

Owner's Representative Services

Protecting Capital.
Managing Risk.
Delivering Results.



Your Investment. Your Timeline. Our Accountability.

A project is rarely just a building. It is a balance-sheet decision, a timeline commitment, and a test of an organization's ability to execute. The owners who protect that investment most effectively are the ones who bring in technically fluent representation before the first commitment is made.

Owner's Representation is a strategic advisory discipline focused on the ownership's interests from concept through closeout. It exists to give ownership the same visibility, leverage, and control over a capital project that a CFO expects on a balance sheet, or that a board expects for a major acquisition.

Why Organizations Hire an Owner's Representative

Contractors, architects, and consultants manage projects every day; most owners do not.

An Owner's Representative is the only independent project professional solely accountable to the owner's interests. By providing independent oversight, strategic guidance, and proactive risk management, they help keep budget, schedule, and scope aligned with the owner's objectives.

Successful projects require continuous validation—challenging assumptions before owners commit. Schedules are kept on track through objective oversight and accountability. Early visibility into emerging issues allows owners to make informed decisions before minor concerns become costly problems.

What's Driving the Demand

Projects are being evaluated against broader expectations than ever before. Organizations must balance budget and schedule objectives with operational performance, sustainability goals, and long-term asset value.

At the same time, evolving regulations, procurement complexities, labor constraints, and market volatility continue to increase project uncertainty. As a result, owners are placing greater emphasis on early planning, informed decision-making, and proactive risk reduction throughout the project lifecycle.



Why CSHQA

CSHQA brings the full depth of an architecture, engineering, and interior design firm to every engagement, backed by more than 135 years of design and construction oversight and job-site management. We manage complex, technical projects every day, and that daily experience shapes the guidance you receive from the first conversation.

CSHQA Services Ecosystem

- More than 135 years of design and construction expertise
- National Program Management capability
- Executive-level reporting
- Independent owner advocacy
- Single point of accountability
- Technical due diligence by experienced professionals
- Scalable multidisciplinary resources

Our model provides owners with one trusted advisor from project conception through warranty. We coordinate effectively with architects, engineers, contractors, and other stakeholders to keep the project aligned with the owner's goals.

Owner Challenges We Solve

Every project carries the same categories of risk. CSHQA brings certainty to each one before it becomes expensive.

Budget Uncertainty	Independent cost validation at every phase, not just at bid
Schedule Delays	Critical-path oversight and recovery planning before delays compound
Scope Creep	Every change is costed and approved before it moves forward
Contractor & Consultant Accountability	One advocate on the owner's side of every table
Poor Visibility into Status	Executive reporting built specifically for decision-makers
Unclear Decision-making Authority	Documented decision logs and a defined governance framework
Unmanaged Risk	Structured risk identification, mitigation, and ongoing reporting
Disputes & Claims	Proactive claims avoidance built into contract administration from day one
Inconsistent Delivery Across Sites	Standardized governance and reporting across the full portfolio
Operational Handoff Risk	Structured closeout, commissioning, and post-occupancy support

We Offer Flexible Engagement Models

	1	2	3
	Project Planning & Budget Control	**Design & Pre-Construction Coordination**	**Program Management & Oversight**
	End-to-end oversight planning through closeout.	Active coordination across every design discipline and milestone.	Centralized governance across a multi-site or multi-year program.
SERVICES	Before any commitment is made, CSHQA establishes the technical and financial foundation your capital project is built on—testing feasibility, validating entitlement pathways, modeling realistic costs, and recommending the delivery and procurement strategy best suited to your risk tolerance, schedule, and market conditions.	CSHQA manages the design process on your behalf, directing architects, engineers, and consultants toward one coordinated outcome. We validate cost and schedule at every milestone and catch constructability and permitting risks before they reach the field.	For organizations managing multiple projects at once, CSHQA provides centralized governance across the full program. We establish standards, consolidate performance data across every site, and coordinate contractors, vendors, and consultants under one accountable structure.
OWNER BENEFITS	Ownership enters design and construction with a budget and schedule that have been stress-tested—and a deliberate delivery strategy. Every dollar committed afterward is measured against a baseline that can be defended to a board, a lender, or an investment committee.	Design decisions are the highest-leverage decisions on any capital project, and the easiest to lose control of when no one outside the design team is checking the work. CSHQA keeps the design aligned with budget, schedule, and intent, and ensures that documents released for construction have already been tested against the realities of building.	Portfolio-level programs fail when each project is managed in isolation. CSHQA gives ownership a single, consistent view of cost, schedule, risk, and performance across every site, and a governance structure that scales as the program grows.

	4	5	6
	Construction Services & Contract Management	**Project Closeout & Turnover**	**Specialized & Technical Services**
	Field representation during active construction.	Structured transition from construction to operations.	Targeted expertise for a specific risk, decision, or acquisition.
SERVICES	CSHQA serves as ownership's full-time presence on the project. We monitor quality and progress, review every pay application and change order for validity, and hold the contractor accountable to the schedule and contract they agreed to.	CSHQA manages the transition from construction to operations, verifying punch list completion, confirming systems perform as designed, and reconciling final costs. We prepare the documentation your facilities team will rely on for the life of the asset.	Some risks require expertise beyond day-to-day oversight. CSHQA provides ADA assessments, tenant-improvement oversight, forensic investigations, entitlement support, and brand-compliance audits, often as standalone engagements.
OWNER BENEFITS	Nothing is approved, paid, or changed on the project until someone with no stake in the outcome has checked it. CSHQA keeps ownership in control of every decision, every dollar, and every change.	Closeout is where many owners lose leverage, simply by running out of attention at the finish line. CSHQA ensures ownership receives exactly what it paid for, with full documentation and operational readiness, and that the final financial position matches the approved budget.	When a specific risk or compliance gap emerges, ownership has access to the same technical bench without re-engaging a full project team.



The Bench Behind Every Engagement

Ownership works with one point of contact throughout the engagement, backed by the full depth of CSHQA's in-house expertise. Behind that single relationship, we deploy the right mix of project executives, technical advisors, and field specialists at each phase, without adding another name to your call list.

Project Planning & Budget Control	Project Executive, Program Manager, Estimators, Schedulers, Planners, Architectural Advisors (advisory only)
Design & Pre-Construction Coordination	Program Manager, Architectural Advisors, Cost Estimators, Permitting Specialists
Program Management & Oversight	Program Manager, Technical Advisors, Third-Party Estimator
Construction Services & Contract Management	Program Manager, Schedulers, Contract Specialists
Project Closeout & Turnover	Closeout/Punch-List Lead, Documentation & Warranty Administrator, Commissioning Lead, Financial Closeout Lead, Move-In Coordinator, Post-Occupancy Lead
Specialized & Technical Services	Program Manager, Site Representatives, Schedulers, Contract Specialists



Project & Financial Controls

Projects are won or lost on the discipline of their controls. CSHQA maintains the cost and schedule infrastructure to keep ownership informed, accurate, and in control at every phase.

Executive Reporting Tracks

- Budget vs. Actual (Approved/Committed/Forecast)
- Schedule Variance (Planned/Actual/Recovery)
- Contingency Drawn (Allocated/Used/Remaining)

KPIs We Track

- On-time delivery rate
- Budget variance
- Change-order percentage
- Cost per square foot
- Portfolio throughput

Governance & Decision Support

CSHQA structures project information, documents every decision, and delivers clear reporting so the right people stay informed, accountable, and on the record.

Issue-to-Resolution Flow

Issue Identified → Escalation Path → Decision-Maker → Documented Outcome

Oversight Framework

- Decision logs and risk registers
- Executive and stakeholder reporting
- Meeting leadership and agendas
- Escalation procedures and action item tracking



















Markets We Serve

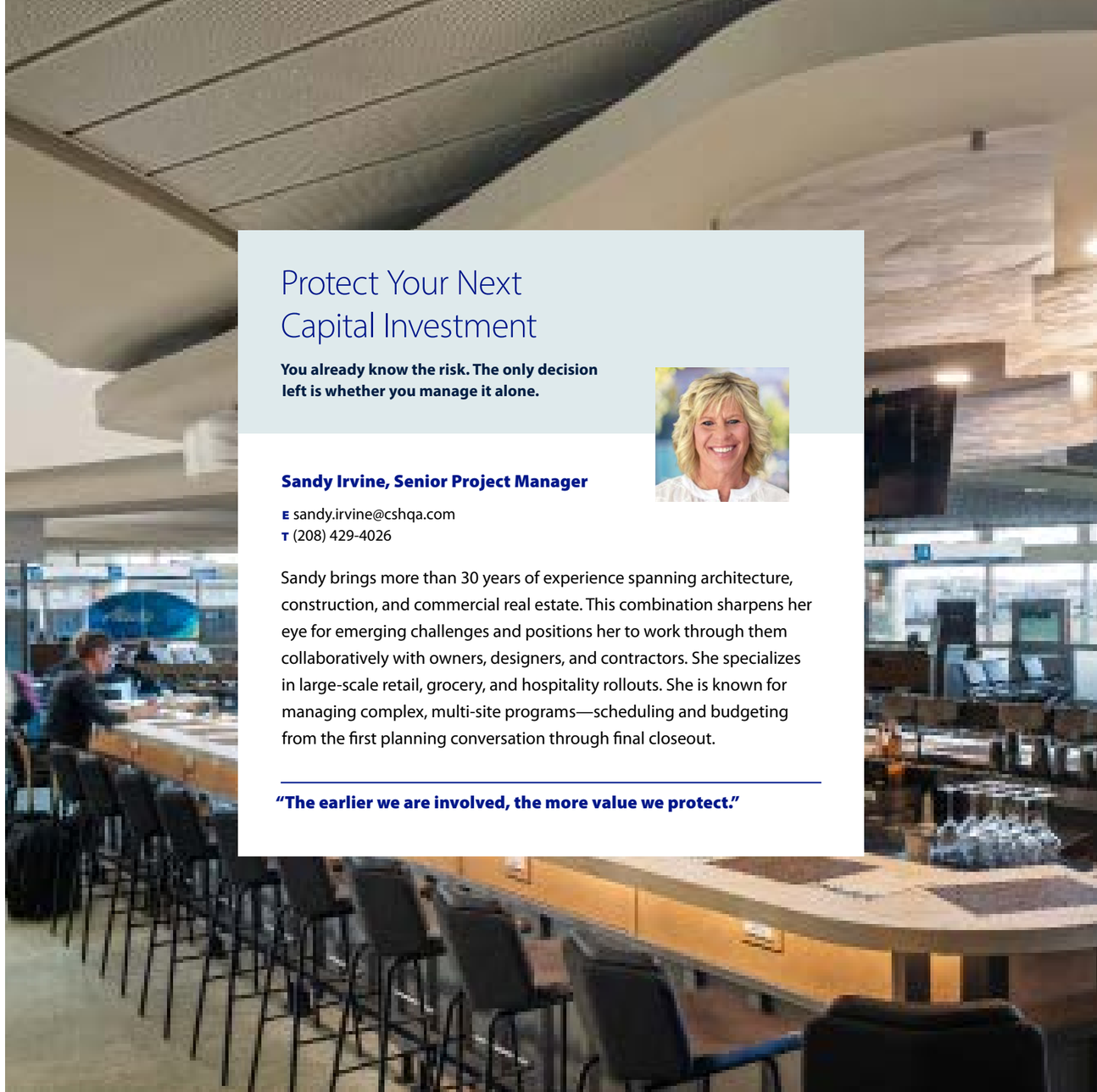
CSHQA's Owner's Representative practice operates wherever capital is at risk and decisions are complex.

- **Retail & Grocery**
- **Corporate Rollouts**
- **Hospitality & Restaurant**
- **Industrial & Manufacturing**
- **Higher Education**
- **Healthcare**
- **Airport Authorities & Private Investors**
- **Multifamily & Mixed-Use**
- **Commercial Real Estate & Workplace**
- **Public Agencies & Government**

Our Approach

CSHQA leads every engagement through six phases. Ownership's responsibilities narrow as the project advances; CSHQA's accountability does not.

		OWNER	CSHQA
1	**Discover**	Articulate strategic objectives, funding parameters, and success criteria	Lead visioning, feasibility analysis, site evaluation, and stakeholder alignment workshops; validate assumptions
2	**Plan**	Approve budget parameters, delivery method, and oversight structure	Build master budget/schedule; recommend delivery method; set governance; procurement risk assessment
3	**Procure**	Approve selection criteria, and final award decisions	Lead RFQ/RFP development, bid evaluation, contractor/consultant qualification, and reference checks, and contract negotiation
4	**Deliver**	Make milestone decisions; approve change orders above set thresholds	Monitor cost, schedule, quality, and risk; manage RFIs, and pay applications; track RFI/ submittal aging
5	**Commission**	Review and accept commissioning results	Coordinate commissioning, punch list resolution, documentation, and training session attendance verification
6	**Operate**	Assume operational responsibility with full documentation in hand	Support warranty tracking, 11-month/end-of-warranty walkthrough, post-occupancy review, and client feedback log



Protect Your Next Capital Investment

You already know the risk. The only decision left is whether you manage it alone.

Sandy Irvine, Senior Project Manager

E sandy.irvine@cshqa.com
T (208) 429-4026

Sandy brings more than 30 years of experience spanning architecture, construction, and commercial real estate. This combination sharpens her eye for emerging challenges and positions her to work through them collaboratively with owners, designers, and contractors. She specializes in large-scale retail, grocery, and hospitality rollouts. She is known for managing complex, multi-site programs—scheduling and budgeting from the first planning conversation through final closeout.

"The earlier we are involved, the more value we protect."



CSHOA

CSHQA



Idaho

200 W Broad St
Boise, ID 83702
(208) 343-4635

California

100 Howe Ave, Ste 270N
Sacramento, CA 95825
(916) 231-0881

Colorado

2696 S Colorado Blvd, Ste 525
Denver, CO 80222
(303) 962-9164