

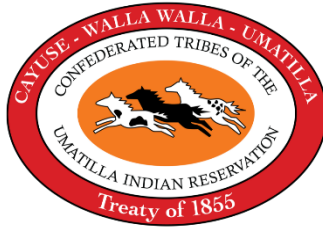
Confederated Tribes of the Umatilla Indian Reservation (CTUIR)
REQUEST FOR PROPOSALS (RFP)

Change Management Training in Pendleton, Oregon

John D. Tovey III "J.D.", Executive Director

CRITICAL DATES

RFP Issued: July 17, 2026
Clarification Request Deadline: July 31, 2026
Proposal Submission Deadline: August 14, 2026, 4 p.m. PST
Estimated Selection Notification: August 21, 2026
Target Project Start: September 21, 2026
Target Project Completion Date: March 2027



1. Background

The Confederated Tribes of the Umatilla Indian Reservation (CTUIR) are soliciting proposals for qualified firms able to deliver Change Management Training.

The purpose of this Request for Proposal (RFP) is to solicit proposals from firms with the qualifications and expertise necessary to successfully complete the scope of work identified herein and select the firm who best meets the scope of work.

2. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until the submission deadline indicated on the cover of this RFP. Any proposals received after this date and time will be returned to the sender. All proposals must be signed by an official agent or representative of the firm submitting the proposal.

If the firm submitting a proposal must contract any work to meet the requirements contained herein, this must clearly be stated in the proposal. Additionally, all costs included in the proposal must be all-inclusive to include any contracted work. Any proposals which call for contracting work must include the name and description of the subcontractor(s) being contracted.

The firm's bid price must be itemized to include an explanation of all fees, expenses and costs.

Contract terms and conditions will be negotiated upon selection of the winning firm for this RFP. All contractual terms and conditions will be included in a Professional Service Agreement (attached) subject to review by the CTUIR's legal department and will include scope, budget, schedule and other necessary items pertaining to the project.

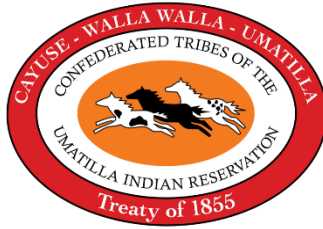
The CTUIR shall not pay for any expenses incurred by firm's responding to this RFP prior to and during the selection process. This includes, but is not limited to, preparing and submitting proposals, and participating in negotiations (including, for the selected firm, the required short-list interviews).

Proposals must contain all information requested in this RFP. The CTUIR will not consider additional information submitted after the Proposal Submission Deadline and may reject incomplete proposals. Contract terms and conditions will be negotiated upon selecting the winning firm responding to this RFP.

3. Project Scope and Description

CTUIR is seeking proposals from qualified firms to provide organization-wide Change Management Training services for approximately 600 employees.

Our organization is committed to building a sustainable culture that embraces change, strengthens leadership, increases employee engagement, and improves organizational effectiveness.



The selected contractor will provide a comprehensive change management solution that develops skills at every organizational level, supports leaders through organizational transformation, and establishes repeatable change management practices. The firm will use a tiered approach to the training and will incorporate Train-the-Trainer component in our organizational training. Training will be done on-site and remotely.

SMART Goal:

By the end of Q1 2027, 100% of board members, directors, program managers, supervisors, and workforce employees will complete a tiered Change Management training program that establishes a common organizational language, standardized tools, and shared resources for leading and sustaining change. Following training, all departments will apply the approved change management framework in planning, communication, decision-making, and project implementation activities to support successful execution of the organization's next 30-year Comprehensive Plan, with measurable progress demonstrated through training completion rates, framework adoption metrics, employee engagement surveys, and project outcome evaluations.

The purpose of this engagement is to:

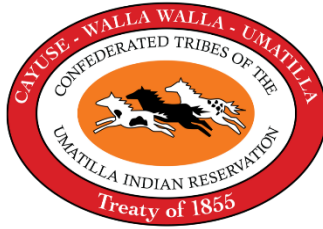
- Develop enterprise-wide management training.
- Create a common organizational language around change.
- Improve employee adoption of organizational initiatives (strategic plan).
- Increase leadership effectiveness during organizational change.
- Build internal change capability that becomes part of the organization's culture.
- Improve project success rates by increasing employee engagement and adoption.
- Reduce resistance to change through behavioral-based methodologies.
- Create measurable improvements in organizational readiness and change maturity.
- Provide a training certificate and/or continuing education credits.

4. Request for Proposal and Project Timeline

All proposals in response to this RFP are due no later than 4 p.m. PST on the date indicated on the cover of this RFP.

Evaluation of proposals will be conducted between the submission deadline for proposals and the estimated selection notification date indicated on the cover of this RFP unless additional time is needed for proposal review, in which case RFP respondents will be notified. If additional information or interviews are needed with any bidders during this window, the bidder(s) will be notified.

The estimated date for notifying the winning bidder is provided on the cover of this RFP.



Upon notification, contract negotiations with the winning bidder will begin immediately. The target date for concluding contract negotiations is provided on the cover of this RFP.

Notification to bidders who were not selected will be completed within two weeks of contractor selection.

Project Timeline:

The target dates for starting and concluding project work are indicated on the cover of this RFP.

5. Budget

CTUIR anticipates budgets proposed in response to this RFP be stated in terms of not to exceed a fixed amount.

All proposals must include proposed costs to complete the scope described for this RFP. Costs should be stated as one-time or non-recurring costs (NRC) or monthly recurring costs (MRC). Pricing should include any subcontracted work.

6. Bidder Qualifications

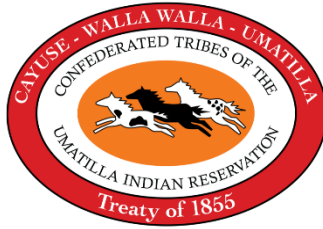
Bidders should provide the following items as part of their proposal for consideration:

- Description of experience related to the RFP scope
- List of how many full-time, part-time, and contractor staff are in your firm
- Anticipated staff you will assign to this project (total number, role, title, experience)
- Change Management and Project Management methodology to be employed
- Regional involvement and history of working with Indian Tribes
- Testimonials from past clients on your firms work, specifically Indian Tribes

7. Proposal Evaluation Criteria

CTUIR will evaluate all proposals based on the following criteria. Your proposal should follow the format below and should be less than 50 pages, single sided, minimum 11-point font. Divider sheets are required and will not be included in the page count. Emailed transmissions will be accepted and are preferred to hardcopy submissions. To ensure consideration for this Request for Proposal, your proposal should include the following components:

- **Firm Background** (10 points): Describe your firm including ownership structure, service area, volume of change management and project management services, length of time in the industry and financial stability.
- **Regional Knowledge** (10 points): Describe your understanding of the locality of the project site and the unique considerations of working with the CTUIR. Describe your firm's plan to help maximize the changes within West Wing and Human Resources

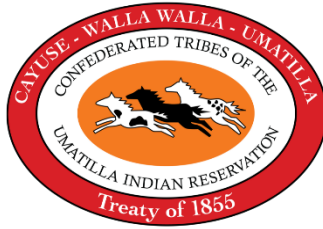


impact on the CTUIR Workforce and Tribal community. Provide specific examples of your track record.

- **Previous Experience and Work** (10 points): Provide recent experience on similar facilities, clearly noting work performed. Provide testimonials/references as well as a contact person, email and telephone number for these projects.
- **Staffing plan** (15 points): Provide a detailed and specific discussion of your firm's proposed staffing plan. Include an organizational chart, description of staff roles, resume and other relevant information. Describe your plan to effectively provide services on our project by your staff and your plan for other concurrent projects.
- **Approach** (30 points): Provide a general discussion of your change management, project management and communication or marketing of the project both inside and outside CTUIR. Provide a comprehensive description of how the proposed scope of work will be accomplished. Include a description of your firm's involvement in this end-to-end transformation. Provide examples of your methods to ensure planning, quality, implementation schedule control while ensuring the cultural values remain intact.
- **Value and cost** (20 points): Provide a detailed breakdown of your proposed fee, clearly stating any items not covered by your fee. State whether your proposed fee is a lump sum or not-to-exceed amount. Must include subcontractors and onsite expenses (travel, per diem, etc.)
- **Indian Preference** (5 points): If your firm claims Indian preference, provide documentation to confirm your firm is at least 51% Native-owned.

Each bidder must submit 5 copies of their proposal OR an email of the full proposal in PDF format to the respective address below by the deadline indicated on the cover of this RFP:

Confederated Tribes of the Umatilla Indian Reservation
c/o Office of the Executive Director
Attention: Chanda Yates, MBA
46411 Timíne Way
Pendleton, Oregon 97801
Email: chandayates@ctuir.org



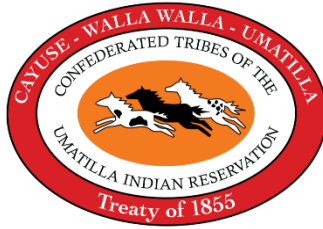
References:

CTUIR- About

Our mission: "In the best interests of the Confederated Tribes of the Umatilla Indian Reservation, the Board of Trustees shall exert the Tribes' sovereign authority to protect the rights reserved by the Treaty of 1855 and to promote the interests of the members and residents of the Umatilla Indian Reservation. The Board of Trustees shall exercise the authority of the Confederated Tribes so as to promote, enhance, and achieve the maximum degree of self-government, self-sufficiency, and self-determination in all Tribal affairs. Doing so objectively and ably is the abiding mission of the Board of Trustees of the Umatilla Indian Reservation."

The day-to-day work of the Confederated Tribes government is carried out by a staff of nearly 600 employees. The Executive Director and Deputy Executive Directors are responsible for directing the staff, which is organized into several departments and programs.

- The Confederated Tribes of the Umatilla Indian Reservation is a union of three tribes: Cayuse, Umatilla, and Walla Walla.
- The CTUIR has nearly 3,200 tribal members. Nearly half of those tribal members live on or near the Umatilla Reservation. The Umatilla Reservation is also home to another 300 Indians who are members of other tribes. About 1,500 non-Indians also live on the Reservation. 30% of our membership is composed of children under age 18. 15% are elders over age 55.
- The Umatilla Indian Reservation is about 172,000 acres (about 273 square miles).
- CTUIR is governed by a [Constitution and by-laws](#) adopted in 1949. The Governing body is the nine-member Board of Trustees, elected every two years by the General Council (tribal members age 18 and older).
- In addition to the Tribal Government, there are 4 other tribal entities, that are not part of this RFP. These include:
 - Wildhorse Resort & Casino – ~1000 employees
 - [Cayuse Technologies](#) – ~800 employees
 - Yellowhawk Tribal Health Center – ~200 employees
 - Nixyáawii Community Financial Services - ~10 employees.
- In [1855 the three tribes signed a treaty](#) with the US government, in which it ceded over 6.4 million acres to the United States. In the treaty, the tribes reserved rights to fish,



hunt, and gather foods and medicines such as roots and berries, and pasture livestock on unclaimed lands. Tribal Members continue to exercise these rights throughout the CTUIR's area of traditional use, which extends to and beyond harvesting fish at Willamette Falls in Western Oregon to hunting buffalo in the Greater Yellowstone Area, as they have since time immemorial.

- Many tribal members still practice the traditional tribal religion called Washat. Some still speak their [native languages](#). A [language program](#) is underway to preserve and teach the tribes' languages.
- Monthly newspaper: [Confederated Umatilla Journal](#), published the first Thursday of each month.
- Radio Station: [KCUW](#) 104.3 FM