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The Tulalip Tribes of Washington

**REQUEST FOR PROPOSALS**

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**Project Management for  
Tulalip Asset Management Program**

February 10, 2026

**TULALIP TRIBES OF WASHINGTON  
6406 Marine Dr, Tulalip, WA 98271**

## 1. INTRODUCTION

The Tulalip Tribes of Washington is seeking a Project Manager to implement its Facilities Asset Management Program and provide owner-level oversight of the Asset Management contractor. The Project Manager will act as the Tribe's representative, coordinating implementation activities, managing contractor performance, and ensuring work aligns with approved scope, schedule, and budget. This role is intended to translate strategy into execution, maintain accountability, and support a successful transition to sustainable, data-driven facilities management.

Proposals are to be addressed to:

Sam Davis, COO  
The Tulalip Tribes of WA  
6406 Marine Drive, Tulalip, WA 98271  
[sdavis@tulaliptribes-nsn.gov](mailto:sdavis@tulaliptribes-nsn.gov)

Point of Contact for the RFP process is:

Jason Crain, Sr. Project Manager  
The Wenaha Group  
[jasonc@wenahagroup.com](mailto:jasonc@wenahagroup.com)  
253.374.0693

### Summary of Work

This project consists of a comprehensive, enterprise-level facilities maintenance optimization effort focused on defining, standardizing, and operationalizing asset management practices across multiple Tulalip facilities. The work includes oversight of a professional facilities maintenance firm to perform asset identification and data collection, development of preventive maintenance (PM) plans, establishment of a maintenance, repair, and operations (MRO) inventory program, and creation of a long-term recapitalization and life-cycle asset management plan. All asset data will be formatted and uploaded into the Tribe's computerized maintenance management system (CMMS), with accompanying standard operating procedures, governance processes, and performance metrics to support ongoing operation, reporting, and continuous improvement. The effort emphasizes scalable workflows, informed make-versus-buy maintenance decisions, vendor optimization, and sustainable internal capability, and is anticipated to be completed within approximately ten to twelve months from award.

### Schedule:

- RFP Issued: February 10, 2026
- Proposals Due: February 19, 2026
- Review and award by Owner: March 11, 2026
- Project start: NTP is anticipated on or around March 11, 2026.

## 2. SUBMITTAL REQUIREMENTS

Proposals must be received electronically via email to the contracting officer, Sam Davis, COO of the Tulalip Tribes no later than 2:00 PM, Pacific Standard Time, February 19, 2026. No hard copy proposals will be accepted. Faxed submittals will not be accepted. If the file size is larger than 15 MB, contact the project manager for alternative submission options. It is the proposer's responsibility to ensure electronic submissions are received by the established deadline. For questions about the submittal process contact Jason Crain, Sr. Project Manager for Wenaha Group at [jasonc@wenahagroup.com](mailto:jasonc@wenahagroup.com).

### **3. ADDITIONAL SERVICES**

The Tulalip Tribes reserves the right to request additional services for future phases depending on the results of the Tasks listed above. Fees for additional services are not required with the proposal nor will they be included in the evaluations or selection.

### **4. ATTACHMENTS**

*The following attachments are incorporated in the RFP*

- **EXHIBIT A** – SCOPE OF WORK
- **EXHIBIT B** – PROFESSIONAL SERVICES AGREEMENT

Exhibit A  
Scope of Work

**Scope of Work & Deliverables:**

Complete the Define phase of the Facilities Management Optimization Plan. Specific deliverables shall include:

- Solicitation of proposal(s) from a professional facilities maintenance company to complete the
  - Asset Data Collection and Identification
  - Creation of Asset Preventive Maintenance (PM) Plans
  - Maintenance, Repair, and Operations (MRO) Inventory
  - Recapitalization Plan - Life Cycle Asset Management (LCAM)
  - Upload of data into the owner's CMMS (Cartograph)
- Remote management and oversight of the contractor selected. Tulalip to provide support for on-site data collection, tagging, etcetera.
- Coordination with Tulalip staff and OpenGov to ensure data is collected, formatted and uploaded properly into the owner's CMMS
- After data is uploaded, work with maintenance staff to determine who (self-perform or outsource) will complete PMs.
  - With the support of maintenance staff, create RFP's for Preventive Maintenance (PMs) needs that can be grouped to leverage economies of scale and optimization of vendors. (ex. AHU PM's, generator PM's)
- Creation of Standard Operating Procedures (SOPs)
  - Entry of Asset Data Into CMMS
    - Identification and Tagging of Assets
    - Data to Required
    - Formatting of Data
    - Updating of Assets in The Future
    - Process for Decommissioning Assets
    - Etc.
  - Operation of CMMS
    - How to complete of PMs
    - Tracking of time
    - Tracking of parts
    - Etc.
  - MRO Inventory
    - Plan for the establishment of the inventory
    - How inventory is managed
    - Where it is located
    - Etc.

**Exhibit A**  
**Scope of Work**

- Recapitalization Plan (LCAM)
  - Formatting of the plan
  - How to maintain and update
  - Utilization of CMMS data
  - How often is it updated
  - Establish forecast timelines
  - “Triggers” for recapitalization
  - Etc.
- Key Performance Indicators (KPIs)
  - Specify KPIs
  - Reporting of program performance
  - Frequency of reporting and review
  - How to review KPIs and follow-ups as necessary
- Facilities Included
  - Administration Building
  - Gathering Hall
  - Hibulb Cultural Center
  - 31<sup>st</sup> Campus
  - Youth Center
  - Health Clinic
  - Tulalip Early Learning Academy (TELA)

**Timeline**

- Ten to twelve months from award to completion

**THE TULALIP TRIBES  
PROFESSIONAL SERVICES CONTRACT  
Asset Management Program - Project Management**

This agreement is entered into this  
(hereinafter referred to as TULALIP or Tribes) and

between the Tulalip Tribes of Washington

- 1. EFFECTIVE DATE:** This contract shall be effective once executed by all parties to this contract.
- 2. TERM:** The term of this contract shall expire on December 31, 2026. This contract term may only be extended by mutual written agreement of both parties.
- 3. SCOPE OF WORK:** The scope of work under this Contract for Contractor shall be, at the direction of the Contract Officer, as follows:

The scope of work for services is more fully set forth in **Exhibit A**, which is incorporated as a part of this contract.

- 4. CONTRACT OFFICER:** The Contract Officer for the Tribes shall be Sam Davis. The Contract Officer shall be responsible for directing the work of Contractor on behalf of the Tribes. The Contract Officer shall authorize all work by Contractor under this Contract. No payment for services or expenses shall be made to Contractor without authorization by the Contract Officer.

The Contract Officer may designate staff representatives to confer with Contractor relative to Contractor's services under the terms of this contract. The work in progress will be reviewed from time to time by Tribes at the discretion of Tribes or on the request of Contractor.

- 5. FEES AND PAYMENT:** Payment for the Contractor services shall be made according to the rates and schedules set forth in **Exhibit A**. Total payment for fees and expenses shall not exceed [REDACTED] Such payment will be considered, full compensation for all personnel, materials, supplies, and equipment used in carrying out the work.

Payment is subject to Contractor submitting invoices documenting all hours expended under this contract by Contractor and Contractor's personnel. Invoices shall be subject to approval by Contracting Officer.

Payment to Contractor shall be due not later than thirty (30) days after invoicing. Acceptance of final payment by Contractor constitutes a waiver of all claims by Contractor. Contractor fees will be payable on monthly statements. Such statements must give a detail of time worked by each class of employee and the expenses incurred for which billing is made.

- 6. SCHEDULE OF WORK:** On approval of this Agreement, the Contracting Officer will issue a notice to proceed with the work. Contractor must utilize their best efforts in the prosecution of the work pursuant to the Scope

of Work. Work shall be completed according to the schedule of work set forth in **Exhibit B**. Such schedule is subject to changes pursuant to Notice from the Contract Officer to the Contractor, or as mutually agreed by the parties.

**7. WORK CHANGES:** The Contracting Officer may order changes in scope or character of the work, either decreasing or increasing the amount of Contractor's services. In the event that such changes are ordered, Contractor will be entitled to full compensation for all work performed prior to receipt of notice of change. Increased compensation for changes must be authorized in writing by the Tribes.

In the event Contractor is delayed in the performance of their services by circumstances beyond the Contractor's control, the Contractor will be granted a reasonable adjustment in the schedule for work as described in **Exhibit B**. All claims for adjustments in the schedule of completion must be submitted to Tribes by Contractor within 3 days of the time of occurrence of the circumstances necessitating the adjustment.

Contractor should not undertake any work beyond the scope of this Agreement unless such additional work is approved in advance and in writing by Tribes.

**8. STANDARD OF CARE.** Contractor shall perform its services in accordance with generally accepted standards presently maintained by other professionals engaged in the same type of work in Washington.

**9. COMPLETION/TERMINATION.** This Agreement shall remain in force until completion and acceptance of the services or until terminated hereunder. The Tribes may terminate this Agreement for any reason by providing at least a thirty (30) day prior written notice to the other party, provided that either party may terminate this Agreement with seven (7) days prior written notice if the other party fails substantially to perform its obligations under this Agreement. In the event of termination, Contractor shall be paid in accordance with the compensation terms of this Agreement for services provided in accordance with the scope of services up to the date of termination.

Upon termination, Contractor shall promptly deliver to Tribes all materials, documents, data or work product produced by or in the possession of Contractor that relate to work performed under this Contract. All work performed by Contractor under this Contract shall be the property of the Tribes. The Contractor shall be permitted to retain copies, including reproducible copies of drawings and specifications for information, reference, and use in connection with the Contractor's endeavors. The Contractor shall not be responsible for any use of the said documents, drawings, specifications or other materials by the Tribes on any project other than the project specified in this Agreement.

**10. INSURANCE.** Contractor will maintain the following levels of insurance during the term of this Agreement. The Tribes will be named as an additional insured on the Commercial General Liability and Automobile Liability insurance policies.

- a. Worker's Compensation (and Employer's Liability Insurance)--as required by applicable state statute.
- b. Commercial General Liability--\$1,000,000 per occurrence for bodily injury, including death and property damage, and \$2,000,000 in the aggregate.
- c. Automobile Liability--minimum of \$1,000,000 combined single limit for bodily injury and property damage.
- d. Professional Liability (E&O)--\$1,000,000 each claim and in the aggregate.

**11. INDEMNIFICATION/HOLD HARMLESS.** The Contractor agrees to indemnify and hold harmless the Tulalip Tribes, its respective officers, employees, agents, and representatives from and against liability for all claims, losses, damages, and expenses, including reasonable attorneys' fees, to the extent such claims, losses, damages, or expenses are caused by the Contractor's acts, errors, or omissions in services provided pursuant to this Agreement. In the event claims, losses, damages, or expenses are caused by the joint or concurrent negligence of the Tribes and Contractor, they shall be borne by each party in proportion to its negligence.

**12. RECORD KEEPING:** Contractor agrees to maintain for inspection by Tribes for seven (7) years after final payment for all books, records, documents and other evidence pertaining to the costs and expenses of this contract.

**13. WORK PRODUCT:** Any and all work product, reports, data, findings, maps under this contract shall become the property of and remain under the sole proprietorship of Tribes. Contractor assigns all copyright in such materials to the Tulalip Tribes. Contractor will not release or disclose any information obtained as a result of performing work under this contract, either orally or in writing, unless expressly approved in writing by the Tribes.

**14. SUCCESSOR BOUND:** Tribes and Contractor each binds themselves and their partners, agents, assigns, successors and legal representatives of such other party to this contract and to the partners, successors, and legal representatives of such other party with respect to all terms and conditions of this contract, subject to appropriate federal law and regulations.

**15. NON-ASSIGNABILITY:** This is a personal services contract and the obligations of either party may not be assigned or otherwise transferred in whole or in part.

**16. INDEPENDENT CONTRACTOR:** Contractor is an independent contractor and not an employee of the Tribes. Contractor is and shall be responsible for and hold Tribes harmless from payment of all applicable taxes, fees or other payments required to be paid to any government by Contractor as a result of payments by Tribes to Contractor under this contract.

**17. INTEGRATION:** This agreement document represents the entire and complete agreement of the parties and supersedes all negotiations and representations, either written or oral. This contract may be amended or modified only in writing as agreed to by both parties.

**18. COMPLIANCE WITH APPLICABLE LAWS:** Contractor shall abide by all applicable laws and regulations in his performance of work by obtaining all required applicable licenses, permits or other governmental authorizations necessary for said performance.

**19. INDIAN / TRIBAL PREFERENCE:** Contractor shall not discriminate against any employee or applicant for employment on the basis of race, color, religion, age, sex, national origin or handicap, with regard to employment. For work performed under this contract, Contractor shall comply with applicable provisions of the Tribal Employment Rights Ordinance, TTC 9.05.

**20. NOTICE OF LEGAL PROCEEDINGS:** Contractor shall promptly notify Tribes of any litigation arising from or affecting its operations under this contract, including any bankruptcy or insolvency proceedings of Contractor or of its assignees or subcontractors. Contractor shall not assign his rights under this contract without first obtaining Tribes' written approval.

**21. LIMITATION ON LIABILITY:** Contractor hereby acknowledges and agrees that it shall not be entitled to payment for services or otherwise including damages in excess of the fee amount specified in this contract.

**22. BREACH; REMEDIES:** Tribes may immediately suspend work under this contract upon delivery to Contractor of a written notice of breach. Suspension shall continue until Tribes' authorized representative certifies in writing that the breach is remedied. If in the sole opinion of the Contracting Officer, Contractor remains in breach after seven (7) days from the notice of suspension, Tribes may terminate this contract without further notice. Any failure by Tribes to suspend or terminate this contract in case of breach shall not waive Contractor' duty to perform. Failure by Contractor to perform on his part any duty, term or condition, herein shall constitute a breach. Failure of Tribes to assert any claim or right at any time under this contract shall not waive its right to assert any claim or right at a later time.

**23. NOTICE:** All notices required by this contract shall be in writing and shall not be effective unless delivered personally or via U.S. mail, to the individuals identified as follows:

For the Owner:

Sam Davis  
Tulalip Tribes  
ATTN: Chief Operating Officer  
6406 Marine Dr.  
Tulalip, WA 98271

For the Contractor:

**24. APPLICABLE LAW:** The parties agree that the laws of the Tribes shall apply to the interpretation and enforcement of this contract. Nothing in this contract constitutes or shall be construed as a waiver of sovereign immunity of the Tribes, its subordinate entities officers, directors or employees.

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**IN WITNESS WHEREOF**, the parties have executed this agreement at the Tulalip Indian Reservation as of the day and year first above written.

Attest:

Contractor:

TTT (CEO/COO/BOD):

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\_\_\_\_\_  
Samuel J. Davis

Title

\_\_\_\_\_  
Chief Operating Officer  
Title

Date

\_\_\_\_\_  
Date