

Request for Proposals/Quotes

Cowlitz Indian Tribe Board and Committee
Assessment, Structure, and Recommendation Report

October 15, 2024

Cowlitz Indian Tribe
1055 9th Ave. Ste B.
Longview, WA 98632

Confidentiality Statement

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Thank you for your consideration.

Please respond to legal@cowlitz.org with any questions or concerns.

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Submission Details

Submission Instructions

Submission must include the following:

- Detailed methodology of how you will approach the assessment, proposed structure, and recommendation report.
- Proposed timeline for work completing scope of work.
- Price quote for services performed.
- List of past work performed.
- List of references of past clients.

Submission Deadlines

All submissions for responding to this request must be submitted via paper or email no later than the date and time stated below:

**November 5, 2024
5:00pm PST**

Submission Delivery Address

The delivery address to be used for all submissions is:

Attn: Tiffini Johnson
Cowlitz Indian Tribe
1055 9th Ave. Ste B.
Longview, WA 98632
Phone: (360) 577-8140 Ext. 2289
Email: tjohnson@cowlitz.org

Submission Questions and Clarifications

You may contact the following person if you have any questions or require clarification on any topics covered in this Request for Proposal:

Attn: Tiffini Johnson
Cowlitz Indian Tribe
1055 9th Ave. Ste B.
Longview, WA 98632
Phone: (360) 577-8140 Ext. 2289
Email: tjohnson@cowlitz.org

Electronic Submissions

Electronic submissions in response to this Request for Proposal will be accepted.

Sent via email to tjohnson@cowlitz.org.

Background

The Cowlitz Indian Tribe ("CIT" or "the Tribe") manages a growing portfolio of health and social services, elder care, education, scientific research, housing, transportation, economic development, conservation projects and legal issues.

Along with the ilani Resort and a growing portfolio of business operations and economic development initiatives, the Tribe is a growing force in community building in what are now Clark, Cowlitz, Lewis and parts of King, Pierce, Skamania, and Wahkiakum Counties; a vast territory occupied by numerous Cowlitz settlements and usual and accustomed lands prior to and following European colonization and the establishment of the United States and Washington and Oregon state governments.

The Tribe has around 25 to 30 boards and committees. These boards and committees range from culture and health related to our social services to boards for gaming and economic development.

We seek an experienced consultant or firm to support us with a detailed assessment of our boards and committees. This assessment must include multiple pieces (described below) that will culminate into a detailed final report with recommendations that we will utilize to guide current and future board/committee structure and governance.

Scope of Work

The consultant will work closely with the Boards & Committee Review Committee throughout the assessment, reporting, and recommendation process.

The Scope of Work must include the following areas.

1. Current State Assessment

- a. Review the structure and history of all existing boards and committees totaling between 25 and 30.
- b. Evaluate board and committee effectiveness.
- c. Analyze attendance, participation, and engagement levels.
- d. Assess communication and decision-making processes.
- e. Analysis of each committees' by-laws, and how those by-laws affect structure, delegation of powers, and authority.

2. Alignment with Tribal Goals and Priorities

- a. Evaluate alignment with Tribal governance and strategic priorities.

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- b. Review overlaps and redundancy.
3. **Governance and Legal Compliance**
 - a. Assess adherence to by-laws, charters, or mandates.
 - b. Evaluate compliance with Tribal, state, and federal laws.
 - c. Analysis of CIT's constitution, code, and resolutions as they relate to the governance of boards and committees.
 4. **Membership and Leadership Review**
 - a. Evaluate member selection processes.
 5. **Decision-Making and Accountability**
 - a. Review decision-making authority.
 - b. Assess accountability and transparency processes.
 6. **Meeting Efficiency and Operations**
 - a. Evaluate meeting frequency and agendas.
 - b. Review support systems and resources.
 - c. Examine documentation and record-keeping.
 7. **Recommendations for Improvement**
 - a. Provide recommendations on restructuring or consolidating boards/committees.
 - b. Dissolution of certain boards and committees, if necessary.
 - c. Updates needed to the constitution, code, resolutions, by-laws, etc.
 - d. Recommend best practices for board governance.
 - e. Propose strategies for improving member engagement and performance.
 8. **Final Deliverables**
 - a. Frequent check-ins with Boards and Committees Review Committee throughout the completion of the Scope of Work.
 - b. Presentation of assessment and recommendations for improvement to the Boards and Committees Review Committee and Tribal Council.
 - c. Propose models for future board/committee structures.
 - d. Provide a roadmap for implementing changes and what additional support is needed from the consultant and/or Tribal government.

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- e. Completion and distribution of the full Assessment, Structure, and Recommendation Report. If additional work is required by consultant to implement proposed recommendations, delivery of subsequent proposal by consultant to implement proposed recommendations.

Information Sharing and Confidentiality Agreement

Upon execution of non-disclosure and confidentiality agreements the consultant will receive information supporting the scope of work.

All information gathered by the consultant will be securely held and all precautions will be taken by the consultant to ensure confidentiality of all collected materials. All reporting will be to the Boards & Committee Review Committee, which was established by CIT Tribal Council to review the structure of CIT's boards and committees and provided recommended changes. Reporting will also be made to the CIT Tribal Manager.

Terms and Conditions

The consulting entity or entities selected will engage services as soon as practicably able, but in no case more than 30 days of award. Ongoing progress reports will be provided to the appropriate project manager or their designate; a quarterly (or more frequent as events dictate) report summary of work performed together with any recommendations on modification to the scope of work will be provided to the appropriate project manager or their designate.

Invoices for services will be presented monthly and will be paid on a net 30-day basis. Consulting services will be conducted over a 90-day period unless otherwise determined by Tribal leadership in consultation with the Consultant and an in-house team of Cowlitz staff.

Selection Criteria

The Tribe will select a consultant based on the following criteria:

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- Proven track record working with small to mid-sized tribal, local or state governments.
 - Experience working in Indian Country, preferred but not required.
 - Strong knowledge of board and committee operations, governance, and legal compliance.
 - Positive testimonials or references from previous Tribal or public sector clients.
 - Willingness to tailor the approach based on the Tribe's specific needs and challenges.
 - Ability to meet requirements outlined in the Scope of Work.
 - Disclosure of all necessary sub-contractors, including sub-contractor's experience working with Tribes.
 - Pricing and costs associated with the proposal submitted.

CIT staff may contact vendors with questions regarding the contents of proposals and to ask for clarifications during the evaluation process.