# REQUEST FOR PROPOSAL

## Comprehensive Emergency Management Plan

**Issue Date:** ~~September 24, 2026~~October 7, 2026

**RFP Reference No.: RFP26.52129.01-R**

# COWLITZ
# INDIAN TRIBE

1055 9th Avenue
Longview, WA 98632

**CONFIDENTIALITY STATEMENT**

This **Request for Proposal (RFP)** and any attachments are confidential and proprietary to the **Cowlitz Indian Tribe (the Tribe)** and are intended solely for use in preparing a response to this solicitation. Unauthorized use, disclosure, reproduction, or distribution is strictly prohibited. If you received this document in error, please notify the Tribe immediately and destroy all copies.

Questions or concerns regarding this RFP should be directed to the Point of Contact below.

## 1. RFP Summary

| Item | Details |
|---|---|
| **Issuing Entity** | Cowlitz Indian Tribe |
| **RFP Title** | Comprehensive Emergency Management Plan |
| **Point of Contact** | Katy Wolf, Emergency Manager |
| **Contact Email / Phone** | kwolf@cowlitz.org<br>360-218-8214 |
| **Questions Due** | October 7, 2026, at 5:00 PM PDT |
| **Proposal Due Date** | October 28, 2026, at 5:00 PM PDT |
| **Submission Method** | Email (PDF) to: citadminrfps@cowlitz.org |
| **Subject Line** | "RFP – Comprehensive Emergency Management Plan – [Company Name]" |
| **Anticipated Interviews** | As Needed |
| **Anticipated Award** | November 2026 |
| **Anticipated Start** | January 2027 |

**SUBMISSION INSTRUCTIONS**

Please submit proposals via email to: **citadminrfps@cowlitz.org**
Subject line: **"RFP – Comprehensive Emergency Management Plan – [Company Name]."**

Proposals must be received no later than the date and time indicated above.

## 2. Sovereign Status; Non-Waiver

The **Tribe is a federally recognized sovereign Tribal Nation**.

Nothing in this RFP, the Tribe's issuance of this solicitation, evaluation of proposals, communications with vendors, selection of any vendor, or any subsequent negotiations shall be construed as a waiver of the Tribe's sovereign immunity.

## 3. Background

The Cowlitz Indian Tribe ("CIT" or "the Tribe") has been a federally recognized sovereign nation since February 14, 2000. The reservation went into trust in March 2016, and in April 2017, the Tribe's Economic Authority opened ilani Casino. The Tribe has approximately 5,000 members and 500 employees. The Tribe's reservation is in Ridgefield, WA, and offices stretch across the Washington I-5 corridor from Vancouver to Tukwila.

The Tribe is a federally recognized Tribal government responsible for providing governmental services and protecting the health, safety, and welfare of its citizens, employees, visitors, facilities, and other persons within its jurisdiction.

## 4. Purpose

The Tribe is seeking an experienced consultant to work with the Emergency Management division of the Public Safety Department to develop the Tribe's **Emergency Management Code and Comprehensive Emergency Management Plan** (CEMP) that establishes an all-hazards framework for emergency preparedness, response, recovery, and mitigation within the Tribe's jurisdiction.

The CEMP shall be appropriate for a **small Tribal government with limited emergency management staffing and resources**. The plan should be practical, scalable, operationally useful, and consistent with Tribal sovereignty, applicable federal requirements, recognized emergency management doctrine, and the Tribe's existing plans, policies, agreements, and capabilities.

The selected contractor shall work collaboratively with Tribal leadership, emergency management personnel, departments, programs, and external partners to develop a CEMP that reflects the Tribe's unique governmental structure, jurisdictional authorities, hazards, population, facilities, resources, and community needs.

The Tribe has limited emergency management personnel and resources. Accordingly, the CEMP must avoid unnecessary complexity and should clearly identify who does what, when, and under what authority during emergencies and disasters.

Code development will utilize guidance from the project the Tribe Emergency Management recently completed with the University of Washington: (https://digital.lib.washington.edu/researchworks/items/97f15783-9605-47e7-99c8-452d995e4df8), and must follow the Tribe's Code development process with Legal Department support, and review and approval through the Code Committee.

The Tribe currently has no active plans available for the CEMP background reference. As of summer 2026, the Tribe is beginning the Community Needs Assessment phase of an updated five-year Strategic Plan (2026–2030). Plans are also underway for a Master Site Plan that includes a new Administrative and Public Safety Building on the reservation. The Tribe will begin developing a Hazard Mitigation Plan as part of the Clark County HMP multi-jurisdictional update, beginning in fall 2026. The Tribe is also currently developing a Continuity Plan.

## 5. Project Overview, Goals, and Timeline

**Project Objectives**

The objectives of this project are to:

1. Develop a draft Emergency Management Code for presentation to the Tribe's Code Committee for approval.
2. Develop a comprehensive, all-hazards CEMP appropriate for a small Tribal jurisdiction to propose to the Tribal Council for approval.
3. Establish clear roles, responsibilities, authorities, and coordination procedures for the Tribal government during emergencies.
4. Incorporate the principles of the Incident Command System (ICS) and National Incident Management System (NIMS), as appropriate to the Tribe.
5. Identify how the Tribe will coordinate with county, state, federal, Tribal, private-sector, nonprofit, and other partners.
6. Establish a framework for emergency operations, including activation of an Emergency Operations Center (EOC) or equivalent coordination structure.
7. Incorporate the Tribe's identified hazards, vulnerabilities, capabilities, and resource constraints.
8. Provide a practical framework for preparedness, response, recovery, and mitigation activities.

9. Establish procedures that can be maintained and updated by Tribal staff after completion of the project.
10. Identify gaps, unresolved issues, and recommend future improvements without delaying completion of the foundational CEMP.

## 6. Scope of Work

Each proposal must include a Scope of Work that details each stage of work identified below and provides an implementation timeline for each component.

**Task 1 – Project Initiation and Kickoff**

The contractor shall conduct a project kickoff meeting with designated Tribal representatives to:

- Confirm project objectives, schedule, deliverables, and expectations
- Identify key Tribal departments, programs, officials, and stakeholders
- Review available existing plans, policies, procedures, agreements, assessments, and other relevant documents
- Establish a communication and review process
- Develop a project work plan and schedule

The contractor shall identify the information needed from the Tribe and establish a process to efficiently obtain any outstanding information.

**Task 2 – Existing Conditions and Capability Assessment**

The contractor shall review relevant existing Tribal emergency management materials and conduct targeted interviews or workshops with key Tribal personnel.

The assessment should be considered, as applicable:

- Existing emergency management plans and procedures
- Organizational structure and authorities
- Emergency management staffing and capabilities
- Emergency communications and notification capabilities
- EOC/coordination capabilities
- Emergency operations and continuity capabilities
- Emergency response resources and equipment

- Mutual aid and intergovernmental agreements
- Critical facilities and infrastructure
- Existing training and exercise programs
- Public information and warning capabilities
- Evacuation and sheltering capabilities
- Emergency supply and resource management
- Recovery capabilities
- Existing hazard mitigation activities

The contractor shall identify significant capability gaps that should be addressed through the CEMP or future planning activities.

**Task 3 – Hazard and Risk Review**

The contractor shall review the Tribe's existing hazard identification and risk information, including applicable Tribal, county, state, and federal hazard assessments.

The CEMP shall address the hazards most relevant to the Tribe and its jurisdiction. The contractor shall ensure that the plan provides appropriate planning considerations for both natural and human-caused hazards.

The contractor shall not duplicate an existing Hazard Mitigation Plan or other risk assessment where suitable information already exists. Instead, relevant findings shall be incorporated or cross-referenced.

**Task 4 – Code Development**

The contractor shall develop a draft code adapted to the Tribe's needs and governance model, providing authorities supported by the CEMP.

The code should address:

- Purpose, scope, and authorities
- Continuity of government
- Emergency authorities
- Delegation of authority
- Declarations of emergency
- Roles and responsibilities

- Emergency orders
- Emergency procurements

**Task 5 – CEMP Development**

The contractor shall develop a complete CEMP using an appropriate all-hazards planning structure.

At a minimum, the CEMP shall address:

**A. Basic Plan**

- Purpose, scope, and authorities
- Tribal sovereignty and jurisdictional considerations
- Situation and planning assumptions
- Concept of operations
- Emergency management organization
- Roles and responsibilities
    - Tribal leadership
    - Emergency management
    - Department and program
    - EOC
    - Incident command/field response
    - Facility level
    - Public information
- Emergency declaration and activation procedures
- Emergency notification and warning
- Emergency operations center activation and organization
- Incident management and ICS integration
- Intergovernmental coordination
- Mutual aid and resource coordination
- Public information and warning

- Emergency communications
- Evacuation and sheltering
- Mass care and human services
- Emergency medical and public health coordination
- Fire, law enforcement, and emergency response coordination
- Transportation and access
- Critical infrastructure and essential services
- Logistics and resource management
- Damage assessment
- Continuity of government and essential functions
- Recovery and restoration
- Financial management and documentation
- Demobilization
- Plan maintenance, training, and exercises

**B. Emergency Support/Functional Annexes**

The contractor shall recommend an appropriate annex structure based on the Tribe's size, hazards, organizational structure, and available resources. Annexes should focus on functions that the Tribe actually needs and can maintain.

Potential annexes may include:

- Emergency Operations Center Operations
- Emergency Communications
- Public Information and Warning
- Evacuation
- Mass Care/Sheltering
- Public Health and Medical Services
- Law Enforcement and Security
- Transportation

- Public Works/Infrastructure
- Resource Management and Logistics
- Damage Assessment
- Recovery

The Tribe may elect to combine or eliminate annexes where a separate annex would create unnecessary administrative burden.

**C. Hazard-Specific Annexes**

Based on the hazard assessment and Tribal priorities, the contractor shall recommend a limited number of hazard-specific annexes or appendices where additional procedures are warranted.

Potential hazards may include wildfire and smoke, flooding, severe weather, earthquake/Cascadia Subduction Zone earthquake, volcanic hazards and lahars, landslides, hazardous materials incidents, cyber incidents, terrorism, or other hazards identified during the planning process.

**Task 6 – Emergency Operations Center Framework**

The CEMP shall establish an appropriate framework for activation and operation of the Tribe's EOC or emergency coordination structure.

The contractor shall address:

- Activation levels and triggers
- Authority to activate
- Initial notifications
- EOC staffing and organization
- ICS/EOC coordination
- Situation reporting
- Incident objectives and action planning
- Resource requests
- Information management
- Coordination with outside agencies
- EOC demobilization

- Documentation requirements

The framework shall be scalable for incidents ranging from relatively minor events to major disasters.

**Task 7 – Stakeholder Engagement**

The contractor shall facilitate appropriate engagement with Tribal stakeholders during development of the CEMP.

At a minimum, the contractor shall provide opportunities for input from designated Tribal leadership, emergency management, public safety, public works/facilities, health and human services, communications/public information, and other departments identified by the Tribe.

The contractor shall also recommend appropriate external coordination with partners such as:

- Neighboring Tribal governments
- Local jurisdictions
- County emergency management
- Fire and EMS agencies
- Law enforcement
- Public health agencies
- State agencies
- Federal agencies
- Utilities and critical infrastructure partners
- Nonprofit and community organizations

The contractor shall recognize that external coordination must support, rather than supersede, Tribal governmental authority and sovereignty.

**Task 8 – Draft Plan Review**

The contractor shall provide a complete draft of CEMP to the Tribe for review.

The contractor shall:

- Conduct a formal review meeting or workshop on the draft plan
- Collect and consolidate Tribal comments
- Identify substantive policy or operational decisions requiring Tribal direction

- Revise the draft based on comments
- Resolve conflicting or unclear responsibilities in consultation with Tribal staff

At least one substantive review cycle shall be included in the contractor's proposed price

**Task 9 – Final Code**

The contractor shall provide a final ~~CEMP~~ Code incorporating approved revisions from the contract manager and stakeholders for presentation to the Code Committee.

The final code shall be:

- Professionally formatted
- Written in clear, plain language
- Usable by personnel who may have limited emergency management experience
- Organized for rapid reference during an incident
- Suitable for electronic and printed distribution
- Designed for future maintenance by Tribal staff

The contractor shall provide editable source files in a commonly used format, such as Microsoft Word, along with a final PDF.

**Task 10 – Final CEMP**

The contractor shall provide a final CEMP, incorporating approved revisions from the contract manager and stakeholders, for presentation to the Tribal Council.

The final plan shall be:

- Professionally formatted
- Written in clear, plain language
- Usable by personnel who may have limited emergency management experience
- Organized for rapid reference during an incident
- Suitable for electronic and printed distribution
- Designed for future maintenance by Tribal staff

The contractor shall provide editable source files in a commonly used format, such as Microsoft Word, along with a final PDF.

**Task 11 – Implementation and Plan Maintenance**

The contractor shall provide recommendations for implementing and maintaining the CEMP after project completion.

This shall include:

- Recommended annual review procedures
- Recommended update cycle
- Procedures for documenting changes
- Training priorities
- Exercise priorities
- Recommended future annexes or supporting procedures
- Identification of unresolved capability gaps
- Recommended next steps for strengthening the Tribe's emergency management program

## 7. Deliverables

At a minimum, the contractor shall provide the following twelve (12) deliverables:

1. **Project Work Plan and Schedule**
2. **Existing Conditions/Capability Assessment**
3. **Hazard and Risk Planning Summary**
4. **Draft Emergency Management Code**
5. **CEMP Outline/Annotated Table of Contents**
6. **Draft CEMP**
7. **Stakeholder Review Workshop**
8. **Final CEMP**
9. **Final Emergency Management Code**
10. **Implementation and Plan Maintenance Recommendations**
11. **Editable Electronic Files**
12. **Final PDF Version**

The Tribe may request reasonable modifications to the format or organization of deliverables to ensure compatibility with existing Tribal planning documents.

## 8. Standards and Planning Considerations

The CEMP should be consistent with applicable and current emergency management doctrine and requirements, as appropriate to the Tribe, including:

- National Incident Management System (NIMS)
- Incident Command System (ICS)
- FEMA emergency management planning guidance
- Applicable Tribal, federal, state, and local authorities
- Applicable grant requirements
- Relevant continuity planning guidance
- Applicable accessibility and inclusive emergency planning considerations

The contractor shall identify the standards and guidance used in developing the CEMP.

The CEMP shall be **Tribal-specific** and shall not consist primarily of a generic template with Tribal names inserted.

## 9. Tribal Sovereignty and Jurisdiction

The contractor shall recognize and incorporate the Tribe's status as a sovereign Tribal government.

The CEMP shall:

- Reflect the Tribe's governmental authority and organizational structure.
- Clearly identify the limits of Tribal and external agency jurisdiction.
- Establish coordination procedures that preserve Tribal decision-making authority.
- Identify circumstances in which outside assistance may be requested.
- Address coordination with neighboring jurisdictions and other governments without assuming those entities have authority within Tribal jurisdiction unless legally established.
- Avoid language that implies that state, county, or federal emergency management structures automatically supersede Tribal authorities.

## 10. Project Management and Meetings

The contractor shall designate a Project Manager who will serve as the primary point of contact.

The contractor shall participate in regular project meetings with the Tribe, which may be conducted virtually or in person.

The Tribe anticipates approximately:

- One project kickoff meeting
- Targeted stakeholder interviews/meetings
- One or more planning workshops
- One draft plan review meeting
- One draft code review meeting with the Legal Department
- *One plan presentation/briefing to Tribal Council
- *One code presentation to Code Committee

The contractor shall provide meeting agendas one week prior to all contractor-led meetings and meeting notes within one week after each meeting.

*If the Code Committee and/or Tribal Council have minor to no feedback on draft deliverables, the deliverables will be finalized. If the Code Committee and/or Tribal Council provide significant feedback on draft deliverables, it will be at the contract manager's discretion whether to continue revisions and a final presentation or to terminate the contract after the first presentation of the draft deliverables. If the Code Committee and/or Tribal Council decide not to proceed with deliverable approval, the contract may terminate.

There will be a two-round limit for substantive revisions.

## 11. Project Schedule

The Tribe anticipates completion of the CEMP within approximately **12-18 months** from the notice to proceed.

Proposers shall provide a detailed schedule identifying:

- Major tasks
- Key milestones
- Meetings and workshops

- Draft deliverable dates
- Tribal review periods
- Final deliverable date

Proposers may recommend an alternative schedule if they believe it will produce a higher-quality or more sustainable plan.

## 12. Contractor Qualifications

The selected contractor should demonstrate:

- Experience developing emergency management policy
- Experience developing Comprehensive Emergency Management Plans
- Experience working with Tribal governments or other small jurisdictions
- Knowledge of NIMS, ICS, FEMA planning guidance, and emergency management best practices
- Experience facilitating stakeholder planning processes
- Understanding of Tribal sovereignty and government-to-government relationships
- Experience developing practical plans for jurisdictions with limited staffing and resources
- Ability to translate emergency management doctrine into clear, usable procedures
- Experience with emergency operations center planning and coordination
- Experience with hazard, capability, and risk assessments
- Experience working directly with federally recognized Tribal governments is strongly preferred

## 13. Proposal Requirements

Proposals should include, at a minimum:

1. Cover letter
2. Firm qualifications and experience
3. Relevant project examples
4. Experience working with Tribal governments and/or small jurisdictions

5. Proposed project approach and methodology
6. Proposed project team and qualifications
7. Project schedule
8. Description of deliverables
9. Approach to stakeholder engagement
10. Approach to incorporating Tribal sovereignty and jurisdiction
11. References for at least three relevant projects
12. Detailed cost proposal, including any travel or other anticipated expenses
13. Identification of assumptions, exclusions, and services not included in the proposed cost

~~13.~~ See section 18 for Proposal Format and Required Content.

## 14. Budget and Cost Proposal

The contractor shall provide a detailed, not-to-exceed cost proposal organized by task.

The cost proposal should separately identify, as applicable:

- Labor by task
- Project management
- Meetings and workshops
- Travel
- Materials
- Other direct costs
- Optional services

The Tribe may request that proposers identify optional tasks separately from the base scope.

## 15. Optional Services

Proposers may provide pricing for optional services that could improve the usefulness of the CEMP, including:

- Additional hazard-specific annexes
- Emergency Operations Center procedures

- Emergency communications planning
- Development of emergency response checklists/job aids
- Tabletop exercise based on the completed CEMP
- Training for Tribal staff on CEMP implementation
- Development of a CEMP implementation roadmap
- Monthly reporting assistance for the grant that funds this project

Optional services shall be clearly separated from the base proposal and shall not be required for the Tribe to receive a complete CEMP.

## 16. Acceptance of Deliverables

The Tribe will review submitted deliverables for completeness, accuracy, usability, and consistency with the approved scope of work.

The contractor shall make reasonable revisions requested by the Tribe to correct errors, clarify content, or address comments, all of which are consistent with the approved scope.

Final acceptance shall occur when the Tribe determines that the CEMP substantially meets the requirements of this Scope of Work and the approved project approach.

## 17. Terms, Conditions, and the Tribe's Rights

The Tribe reserves the right to reject any or all proposals; request clarifications; conduct interviews; verify references; negotiate terms; modify scope, portfolio assignments, or timelines; or cancel and reissue this RFP at any time.

**Contract Terms; Sovereign Protections; Required Disclosures**

A. **Sovereign Immunity; No Waiver:** Nothing in this RFP, the Tribe's issuance of this solicitation, evaluation of proposals, communications with proposers, selection of any proposer, or any subsequent negotiations shall be construed as a waiver of the Tribe's sovereign immunity. Any waiver of sovereign immunity must be expressly authorized by a written action of Tribal Council and, if granted, shall be specific and limited to the particular matter identified in the written authorization.

B. **Confidentiality; Non-Disclosure Agreement (NDA):** As a condition of participation in this RFP process, vendors may be required to execute the Tribe's standard Non-Disclosure Agreement (NDA) prior to receiving any non-public, confidential, or sensitive information relating to this procurement or participating in subsequent stages of the evaluation process.

C. **Dispute Resolution; No Arbitration/Mediation:** The Tribe does not agree to mandatory arbitration or mediation provisions. Any dispute resolution mechanism proposed by a proposer—including arbitration, mediation, or consent to jurisdiction—must be expressly disclosed in the proposal. The Tribe will not accept any dispute resolution provision that requires arbitration or mediation unless expressly authorized in writing by the Tribal Council.
D. **Indemnification:** The Tribe does not agree to indemnification provisions that require the Tribe to indemnify, defend, or hold harmless the proposer or any third party. Any indemnification clause proposed by a proposer must be expressly disclosed in the proposal. The Tribe will not accept any provision that implies or requires a waiver of sovereign immunity or obligates the Tribe to indemnify, defend, or hold harmless another party unless expressly authorized by the Tribal Council.
E. **Governing Law; Venue; Jurisdiction:** Any proposed terms regarding governing law, venue, jurisdiction, choice of forum, or service of process must be expressly disclosed in the proposal. The Tribe will not accept terms that subject the Tribe to state court jurisdiction, impose a non-Tribal forum, or otherwise imply a waiver of sovereign immunity, unless expressly authorized by written action of Tribal Council.
F. **Limitations of Liability; Fiduciary Duties; Standard of Care:** Any limitation of liability, limitation of remedies, disclaimer of consequential damages, or waiver/disclaimer of fiduciary responsibility proposed by a proposer must be expressly disclosed in the proposal. The Tribe will not accept any term that limits or disclaims the consultant's professional obligations, liability for negligence, or the duty of care owed to the Tribe.
G. **Vendor Standard Terms and Conditions; Required Submission with Proposal:** All proposers must submit all proposed terms and conditions with their proposal, including without limitation: (i) the proposer's standard agreement and any exhibits/schedules; (ii) any account agreements, fee schedules, side letters, service agreements, platform agreements; (iii) privacy/cybersecurity addenda and data processing terms; (iv) any custodial or third-party platform terms the proposer requires the Tribe to sign; and (v) any policies incorporated by reference into proposer contracts. Failure to submit these materials may render the proposal non-responsive.
H. **Tribe Rights; Rejection of Unacceptable Terms:** The Tribe reserves the right to deem a proposal non-responsive if it contains unacceptable legal terms, including but not limited to arbitration, mediation, indemnification by the Tribe, waiver of sovereign immunity, improper venue/jurisdiction provisions, or limitations that reduce fiduciary duties. The Tribe may require proposers to revise or remove unacceptable terms as a condition of further consideration or award.

## 18. Proposal Format and Required Content

Proposals should be concise, clearly organized, and structured according to the sections outlined below. Proposals must provide sufficient details to allow the Tribe to evaluate the vendor's

experience, technical capabilities, security controls, and ability to support Tribal Emergency Management programs.

**A. Signed Cover Letter** which includes:

i. A brief summary of the vendor's qualifications and experience relevant to the RFP
ii. Acknowledgment of the Tribe's sovereign immunity and non-waiver provisions
iii. Confirmation that the vendor has reviewed and agrees to the RFP requirements
iv. Primary contact information for the proposal

**B. Firm Profile**

Provide an overview of the organization, including:

i. Legal name and headquarters location
ii. Years in business
iii. Organizational structure and ownership
~~iii.~~ Firm qualifications and experience

**C. Project Approach**

i. Proposed project approach and methodology
ii. Proposed project team and qualifications
iii. Project schedule
iv. Description of deliverables
v. Approach to stakeholder engagement
vi. Approach to incorporating Tribal sovereignty and jurisdiction
vii. Identification of assumptions, exclusions, and services not included in the proposed cost

**~~C.~~D. Fee Schedule and Pricing Structure:**

i. Vendors must provide a clear and fully itemized fee schedule for all services offered under the proposed program. Vendors must specify the duration of any fixed fee structures and state the frequency at which fees may be reviewed or adjusted (e.g., annually).
~~i.~~ii. Include travel or any other anticipated expenses

**~~D.~~E. Indicate previous experiences or examples with Tribal or other Government Programs**

Provide at least three examples of similar programs implemented for (include program size, scope, and duration where possible):

i. Tribal governments
ii. State or local governments

Formatted: Ligatures: Standard + Contextual

Formatted: Font: Bold

Formatted: Font: Not Bold, Ligatures: Standard + Contextual

Formatted: Font: Ligatures: Standard + Contextual

iii. Government emergency management programs

~~E.~~F. **W-9**
~~F.~~G. **Insurance Certificate**
~~G.~~H. **References**

i. Please provide at least three references, contact information, and a brief description of the project with the organizations for which similar services have been provided.
ii. **Preference may be given to vendors with Tribal government experience.

## 19. Evaluation Process and Selection Criteria

The Tribe may evaluate proposals using weighted criteria, including but not limited to:

1. Cultural competency and a demonstrated willingness to tailor the approach to the Tribe's unique needs, values, and challenges.

**EVALUATION CRITERIA**

Submitted Proposals will be evaluated and scored according to the following factors:

1. Overall Firm Experience – 10%
    a. Demonstrated experience in co-creating Comprehensive Emergency Management Plans and other Emergency Management Plans.
    b. Proven track record of working with small to mid-sized Tribal, local, or state governments.
2. Team Experience – 20%
    a. Demonstrated experience in co-creating Comprehensive Emergency Management Plans and other Emergency Management Plans.
    b. Proven track record of working with small to mid-sized Tribal, local, or state governments.
3. Price – 20%
    a. Cost-effectiveness and clarity of the pricing structure for proposed services.
4. Proposal (Technical Approach and Scope of Work, Project Schedule) – 50%
    a. Proposal quality, completeness, methodology, deliverables, schedule, and the proposer's understanding of the Tribe's sovereignty, staffing limitations, and identified hazards.
    b. Quality and clarity of the proposal, including organization, completeness, and responsiveness to the RFP.

*Weighted criteria should total 100%.*

After evaluation of all Proposals, the Tribe will apply tribal preference, in accordance with Cowlitz Procurement Code §3-208 Tribal Preference, as follows:

1. First preference: 100% Cowlitz Tribal Member-owned business;
2. Second preference: 51% or greater Cowlitz Tribal Member-owned business;
3. Third preference: Businesses owned in part or whole by other Native American-owned businesses.
    a. To qualify for this preference, the minimum amount of Native American ownership of a partially Native American-owned business is 51% (fifty-one percent).

In applying Tribal Preference, a contract shall be awarded to a qualified business when its proposal is responsive to all other conditions and does not exceed the lowest non-Tribal proposal by the following amounts:

1. For proposals between $0-$10,000: 10%
2. For proposals between $10,001 and $50,000: 7%
3. For proposals between $50,001 and $100,000: 5%
4. For proposals over $100,000: 2%.

The Tribe may request interviews, presentations, references, or additional documentation.