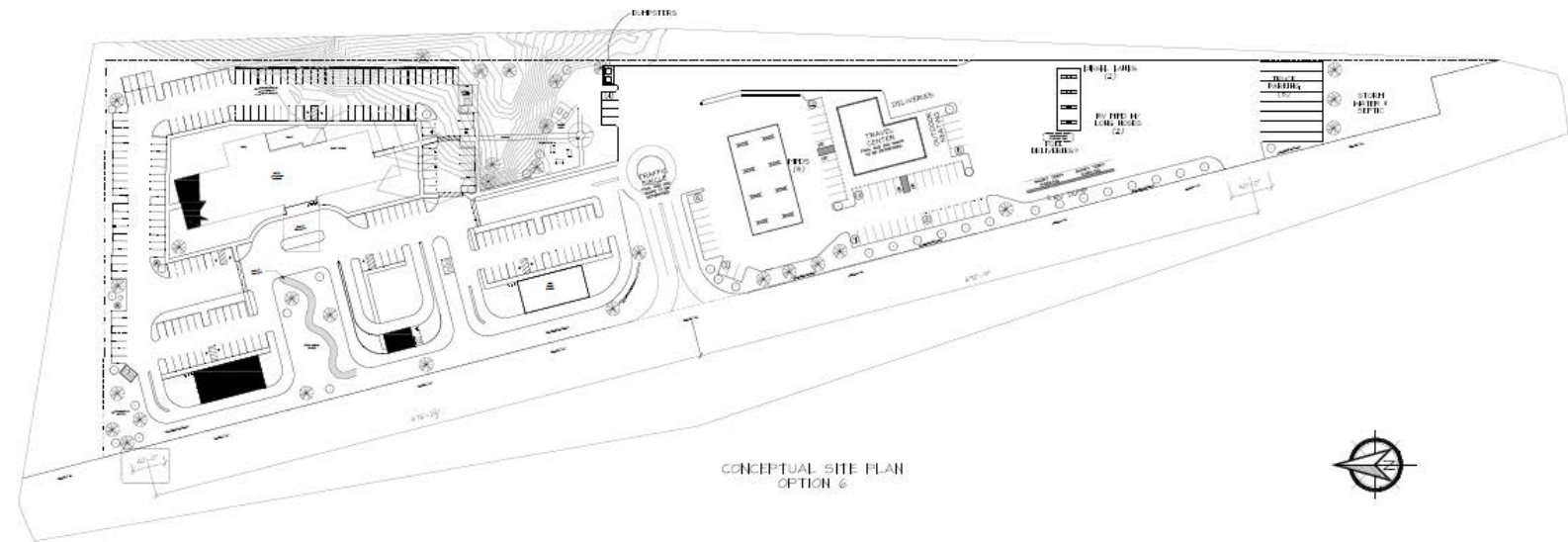
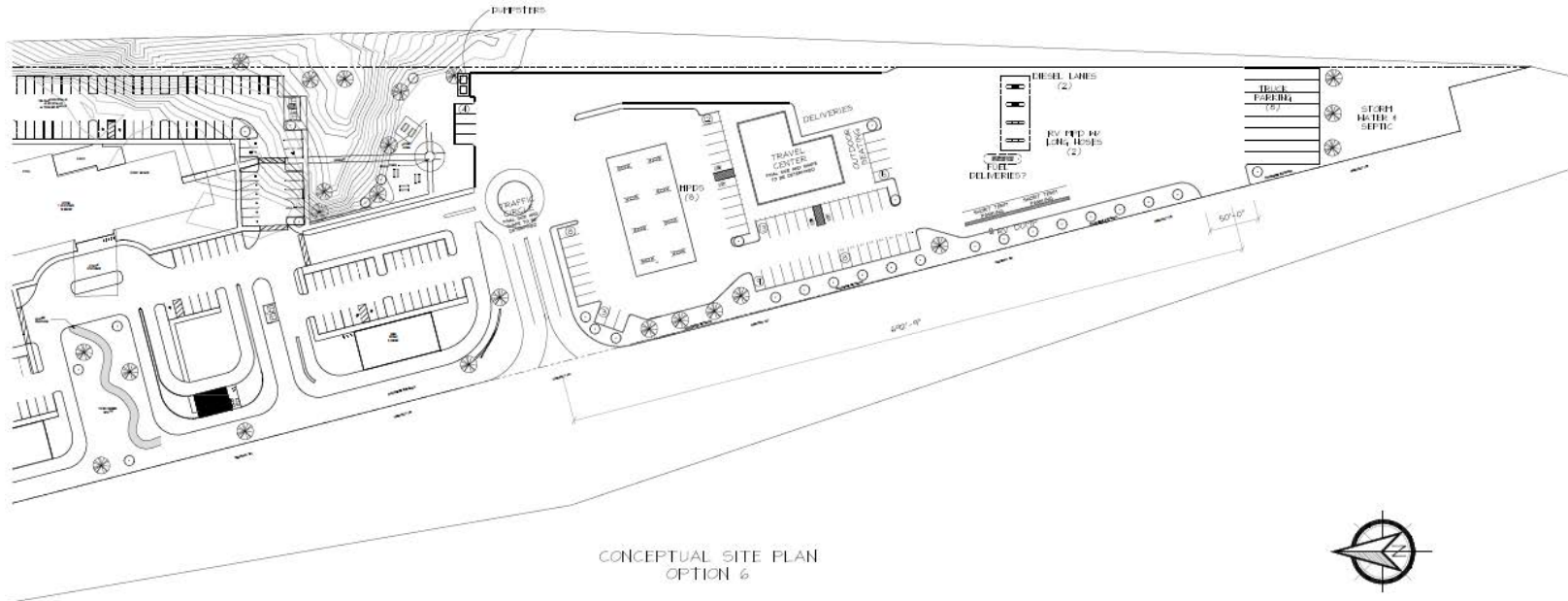
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APPENDIX B

Preliminary Drawings and Reference Images

SHELTON







APPENDIX C

Draft Professional Services Agreement / Terms Sheet

The final agreement will be negotiated with the selected firm. Proposers shall identify exceptions or proposed changes in the Core Proposal. Expected terms include:

- Professional services scope by phase.
- Monthly invoicing by approved fee structure and reimbursables.
- Standard of care for professional project management services.
- Confidentiality and records requirements.
- Conflict of interest restrictions.
- Insurance and indemnity provisions.
- No waiver of Tribal sovereign immunity.
- Termination for convenience and cause.
- Ownership and permitted use of project documents and work product.

APPENDIX D

Owner's Representative Scope of Services Matrix

Task / Deliverable	Owner	Owner's Rep	GC/CM or GC	Design Team	Operator / Brand
Project management plan	A	P	S	S	I
Meeting agendas/minutes/action log	I/A	P	S	S	S
Design review coordination	A	P	S	P	S
Cost report / total project forecast	A	P	S	I	I
GMP review memo	A	P	S	S	I
Schedule review	A	P	P/S	S	I
Change order review	A	P	S	S	I
Pay application review	A	P	S	I	I
FF&E/OS&E coordination log	A	P	S	I	S/P
Tribal coordination tracking	A/P	S/P	S	S	I
Closeout report	A	P	S	S	S

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

APPENDIX E

Pricing Matrix / Fee Proposal Form

Fee Category	Percentage (%)	Lump Sum (\$)	Hourly / Unit Rate	Notes / Assumptions
Phase 1 - Design / Preconstruction Services				
GMP Review Support				
Construction Phase Owner's Representative Services				
FF&E/OS&E / Opening Readiness Support				
Closeout / Warranty Support				
Optional Additional Services				

APPENDIX F

Staffing Plan and Labor Rate Schedule

Role	Name	Office Location	Phase(s)	% Commitment	Hourly Rate	Notes
Principal / Project Executive						
Owner's Rep Lead / Project Manager						
Cost Manager						
Scheduler						
Field Representative						
Hospitality / FF&E Lead						
Convenience Store / Fuel Advisor						
Tribal Coordination Lead						

APPENDIX G

Reimbursable Expense Schedule

Expense Category	Included in Fee? (Y/N)	Markup %	Estimated Amount	Notes / Assumptions
Travel / mileage				
Lodging / meals				
Printing / reproduction				
Project management software				
Special inspections / testing coordination support				
Other				

APPENDIX H

Statement of Qualifications (SOQ) Form

Field	Response
Legal Firm Name	
Business Address	
Primary Contact Name & Title	
Phone Number	
Email Address	
Years in Business	
Firm Ownership Structure	
Washington UBI / Business License No.	
Professional licenses/certifications, if applicable	
Native American-owned firm?	

Experience Summary Field	Response
Hospitality projects completed in last 10 years	
Convenience store/fuel projects completed in last 10 years	
Tribal projects completed in last 10 years	
GC-CM/CMAR oversight projects completed in last 10 years	
GC oversight projects completed in last 10 years	

Experience Summary Field	Response
Largest project managed as Owner's Representative	

APPENDIX I

Relevant Project Experience Sheets

Project Sheet Field	Response
Project Name	
Owner / Client	
Location	
Project Type (Hotel / Mixed-Use / Retail / Fuel / Tribal / Other)	
Delivery Method	
Total Project Value	
Services Performed by Firm	
Key Personnel Involved	
Complexities / Risk Items	
Outcomes (budget, schedule, quality, opening readiness)	
Reference Contact (name, title, phone, email)	

Complete one sheet per project. Include at least three and no more than five comparable projects unless Owner requests more information.

APPENDIX J

Insurance Requirements and Certificate Checklist

Insurance Item	Confirmed? (Y/N)	Carrier / Limit	Notes / Exceptions
CGL			
Professional Liability / E&O			
Workers' Compensation			
Employers' Liability			
Automobile Liability			
Umbrella / Excess Liability			
Cyber / Technology E&O, if applicable			
Additional insured / waiver endorsements			

APPENDIX K

Conflict of Interest, Non-Collusion, Debarment, and Legal Disclosure Certifications

Proposer shall complete certifications substantially in the following form:

- Conflict of Interest Disclosure: disclose any actual, potential, or perceived conflict involving Owner, GC/CM or GC, design team, consultants, vendors, operators, brand partners, or Tribal stakeholders.
- Non-Collusion Certification: certify that the proposal was prepared independently and without collusion.
- Debarment / Suspension Certification: certify that the firm and key personnel are not debarred, suspended, or otherwise prohibited from contracting under applicable law or funding requirements.
- Litigation / Claims Disclosure: disclose material claims, terminations, defaults, malpractice claims, or professional discipline within the last five years.
- Confidentiality Acknowledgment: certify that sensitive project information will be protected.

Authorized Representative	Title	Signature	Date

APPENDIX L

Tribal Preference and Tribal Coordination Plan

Requirement	Response
Is proposer eligible for Tribal preference consideration?	
Prior projects with Tribes, Tribal enterprises, or on Tribal Trust land.	
Approach to Tribal coordination and communications.	
Approach to cultural resource sensitivity and issue escalation.	
Plan to engage Native American-owned consultants, vendors, and workforce, if applicable.	
Key lessons learned from prior Tribal projects.	

APPENDIX M

Proposal Scoring Matrix

Category	Weight	Score (0-10)	Weighted Score	Evidence / Notes	Red Flags / Clarifications
Relevant Experience	30%				
Team Qualifications	20%				
Approach & Methodology	20%				
Cost / Schedule Controls	10%				
Tribal Coordination / Preference	10%				
Fee Proposal	10%				
Total Weighted Score	100%				

APPENDIX N

Monthly Report, Risk Register, and Change Log Templates

Monthly Report Template

Section	Required Content
Executive Summary	
Budget / Cost Forecast	
Schedule / Critical Path	
Risks and Issues	
Decisions Needed	
Change Log Summary	
FF&E/OS&E / Opening Readiness	
Photos / Site Observations	

Risk Register Template

Risk ID	Description	Owner	Probability	Impact	Mitigation	Due Date	Status

APPENDIX O

Records, Confidentiality, and Data Security Requirements

- Maintain Owner and project information as confidential unless authorized for disclosure.
- Use secure methods for exchanging project documents and reports.
- Identify proposed project management systems, cost systems, scheduling systems, and access controls.
- Retain records for the period required by the agreement and promptly return or transfer records upon Owner request.
- Do not use project information, renderings, budgets, or Tribal information for marketing without written Owner approval.