

March 10, 2026

USET Impact Week – Housing Committee

Construction project management for tribal development

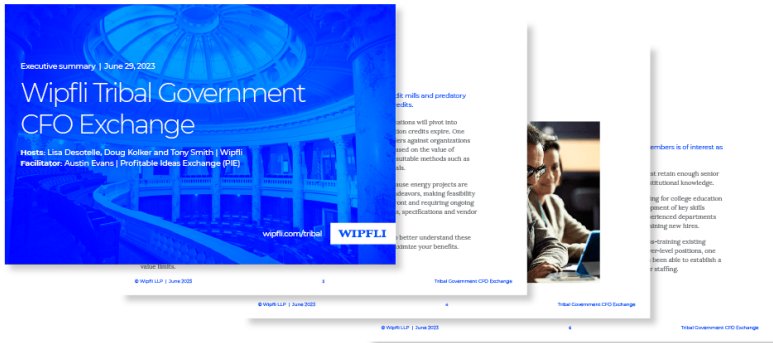
The word "BUILD" is written in large, white, bold, sans-serif capital letters. The letters are semi-transparent, allowing a background image of a construction site to be seen through them. The background shows a concrete structure with a staircase and three construction workers in orange safety vests and white hard hats. The overall scene is set against a warm, orange-toned background.

PROCORE®

WIPFLI

Wipfli's Tribal Industry Group

- Number of states with Tribal clients – 29
- Diversified portfolio of services provided
- Invest back into Indian Country
- Number of Tribal entities we work with each year – 120 to 140
- Members of the AICPA, ACFE, and AICPA Forensic and Valuations Services Section
- Annual Indian Gaming Cost of Doing Business Report
- Quarterly Tribal CFO Exchange



Procore is the trusted platform empowering Tribal Nations to manage complex construction projects—from housing and healthcare to hospitality and vital infrastructure.

A platform that helps public owners deliver to the public:



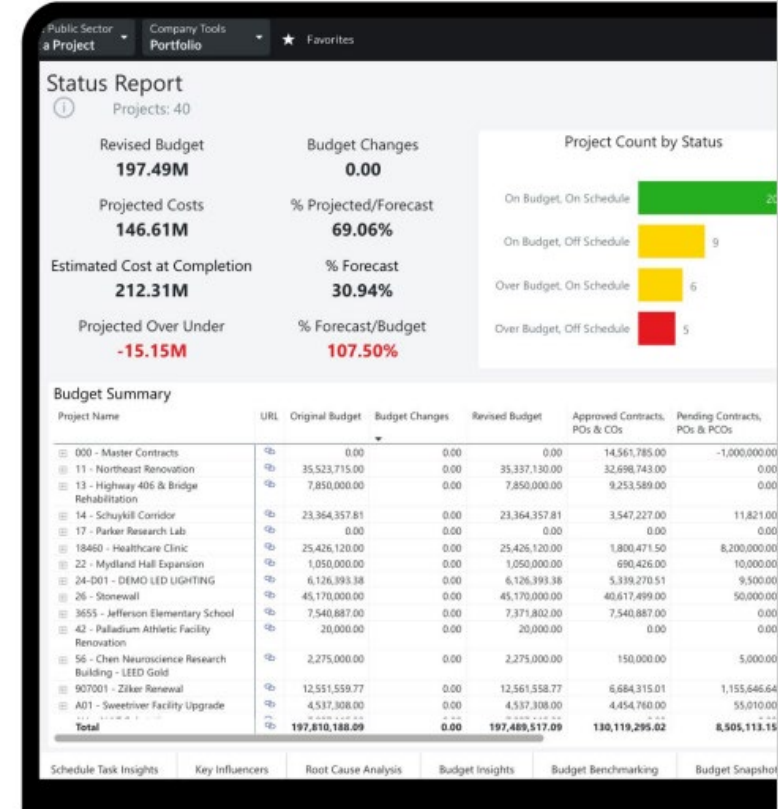
- ✓ Use money and time efficiently.
- ✓ Deliver on your promise to the public.

Deliver Higher Quality Builds
 83% of customers agree that Procore has helped their organization improve its overall quality control.

Increase Organizational Efficiency
 74% of Owners say Procore's platform makes their organization more scalable.

Make Better Forecasts
 70% of customer respondents agree Procore's budget tool has made their forecasts more accurate.

Empower Better Collaboration
 90% of customer respondents agree Procore improves their field-to-office communication



TRIBE + PROCORE + WIPFLI COLLABORATION

Wipfli's team of Procore-certified consultants takes a tribal-focused approach to meet the unique needs of each project. Our services include:

- Process improvement
- Procore Implementation
- Data conversion
- Analytics and dashboards
- Support for additional module rollout
- ERP integrations and accounting support

**What is Construction
Project Management &
why it matters?**

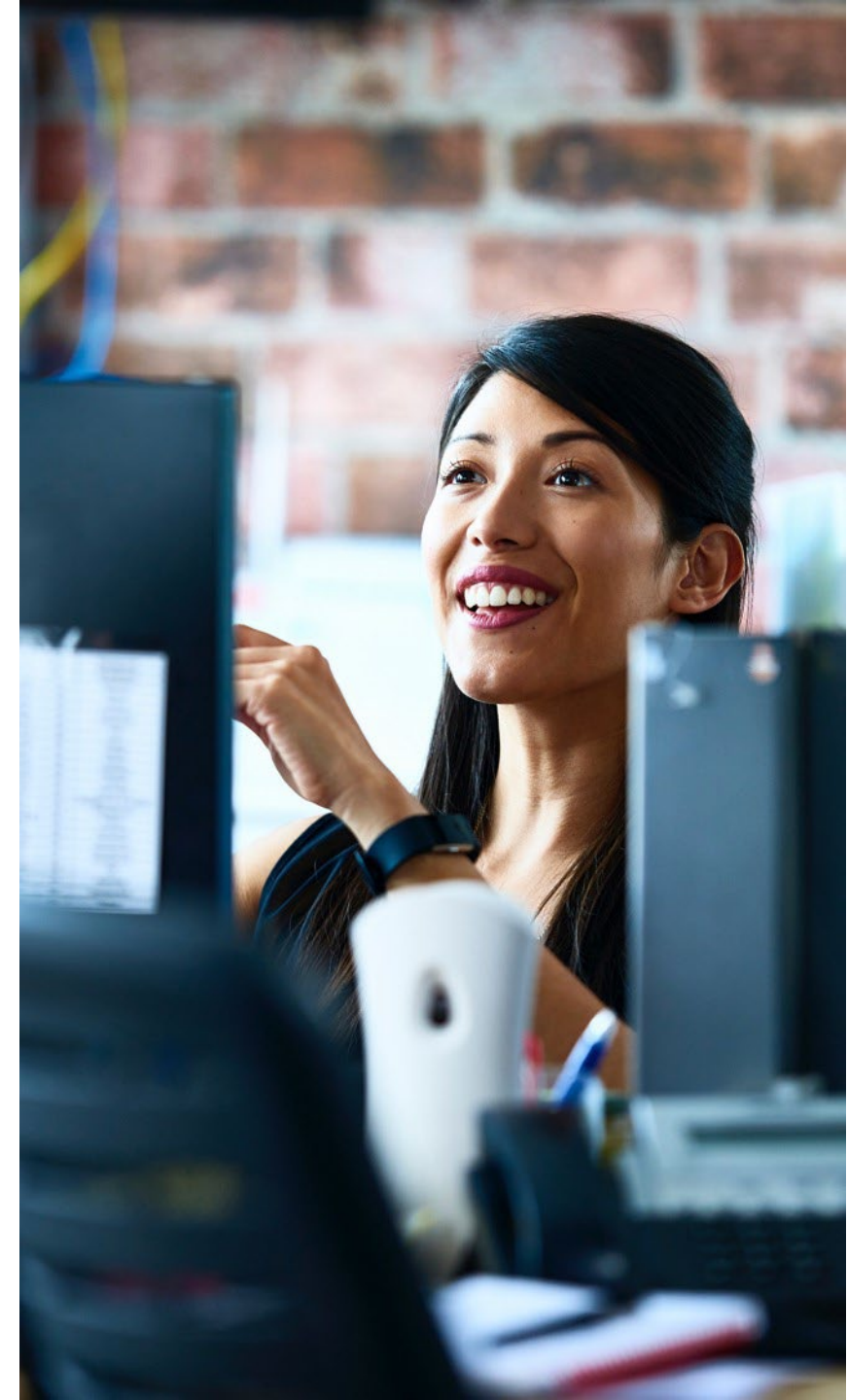


Conversation Topics

- ✓ Avoid Cost Overruns & Schedule Delays
- ✓ Reduce Change Orders & Scope Creep
- ✓ Increase Transparency & Council Oversight
- ✓ Protect Tribal Sovereignty & Preference Policies
- ✓ Improve Construction Quality & Safety
- ✓ Strengthen Stakeholder Communication
- ✓ Ensure a Smooth Handoff to Operations

The outcomes owners want (and where projects drift)

- Finish on time and within the approved budget (no surprise funding gaps)
- Fewer change orders, fewer claims, fewer rework cycles
- Clear council oversight: progress, risk, and decisions visible in one place
- Compliance and documentation that stand up to audits/grants — without extra admin work
- Projects that reflect culture and community needs — and perform long-term





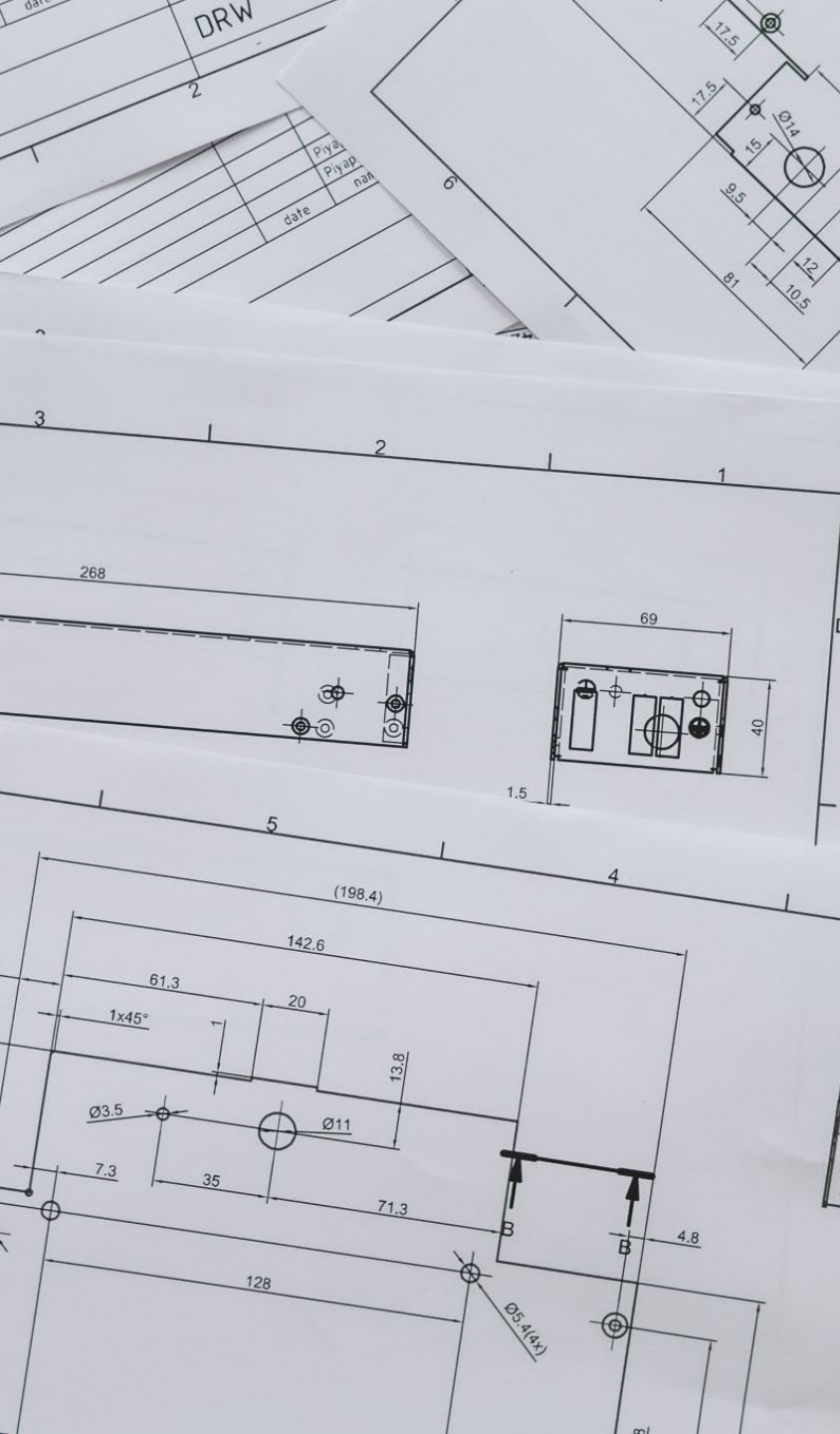
Avoid cost overruns & schedule delays

- Start with a realistic baseline: scope maturity, long-lead items, utility/site risks
- Track schedule health (not just dates): dependencies, float, and milestones
- Use a simple risk register: owners + mitigations + due dates
- Connect field progress to finance forecasts (forecast-to-complete)
- Escalate early: pre-defined thresholds for 'yellow' and 'red' status

Reduce change orders & scope creep

- Define scope early: standards, finishes, site constraints, and owner decisions
- Use a disciplined change workflow: request → review → approve → budget/schedule update
- Require impact clarity: cost, time, responsibility, and funding source
- Track design coordination and RFIs to prevent ‘field fixes’
- Hold a recurring change review (weekly/biweekly) with clear decision owner





Increase transparency & council oversight

- Standardize reporting: same metrics on every project, every meeting
- Use dashboards for: budget vs forecast, schedule health, open risks/issues
- Make decisions visible: what's pending, who owns it, and deadline
- Keep documentation centralized: meeting notes, approvals, and key artifacts
- Create a 'one-page executive view' for council packets



Protect tribal sovereignty & preference policies

- Embed preference requirements into procurement and contracting checkpoints
- Track workforce, subcontracting, and vendor compliance as part of project reporting
- Maintain documentation that satisfies grant/federal requirements while honoring Tribal policy
- Use clear approval authorities aligned to governance structure
- Create a repeatable 'compliance binder' (digital) as a by-product of daily work

Improve construction quality & safety

- Use inspection and testing plans tied to specs and critical building systems
- Standardize punch lists and issue tracking through closeout
- Capture photo evidence and location context for faster resolution
- Track safety observations and corrective actions (leading indicators)
- Link quality/safety to payment approvals and milestones



Strengthen stakeholder & community communication

- Set a communication cadence: milestones + brief weekly updates
- Use consistent formats: what changed, what's next, and what's at risk
- Define issue-resolution pathways (who decides what and when)
- Share visual progress for non-technical audiences (photos, simple KPIs)
- Document commitments to avoid 're-litigating' prior decisions





Ensure a smooth handoff to operations

- Plan closeout from day one (don't wait until the end)
- Require complete as-builts, O&M manuals, warranties, and training
- Create a digital closeout package that's searchable years later
- Verify systems commissioning and turnover checklists
- Measure readiness: 'Can facilities staff operate and maintain this on day one?'

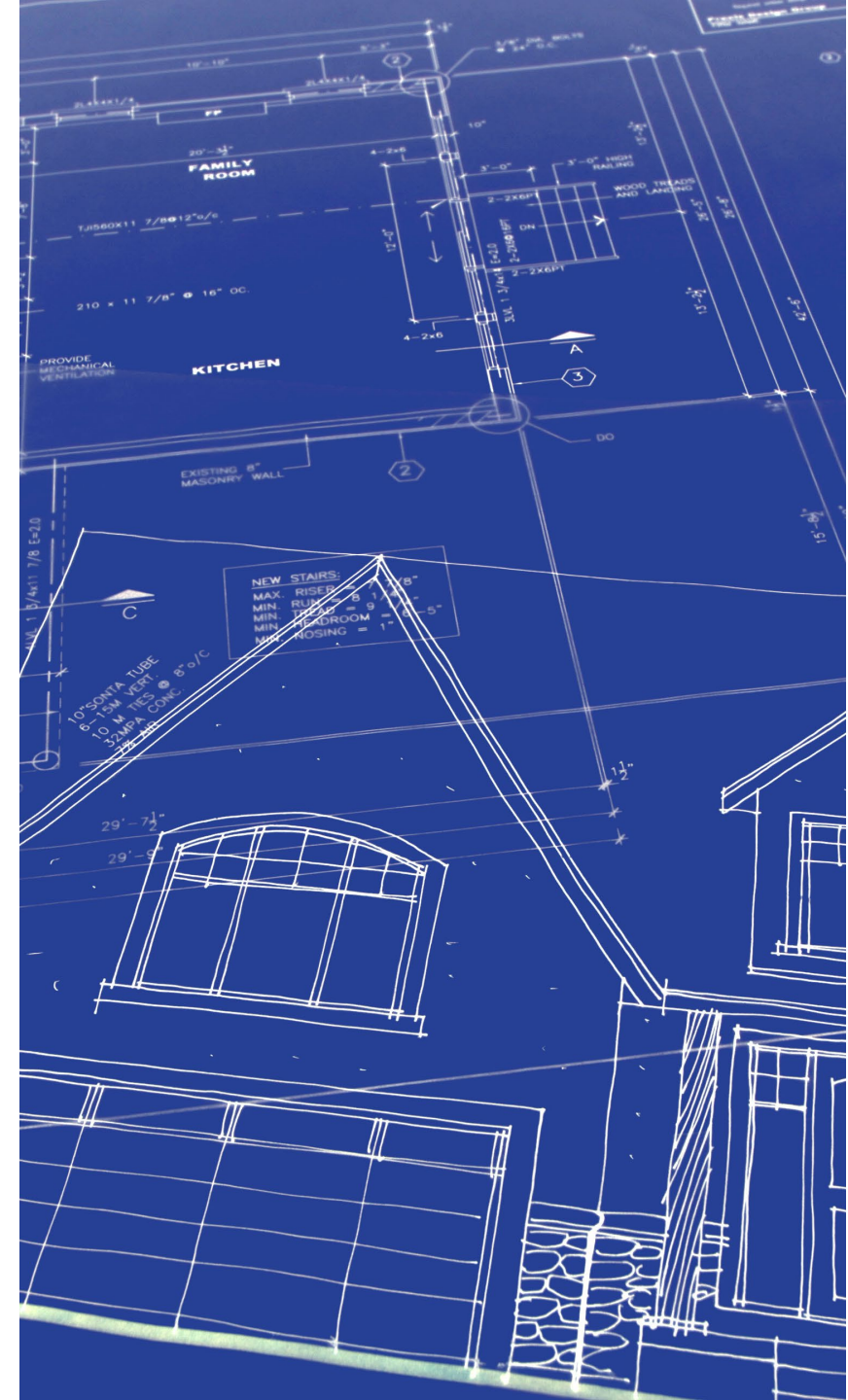


Productivity amid staffing shortages simplify the work

- Standard templates: RFIs, submittals, meeting notes, decision logs
- Fewer handoffs: integrate field updates with finance reporting
- Automate routine reminders (aging RFIs, overdue submittals, open issues)
- Role clarity: who owns decisions, documentation, and escalation
- ‘Audit-ready by design’: documentation created during work — not after

Putting it into action

- Start small: pick one active project and implement owner controls + reporting cadence
- Define your 'minimum viable governance': KPIs, decision log, risk log, change workflow
- Create audit-ready documentation as a by-product of daily work
- Use technology to centralize: documents, communication, and real-time visibility
- Goal: fewer surprises, clearer accountability, and smoother delivery



An overhead photograph of four construction workers gathered around a table, reviewing architectural blueprints. One worker on the left wears a white hard hat and a dark jacket. The other three workers wear bright green high-visibility safety vests and orange hard hats. The table is cluttered with various construction documents, including blueprints and technical drawings. Some tools, such as a pencil sharpener and a utility knife, are also visible on the table. The background shows a concrete floor with a yellow square marking.

What is Construction Project Management & why it matters?

**Let's Stay
Connected**



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