

Confederated Tribes of the Umatilla Indian Reservation (CTUIR)

REQUEST FOR PROPOSALS (RFP)

End-to-End Transformation of West Wing and Human Resource Departments 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 Short-List Selection Notification: August 21, 2026

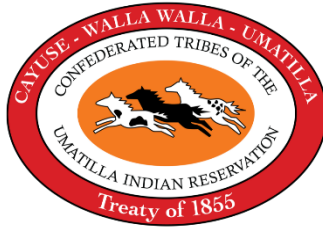
Interviews for shortlisted teams: August 26, 27, or 28, 2026

Estimate Selection Notification: August 31, 2026

Target Project Start: September 21, 2026

Target Project Completion Date: TBD (Nov. 2027)

CTUIR RFP-End to End Transformation West Wing and Human Resources



1. Background

The Confederated Tribes of the Umatilla Indian Reservation (CTUIR) are soliciting proposals for an end-to-end transformation of the West Wing (Board of Trustees (BOT) and Office of the Executive Director (OED) including direct reports to the Executive Director as well as BOT/OED administrative staff) and Human Resource Department.

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 represents the direction the CTUIR wishes to go.

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.

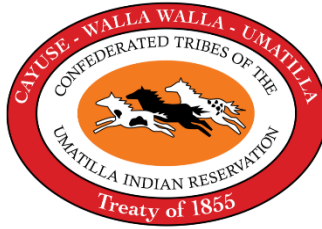
Contract terms and conditions will be negotiated upon selection of the winning firm for this RFP. All contractual terms and conditions will be included in a Professional Service Agreement (attached) subject to review by the CTUIR's legal department and will include scope, budget, schedule and other necessary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

The scope of this RFP focuses on two department areas within the CTUIR. The West Wing and Human Resources. The same Project Manager should oversee both the scopes described herein.



The West Wing includes:

- Board of Trustees (BOT)
- Office of the Executive Director (OED)
- Deputy Executive Directors including direct reports to the Deputy Executive Directors
- Executive and Board Administrative Staff

West Wing Improvements Scope:

Purpose:

The purpose of this engagement is to develop and implement an operational excellence framework that strengthens governance, improves organizational performance, increases accountability and builds the organization's capacity to effectively deliver services now and into the future.

The selected consultant will partner with executive leadership to assess current operations, identify opportunities for improvement, develop practical implementation roadmap, and provide ongoing support as organizational improvements are implemented.

Engagement

This engagement is anticipated to occur over a 12- to 18-month period and will include on site and remote consulting.

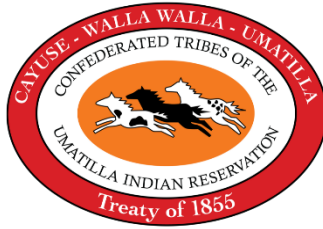
The work is expected to be completed in three 3 primary phases, with a formal review of progress and concurrence by organizational leadership at the conclusion of each phase before proceeding to the next. Executive Leadership has identified this model for implementation of this and other projects and are actively requiring tiered, organization-wide training in this model.

Phase 1 – Organizational Assessment

The selected firm will assess current operations by:

- Using existing assessments, strategic planning documents, policies, prior recommendations and other relevant material.
- Conduct interviews, workshops, and other stakeholder engagement as appropriate.
- Assessing governance, organizational structure, leadership practices, operational performance, communication, accountability, and service delivery.
- Identifying organizational strengths, risks, and opportunities for improvement.
- Providing an assessment of the organization's current operational maturity and readiness for change.

CTUIR RFP-End to End Transformation West Wing and Human Resources



Phase 2 – Future State Vision and Roadmap

Building upon the assessment, the consultant shall:

- Develop a future-state vision for organizational excellence
- Conduct a gap analysis between the current and the desired future state.
- Develop a prioritized implementation roadmap with practical, achievable recommendations.
- Recommend measurable performance indicators and reporting methods.
- Develop a comprehensive change management strategy that aligns with the organization's existing change management framework.
- Identify sequencing, resource needs, risks, and dependencies necessary for successful implementation.

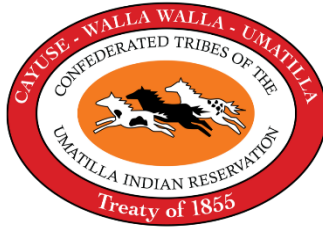
Phase 3 – Implementation Support

The consultant shall provide ongoing onsite and remote support to assist with implementation of the Operational Excellence Roadmap including;

- Executive coaching and strategic advising
- Facilitation of leadership and management workshops
- Assistance implementing organizational improvements
- Monitoring progress against established performance measures.
- Adjusting implementation strategies as organizational needs evolve.
- Supporting continuous improvement while respecting the Tribes' work culture and mission.
- Building internal organizational capacity by mentoring staff, documenting methodologies, providing tools and template and ensuring CTUIR leadership can sustain improvements after the engagement concludes.

Areas of Focus

- Strengthening governance practices and executive decision-making.
- Improving organizational communication, collaboration, accountability and coordination across departments
- Enhancing annual work planning, performance management, and reporting frameworks to improve transparency and alignment with strategic priorities.
- Evaluating and optimizing the organizational structure to improve operational efficiency, clarify roles and responsibilities, strengthen internal coordination, and support effective service delivery into the future.



- Identifying opportunities to streamline business processes, reduce operational risk, eliminate unnecessary duplication, reduce operational risk, and improve organizational capacity by modernizing the workflows.
- Building organizational capabilities that support sustainable growth, continuous improvement, and long-term operational resilience.
- Supporting implementation of organizational change through effective communication, leadership development and employee engagement.

Expected Outcomes

The selected consultant will be expected to deliver a comprehensive transformation approach that produces measurable and sustainable outcomes, including:

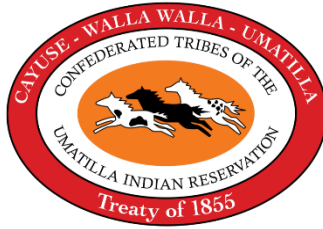
- Increased organizational capacity and leadership effectiveness.
- Enhanced knowledge, skills, and competencies across all levels of leadership.
- Improved alignment between governance, executive leadership, and operational functions.
- Successful adoption of new processes, systems, and ways of working.
- Increased employee engagement and reduced resistance during organizational change initiatives.
- Stronger operational performance, accountability, and cross-functional collaboration.
- Measurable improvements in organizational effectiveness, operational efficiency, and service delivery.
- Measurable improvements in organizational communication, to include consistent messaging about the transformation before, during and after this project.
- Performance outcomes aligned with the Strategic Plan, Board priorities, and organizational culture, supported by clearly defined metrics and reporting.

Human Resources Scope

Purpose:

CTUIR is interested in working with a firm that has the capacity to focus on the West Wing Transformation and Human Resource Transformation simultaneously. While these engagements are complementary, the Human Resources component is anticipated to occur over approximately 12 months.

The purpose of this engagement is to strengthen the Human Resource function as a strategic partner to the organization by improving operational effectiveness, service delivery,



organizational capacity, integrated with other key departments, and accountability while ensuring Human Resources is positioned to support a growing and increasingly complex organization.

The selected firm will partner with Executive Leadership and Human Resources to assess the current state of the department, develop a future state vision and create a practical implementation roadmap, and provide ongoing support throughout implementation.

Engagement

This engagement is anticipated to occur over a 12-month period and will include both onsite and remote consulting services.

The work is expected to be completed in three primary phases, with a formal review of progress and concurrence by Executive Leadership at the conclusion of each phase before proceeding to the next.

Phase 1 – Human Resources Assessment.

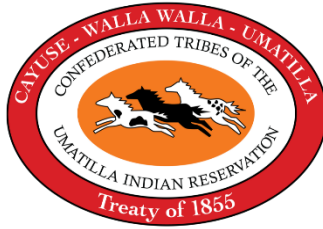
The consultant shall evaluate the current Human Resources functions by

- Reviewing existing Human Resources assessments, organizational studies policies, procedures, strategic documents, and prior recommendations.
- Assessing Human Resources governance, organizational structure, staffing levels, workload, operational capacity, service delivery, policies, procedures, and business processes.
- Evaluating organizational strengths, operational risks, service gaps, and opportunities.
- Assessing the department's readiness to support future organizational growth and change.

Phase 2 – Future State Vision and Transformation Roadmap

Building upon the assessment, the consultant shall:

- Develop a future-state vision for a modern, strategic Human Resources function.
- Conduct a gap analysis between current and desired future state.
- Develop a prioritized Human Resources Transformation Roadmap with practical and sustainable implementation strategies.
- Recommend organizational performance measures, service standards, workload metrics, and reporting frameworks.



- Coordinate Human Resources transformation activities and the broader West Wing Transformation initiative to ensure consistent organizational change management, communication and implementation.

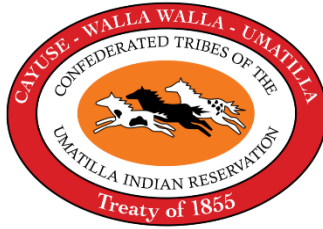
Phase 3 – Implementation Support

The consultant shall provide ongoing onsite and remote support through implementation including:

- Executive coaching and strategic advising.
- Human Resources leadership development
- Project facilitation and implementation support
- Assistance modernizing Human Resources systems, policies and operational practices.
- Monitoring progress against established performance measures.
- Adjusting implementation strategies as organizational needs evolve.
- Building internal organizational capacity to sustain improvements following completion of the engagement.

Areas of Focus

- Conducting a comprehensive assessment of Human Resources governance, organizational structure, staffing, workload, operational capacity, service delivery, policies, procedures, and business processes.
- Developing a modern, responsive, and customer-focused Human Resources service delivery model.
- Evaluating and recommending improvements to Human Resources organizational structure, staffing, roles, responsibilities, governance, and decision-making authority to improve operational effectiveness and accountability.
- Modernizing Human Resources systems, policies, standard operating procedures, and administrative processes to improve consistency, efficiency, compliance, and employee experience.
- Supporting implementation or optimization of Human Resources Information System (HRIS) capabilities, including employee and manager self-service functionality, workflow automation, reporting, and performance management tools.
- Developing standardized Human Resources practices that strengthen recruitment, hiring, onboarding, employee relations, investigations, classification and compensation, benefits, performance management, employee development, succession planning, workforce planning, and separations.



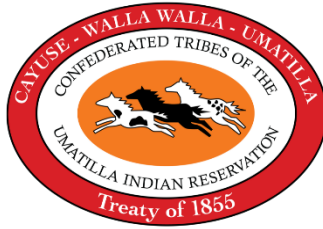
- Establishing organizational performance measures, service standards, workload metrics, and reporting frameworks that promote accountability, transparency, and continuous improvement.
- Developing and implementing a comprehensive change management strategy that supports leadership engagement, organizational readiness, communication, and successful adoption of new processes, systems, and ways of working.
- Providing implementation support through executive coaching, organizational communication, leadership engagement, project facilitation in coordination with the broader organizational transformation, and progress reporting throughout the duration of the engagement.

Expected Outcomes

The selected consultant will be expected to deliver a comprehensive Human Resources Transformation that results in:

- A modern, efficient, responsive, and customer-focused Human Resources service delivery model.
- Improved organizational capacity, governance, and accountability within the Human Resources function.
- Clearly defined roles, responsibilities, and decision-making authority for Human Resources, executive leadership, managers, and supervisors.
- Modernized Human Resources systems, policies, procedures, and business processes that improve operational efficiency, consistency, compliance, and employee experience.
- Successful implementation or advancement of Human Resources Information System capabilities, employee self-service tools, workflow automation, and reporting.
- Increased confidence among leadership, managers, supervisors, and employees in Human Resources services and support.
- Sustainable adoption of improved Human Resources practices, systems, and organizational processes.
- Stronger organizational communication throughout the transformation, including consistent messaging before, during, and after implementation.
- Measurable improvements in organizational effectiveness, workflow support, operational performance, alignment Board Priorities, and the organizational culture through clearly defined metrics and reporting.

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 separate proposed costs to complete each 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.

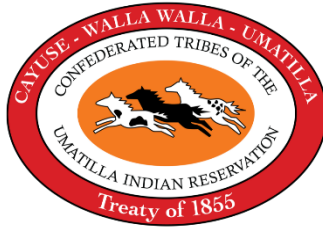
The budget should include a narrative or a breakdown of the costs. The firm will be required to track costs for each of the two projects within this scope of work.

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



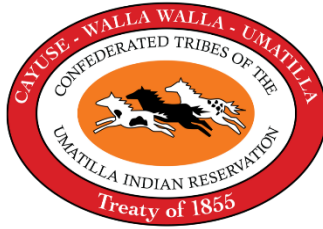
CTUIR will evaluate all proposals based on the following criteria. Your proposal should follow the format below and should be less than 50 pages, single sided, minimum 11-point font. Divider sheets are required and will not be included in the page count. Emailed transmissions will be accepted and are 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. If you are emailing the proposal please include a subject that reads, "End to End Transformation Bid".

Confederated Tribes of the Umatilla Indian Reservation
c/o Office of the Executive Director
Attention: Chanda Yates, MBA

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46411 Timíne Way
Pendleton, Oregon 97801
Email: chandayates@ctuir.org

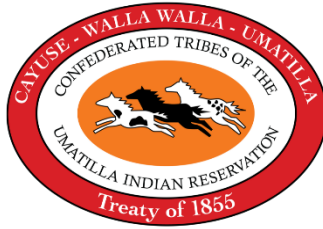
References:

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