
Request for Qualification (RFQ): Economic Development Consulting Team

Submit Proposals to:

Yakama Nation Economic Development Program

Attention: *Monique L. George*, Economic Development Coordinator

P.O. Box 151

Toppenish, WA, 98948

monique_george@yakama.com

Confederated Tribes and Bands of the Yakama Nation Tribe

Comprehensive Economic Development Strategy

(CEDS) 2024-2029



RFQ Submittal Deadline: 12 pm February 24, 2025

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COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY 2024-2029

ONE NATION OF THE TREATY OF 1855

YAKAMA PALOUI, PISQUOUSE, WENATCHSAHPAM, KLIKATAT, KLINGQUIT, KOW-WAS-SAY-EE, LI-WAS, SKIN-PHA, WISH-HAM, SHYIKS, OCEHCHOTES, KA-MILT-PHA, AND SE-AP-CAT.



WASHINGTON-OREGON TERRITORY 1856

WHITESWAN, WAPATO, TOPPENISH, HARRAH, PARKER, MABTON, GRANGER, SATUS, YAKIMA COUNTY, OREGON, KCLICKITAT, GOLDENDALE, SUNNYSIDE, PROSSER, DALLES, WHITE SALMON, STEVENSON, MT. RAINIER, LEAVENWORTH, LAKE CHELAN, GLACIER PEAK.

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Contents

I. RFQ Overview	pg. 3
II. General Project Description	pg. 4
III. Project Scope of Work (SOW)	pg. 5-9
A. General Proposal Requirements	pg. 10
*Department of Commerce Financial Assistance Standard Terms and Conditions (2020)	
B. Deliverables	pg. 11
C. Proposed Schedule	pg. 12
D. Content of Response	pg. 12
1. Cover Letter	
2. Project Approach	
3. Personnel	
4. References	
5. Budget	
6. Submittal Date	
7. Copies & Length of Proposal	
E. Submission & Evaluation Criteria	pg. 13
F. Submittal Date:	pg. 13
G. Additional Information	pg. 13
H. Draft Consultant Agreement	pg. 15-26

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CONFEDERATED TRIBES AND BANDS OF THE YAKAMA NATION

Request for Qualification (RFQ)

To: Qualified Consulting Firms

From: YAKAMA NATION ECONOMIC DEVELOPMENT PROGRAM

Date: 01/17/2025

I. RFQ Overview:

The Yakama Nation has solicited the provisions of a Comprehensive Economic Development Strategy (CEDS) to reframe the organizational infrastructure, build capacity, and secure the tribe's protective interest and the future of their tribal economy. Through the CEDS document, the tribe will address the mechanics of their strengths & weaknesses through a bottom-up strategy to avoid an economic downfall post-COVID. By emphasizing a holistic approach to its vision of tribal enrichment, the Yakama Nation will enable its tribal members to devise a protocol for sustainable living. As a result, they will become the primary producers of what their community utilizes, purchases, and considers for their land.

In turn, this solidifies self-sufficiency while improving their governance capacity. The advancement of the Yakama Nation's strategic implementation of a locally based, regionally driven planning process will employ and optimize the contributions of effective, driven, performance-based tribal economic development. The foundation that the CEDS provides will reflect a traditional basis, culturally constructed lifestyle that compliments principles concerning diversity, equity, and inclusion, a signifier of the Yakama Nation. Since the CEDS is a working document designed to identify priorities for the Yakama Nation, it will guide economic prosperity and provide resiliency within the tribal community and regional partners.

Background/Purpose

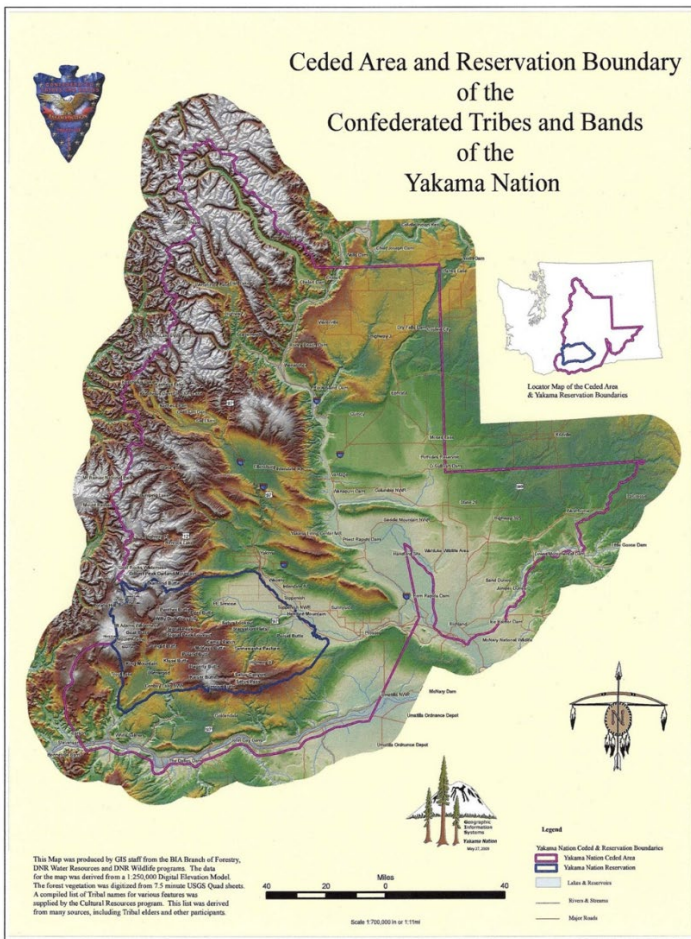
To be eligible for U.S. Department of Commerce, Economic Development Administration (EDA) funding, the Yakama Nation must create a Comprehensive Economic Development Strategy (CEDS) for the Yakama Nation Government that Aligns with the Planning and Local Technical Assistance Grant that the EDA awarded in September 2024.

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II. General Description

The Yakama Nation CEDS will analyze the tribal economy to formulate improvements to enhance the economic development planning capacity, partner with the new and established regional markets to avoid an economic downturn, and improve the underdeveloped community within the tribal boundaries, expanding the contractual agreement between Tribal Nations, Federal partners, and State consortiums.

PLAN AREA



The permanent homelands of the Yakama Nation, which consist of 14 tribes and bands with an enrollment of around 10,000 members, are within the geographic location of the Western United States and lie within the Southern border of Washington State.

The original economy had Inter-tribal connected trade, spanned thousands of years before the U.S. dollar measured possession and wealth. Within the Yakama's 1.4 million reservation and the 12 million acres of ceded land, the Yakama Nation is historically known for its beautiful features in timber and mountainous terrains that run down to the rolling foothills that frame the fertile valley floor that sprawls alongside the Yakama River.

This reservation is famous for producing fruits, vegetables, grains, and other agricultural products. Yakama Nation is one of the leading producers of apples, with the Valley being one of the largest producers of hops. Some of the most beautiful landscaping not found in other parts of the world is the renowned Mt. Adams, one of the largest volcanoes in the Cascade Range. The Columbia River, with its scenic views and endless waters. The Wildlife Refuge's reserved and ceded areas house varying species.

The Yakama Nation, Federal, and State governments have a common goal of Environmental protection.

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III. Project Scope of Work (SOW):

The Yakama Nation Economic Development Program strives to bridge our rural community's public and private sectors. We want to construct an economic roadmap to guide the establishment of our goals and objectives. Through the U.S. Department of Commerce Economic Development Administration, we are seeking the approval of the Planning and Local Technical Assistance Grant.

1. *To facilitate the development and implementation of a new five-year Comprehensive Economic Development Strategy (Law 13 CFR Part 303) that will create a performance-based plan of action that will build our resiliency against economic disruption of our community. We strive to,*
 - *Establish a job quality framework to create and retain high-quality jobs.*
 - *Increase and diversify the economy.*
 - *Create high-paying jobs with specialized skill sets that align with investment priorities.*
 - *Build on rural planning efforts and financial resource allocation to ensure economic wealth and development.*

Through our envisionment, we aim to instill a comprehensive approach to community planning and development. We will invite members of our community to share their ideas and concepts to shape the legacy and future of the Yakama Nation. The economic development program will provide the necessary guidance to implement projects and secure business ventures that will empower our tribal members to sustain their livelihood. This maneuver will positively impact generational economic wealth and personal growth and development.

2. *The collection of State, Tribal, and Federal economic data to,*
 - *Implement and construct an economic analysis of the Yakama Nation to identify economic leakage and replace resident needs with local suppliers.*
 - *Research and collect data from various sources showing the potential impact of a policy shift, taxation codes, trade trends, and sound infrastructure investments.*

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Our immediate objective is to build a capable planning committee to execute roles efficiently and tactically. They will have the ability to be flexible and align their focus with the overall goal of the Yakama Nation. Ultimately, the planning committee will contribute their specialized skill set to the progression of,

3. Economic Resilience: Construct specialized economic development strategies to anticipate and mitigate risk regionally and locally to avoid a negative impact on the tribe's critical economic assets.

- Strive for expansion by bolstering manufacturing efforts to secure a prominent position in the local, regional, and potentially national supply chain, thereby boosting the tribe's economic standing.*
- Formulate a connected community to drive growth and investment opportunities.*
- Identify a plan to invest in the latest technology and increase A.I. functionality to reshape professional functions and division of labor.*
- Identify economic development policies to assist programs, enterprises, and the Cultural Heritage Center in applying for funding before the opportunities are no longer available.*
- Explore external business opportunities to circumvent profitable opportunities the tribe has already identified.*

4. Plan, create, and implement specialized economic strategies to implement a plan for achieving CEDS goals in coordination:

- a. Review of prior goals achieved.*
- b. Through the implementation of a Yakama Nation Business Council, we will ensure the transformation of identified CEDS primary business goals and initiatives for sustainability and economic vitality.*
- c. Create a project prioritization list for the local and regional infrastructure risk.*
 - Develop a strategy focusing on developing small businesses to provide needed services and job opportunities for our local community and increase economic infrastructure.*
 - Evaluate the framework of resources for our public transit infrastructure and complete an analysis to include accessibility, security issues, reducing carbon emissions, and funding.*

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- *To align our emergency management plan to coincide with climate change threats, we need to identify a strategy to propose our course of action to sustain our recovery efforts in both the long and short-term effects.*
- *Develop initiatives to build a skilled labor force both locally and regionally.*
- *Integrate and plan for the use of technology to enhance economic development strategies and sustain government functions.*
- *To create true equity within our territory, we must adopt a course of action that will advance tribal resources. We must utilize sovereign rights afforded to the nation to provide an economic advantage for our disadvantaged community.*
- *Identify appropriate services to our local community.*
- *Identify resources and secure needed funding to implement the CEDS document.*

We will create process steps, project tasks, and identify activities in our pre-planning phase that will ensure the development of our 5-year CEDS. With the design of proper strategies to market our unique assets, customize equity into our planning, workforce development, recovery, and resilience efforts. Our goal is to transform our stagnant economic development into a powerhouse that meets the needs of our population, who often go underserved, and their hardships go unnoticed.

5. Develop the Strategic Direction/Action Plan

- a. Develop the vision statement and goals/objectives.*
- b. Conceptualize the implementation of the goals and objectives.*
- c. Identify priority activities that can be successful with available resources, observing the current market and trends.*

6. Economic Analysis of our community. This will allow the Yakama Nation to assess its viability and better understand the community's needs. This will aid in evaluating all resource's monetary values and identify threats associated with economic vitality. All combined efforts and research techniques will assist with data collection to,

- Identify trends and opportunities for tribal industry.*
- Reduce the risk and cost of a new business.*
- Manufacture products and services to target customer needs.*
- Optimize marketing efforts and fill new market sectors.*

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Once a stabilized plan is created, the Economic Development program can better support tribal entrepreneurs in their courageous efforts to feel confident and ease their minds with the associated risks of building their start-up companies. The objective is to make their services profitable and fulfill community needs. We want to identify the elements that will sustain a marketable product(s) and informed policymaking in rural planning efforts to help our community thrive while advancing into middle-out and bottom-up investment.

7. Create a regional SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to identify buildable regional, and local assets, gaps, and weaknesses:

A. Economic obstacles and constraints for consideration include,

I. Federal laws, policies, regulations, and tribal codes.

II. Land and skilled labor availability.

III. Limited public facilities and services.

IV. Assess competition and identify internal issues that block regional and local economic development.

B. Identification of economic opportunities

I. Analyze current businesses.

II. Advance tourism development, visitor support, outdoor recreation, and regional involvement.

III. E-commerce

IV. Small business development

V. Natural resources

VI. New business prospects that result in viable advantages.

C. Realign and demonstrate compatibility with previous efforts.

I. Capitalize enterprise to enterprise venter relationships.

II. Analyze the benefits of developing a Community Development Financial Institution (CDFI) Certified to empower our community.

III. Analyze past, present, and projected future economic development plans.

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8. *Evaluation:*

- a. Develop performance measures that will gauge the progress.*
- b. Perform ongoing process evaluation of progress toward meeting project goals.*
- c. Hold regular community meetings to solicit input.*

9. *Develop CEDS in coordination with tribal community and the region:*

- a. Draft initial CEDS including-regional economic data; results of SWOT analysis; goals and objectives; CEDS participants, projects, and jobs; prioritized projects and funding sources; plan of action; performance measures to evaluate development and implementation of the CEDS.*
- b. Evaluate Draft CEDS with community input and assess for and address gaps, challenges, and limitations.*
- c. Prepare Final CEDS and get the Tribal Council's approval.*
- d. Submit Final CEDS to EDA.*

10. *Submit progress and financial report to EDA as required.*

By implementing a new 5-year Comprehensive Economic Development strategy, we will succeed at creating high-paying jobs and increasing our working connections outside of the Yakama Nation to empower the tribe and our tribal members to build a meaningful future.

Overall, our focus is to implement projects that advance the underserved population of the reservation while striving for an environmentally sustainable economy that will benefit the entire Yakama Nation. We want to devise a plan of action that will invite our regional counterparts to invest in our community goals, objectives, and long-term investments.

11. *Work closely with EDA's Economic Development Representative and staff.*

This Scope of Work has been prepared as a proposal guideline. It is the respondent's responsibility to add any other services and tasks that the consultant feels are necessary to complete the project.

Please Note: *The Yakama Nation will provide creative direction on the design of the final CEDS to ensure the visual identity is consistent with the project goals. We are seeking a final document with a compact layout that is visually appealing and functional. We encourage the use of charts, graphs, and quality photos to help educate and attract collaboration, investment opportunities and informative presentation to the various leadership and tribal membership.*

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A. General Proposal Requirements

Proposals must address each of the following items:

1. Approach and Methodology

Respondents of this RFQ should include a narrative explaining their approach unique to the Scope of Work for the Yakama Nation. The narrative should outline the project approach and tasks to be enacted in response to the recommended Scope of Work outlined above.

The chosen consultant will develop the final scope of services in partnership with the Yakama Nation and will be approved by the Yakama Nation General Council. Guided by the EDA & Department of Commerce Financial Assistance Standard Terms and Conditions (2020), <http://www.commerce.gov>.

2. Additional Elements to consider for the completion of the SOW:

- *A Review of the Yakama Nation's past Strategic Plan Information.*
- *Present background and historical information about YN Economic Development.*
- *Evaluate the economic conditions of the Yakama Nation and Ceded Areas.*
- *Identify YN economic development strengths and constraints.*
- *Identify infrastructure needs, with a focus on the Cultural Heritage Center.*
- *Evaluate the infrastructure inventory of the Yakama Nation Reservation.*
- *Assess appropriate economic development strategies for immediate results.*
- *Plan the immediate enactment of a Yakama Nation Business Board to ensure the regulations, future developments, and business centered developments are carried out in an efficient manner.*
- *Evaluate local and regional labor characteristics; recommend actions to strengthen links between regional educational institutions and employment development providers.*
- *Place-based catalysts for broader economic development-facility development.*
- *Identify the goals and visions for the region as a whole and potential impact.*
- *Set the Course for future development actions.*
- *Establish evaluation standards to measure the success of the strategies.*
- *Identify other potential opportunities and issues for a business park.*
- *Outline partnership roles in helping the Yakama Nation recover from future disruptions and reposition the region to move forward. This should include, but not be limited to:*
 - *Illustrating YN ability to navigate federal programs*
 - *Evaluating the technology infrastructure*
 - *Identifying YN broad network of partners*
 - *Prioritizing resilient transportation investments*

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- *Diversifying the regional economy to promote YN social cohesion.*
 - *Assessing economic vulnerabilities that hinder YN social infrastructure.*
 - *Promoting green infrastructure in community development plans.*
 - *Promoting safe development in market access to encourage local consumption.*
- *Provide Post COVID-19 Economic Recovery Response to aid the reservation in its response and recovery from the impacts of the COVID-19 pandemic.*
- *Determine existing and post COVID emerging candidate industry clusters that drive the region's economy*
 - *Produce regional target industry clusters and sub-clusters summary report for the county/state.*
 - *Provide a list of proposed action items as applicable to address resiliency development and/or recovery support for each cluster*
- *Provide recommendations for action items to encourage private investment in the YN Opportunity Zones*
- *Provide recommendations for promoting Equity in economic development planning and implementation to make sure that YN's underserved populations can participate in economic prosperity*
- *Identify Funding Opportunities*
- *Research and identify federal, state and local funding sources*
 - *Identify opportunities for joint development and/or public-private partnerships*

B. DELIVERABLES

Task A-*Create a CEDS document for the YN Nation with all requested and pertinent information needed to implement the CEDS document.*

Task B-*Economic Recovery and Resiliency plan of action: The development of an economic plan to incorporate into the CEDS to identify top priority project/action to assist the tribe in sustainability.*

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C. PROPOSED SCHEDULE

- ❖ *RFQ Issue Date:01/24/2025*
- ❖ *Deadline for Proposals:02/24/2025*
- ❖ *Review by RFQ Committee:03/03/2025*
- ❖ *Consultant Interviews:03/24/2025*
- ❖ *Consultant Recommendations:04/01/2025*
- ❖ *Consultant Selection Approval:04/21/2025*
- ❖ *Project Commencement Date: May 1, 2025*
- ❖ *Project Completion Date: August 31, 2025*

D. CONTENTS OF RESPONSE

Requirements for Statement of Qualifications

- 1. Cover letter: Provide a letter of introduction with a brief description of your firm, indicating the primary office location for the performance of this project, the type of firm, areas of specialization, and the project lead. Include company name, address, contact name, title, phone number, email, and website address. Identify all sub-consultants that will be involved.*
- 2. Project Approach: Provide an outline description of how you would approach the scope of services and a timeline that would include completion of the Scope by no later than 08/01/2025. Please provide examples of knowledge, expertise and/or experience with other related work.*
- 3. Personnel: Please also include the names, qualifications, and experience of personnel to be assigned to the project during the specified project timeline and indicate what role these individuals will play in the project.*
- 4. References. For the prime consultant and all sub-consultants, provide reference information And brief project descriptions for at least three (3) previous clients. Reference projects should have been completed within the last three (3) years and similar in nature to those described in this RFQ.*

Please include the following information:

- a. Name of client*
- b. Name and title of client's primary contact name.*

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c. Telephone number, email address, and mailing address of the client's primary contact.

d. A brief description of the types of services provided the overall scope of the project, duration of the project and the status of the project.

Budget. The budget allocation for this Scope of Work will be dependent on qualifications.

E. SUBMISSION & EVALUATION CRITERIA

1. Specialized experience or technical expertise of the organization and its personnel in connection with the scope of services to be provided and complexity of the project.

5. Past record of performance on contracts, including quality of work, timeliness and cost control.

6. Capacity of the organization to perform the work within time limitations, taking into consideration of the current planned workload of the firm.

4. Familiarity of the organization with this type of project or problems applicable to the project.

F. Submittal Date: Responses must be sealed and received no later than 12:00 PM PST, February 24, 2025. Any responses received after this date and time will not be considered.

1. Number of Copies and Length of Proposal: Respondents must submit one electronic version of the proposal. All electronic submissions should be clearly marked "Yakama Nation CEDS" Your submittal is limited to 20 pages maximum, with an additional 2 pages maximum for the cover letter, and 5 pages maximum for any appendix. Please submit one digital copy of the proposal labeled as such, using a digital format such as Adobe Acrobat PDF (this can be emailed to monique_george@yakama.com.)

G. ADDITIONAL INFORMATON:

ALL PROPOSALS will adhere to Yakama Nation Codes, Finance Policy 6.1, and the Consultant Agreement set forth. This solicitation is guided by 2, C.F.R., part 200 & U.S.C. 42, 3143, 3149, 3147, and the Department of Commerce Financial Assistance Standard Terms and Conditions (11/12/2020).If you have any questions, please contact the Yakama Nation Economic Development Program at (509) 865-5121, 4416.

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H. Draft Consultant Agreement

CONSULTANT AGREEMENT

BETWEEN:

THE CONFEDERATED TRIBES AND BANDS OF THE YAKAMA NATION

on behalf of its Economic Development Program

P.O. Box 151 / 401 Fort Road

Toppenish, WA 98948

General Phone: (509) 865-5121

Program Phone: ext. 6050

(HEREAFTER "YAKAMA NATION")

AND

[CONSULTANT NAME]

Address Line 1

Address Line 2

Phone:

(HEREAFTER "CONSULTANT")

This Consultant Agreement ("Agreement") is executed by and between Consultant and Yakama Nation, a federally recognized sovereign Nation pursuant to the Treaty with the Yakamas of 1855 (12 Stat. 951). Consultant and Yakama Nation may be collectively referred to herein as the "Parties," and each may be referred to as a "Party."

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TERMS & CONDITIONS

1. **Term.** The effective term of this Agreement shall be from _____, through _____, absent a valid termination action in accordance with the express terms of this Agreement.
2. **Consultant Obligations.** The Consultant agrees to perform services as set forth below and detailed in the attached “Exhibit A – Statement of Work” (collectively, the “Services”).
3. **Designated Staff Contacts.** The following Staff Contacts shall act as the primary points of contact for the Parties during the term of this Agreement. Yakama Nation and Consultant agree that these Staff Contacts are designated for purposes of technical communication and service coordination only, and shall have no authority to authorize any changes, modifications, or addendums to this Agreement. The Parties may from time to time change their designated Staff Contact by giving the other party reasonable notice of such change.

Yakama Nation’s Staff Contact:

Name:	Maryjo Whitney-Blevins
Address:	P.O. Box 151 / 401 Fort Rd., Toppenish, WA 98948
Phone:	(509) 865-5121 Ext. 6050
Email:	Maryjo_whitney-blevins@yakama.com

Consultant’s Staff Contact:

Name:	
Address:	
Phone:	
Email:	

4. **Notice; Designated Legal Contacts.** Any and all legal notice required by or issued pursuant to this Agreement must be provided in writing, and shall be delivered postage pre-paid via certified mail or a reputable overnight courier to the following Legal Contacts:
 - 4.1. Legal notice to Consultant shall be at the address set forth on page one of this Agreement, and care of the Consultant’s designated staff contact identified above.
 - 4.2. Legal notice to the Yakama Nation shall be to the Yakama Nation Tribal Council Chairman at the address set forth on page one of this Agreement, with courtesy copies sent to the Yakama Nation’s designated Staff Contact listed above, and to the Lead Attorney of the Yakama Nation Office of Legal Counsel at P.O. Box 150, Toppenish, WA 98948.
 - 4.3. Either party may from time to time change its designated address for legal notice, or designated Legal Contact(s) for notice, by giving the other party reasonable notice of such change in writing.
5. **Change Orders.** Consultant understands and agrees that any material changes, modifications, or addendums to this Agreement and/or the underlying Project must be authorized in writing by the Yakama Tribal Council, acting through its designated representative Committee via duly authorized Committee Action, and executed by the Yakama Tribal Council Chairman.

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6. Compensation.

- 6.1. *Maximum Compensation.* The **maximum total compensation amount** approved by Yakama Nation and payable to Consultant under this contract is limited to, and **shall not exceed** _____ (\$_____); which amount shall include any and all compensation for Services and “Eligible Expenses” (including but not limited to mileage, travel, and payment or reimbursement of direct actual costs and expenses,) as further described below and set forth in detail in the attached “Exhibit B – Budget.” If Exhibit B describes separate and specific maximum compensation amounts for Services and expenses, then at the end of the term of this Agreement, any remaining balance in the amount allocated for expenses may be used by Yakama Nation, at its sole discretion, to cover fees for authorized Services, so long as the total compensation amount set forth above is not exceeded.
- 6.2. *Rates.* Yakama Nation shall compensate Consultant according to the billing rate(s) and/or fee schedule(s) set forth in Exhibit B in an amount not to exceed that stated in Section 6.1 above.
- 6.3. *Eligible Expenses.* Consultant may only seek reimbursement for Eligible Expenses, which are those reasonable expenses incurred with the prior written approval of Yakama Nation or its designated representative. For Eligible Expenses, Consultant must provide a receipt or other proper proof of expense to receive reimbursement from Yakama Nation.
 - 6.3.1. *Travel Expenses.* Subject to applicable law, Yakama Nation shall evaluate and determine the reasonableness and allowability of travel expenses in accordance with the standards set forth in 41 C.F.R. Subtitle F, Chapter 301, as amended. Provided, however, that where such standards conflict with any Yakama Nation law or policy, the Yakama Nation law or policy shall govern.
 - 6.3.2. *Ownership of Expensed Items.* Yakama Nation shall retain sole and exclusive ownership of all property – real, movable, and/or intellectual – for which Yakama Nation has provided any reimbursement to Consultant under this Agreement. Consultant shall promptly deliver to Yakama Nation any Yakama Nation property upon request, or at the completion or termination of this contract.
- 6.4. *Availability of Funds.* Notwithstanding any other provisions of this Agreement, Consultant understands and agrees that compensation for Services and expenses under the terms of this Agreement shall be contingent upon the availability of funds (a) placed to the credit of Yakama Nation in the Treasury of the United States, (b) appropriated by Congress, or (c) from local funds maintained in the name of the Yakama Nation.
- 6.5. *Federal & Grant Funds.* Consultant understands and agrees that contracts funded by federal funds or other grant funds may be subject to certain legal requirements. These may include, but are not limited to, those requirements set forth in the United States Office of Budget Management’s Uniform Guidance, 2 C.F.R. Part 200, and/or the terms of an applicable source grant. Consultant agrees to comply with and utilize funds in accordance with all applicable laws, regulations, and guidelines, and in accordance with any applicable grant or contract terms. Consultant understands and agrees that the use of such funds may be subject to audit by the grantor. Consultant shall reimburse Yakama Nation for any costs of the Consultant that are disallowed by a grantor.
- 6.6. *Invoicing & Payment.* Consultant shall submit monthly invoices and appropriate supporting documentation to Yakama Nation, including, but not limited to, expense receipts and a brief summary of daily activities associated with Services performed by Consultant. Unless the Parties agree in writing to different terms, invoice periods shall begin on the first day of each month and end on the last day of each month. Invoices shall be submitted by Consultant to Yakama Nation’s designated Staff Contact within fifteen (15) days after the end of the month in which the Services were provided and/or expenses were incurred. Consultant waives the right to receive full payment on invoices submitted more than sixty days following the end of the proper invoice period.

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6.6.1. *Progress Reports.* At Yakama Nation's request, or as otherwise agreed upon by the Parties in writing, Consultant shall submit a progress report along with its monthly invoice. Such progress reports should generally include, as attached exhibits, copies of all work product prepared or created by consultant during the relevant invoice period(s). In addition, at Yakama Nation's request, Consultant will provide oral reports and presentations to the Yakama Nation Tribal Council and/or General Council.

6.6.2. *Invoice Issues.* If a question or concern arises regarding an item on an invoice, Yakama Nation shall notify Consultant of the question or concern. Within five (5) business days following such notification, Consultant shall take action to sufficiently explain or correct the item, or Consultant shall be deemed to have waived their right to demand payment for the item.

7. **Maintenance & Retention of Records; Financial Management for Accounting and Audits.** Consultant shall maintain and retain auditable records during the term of this Agreement and for a period of at least three (3) years following the expiration or termination of this Agreement. Consultant shall maintain its records to comply with the Audit Act of 1984, P.L. 98-502 (31 U.S.C. § 7501 et. seq.), as amended, and the Office of Management and Budget's Uniform Guidance requirements set forth at, 2 C.F.R. part 200, Subpart F, as amended. Consultant shall adhere to a systematic accounting method that assures timely and appropriate resolution of audit findings and recommendations in compliance with the Uniform Guidance. Subject to applicable law, Consultant agrees that the Yakama Nation, the grantor agency (if applicable), the Comptroller General of the United States, or any of their duly authorized representatives, shall have timely access to Consultant's records which are pertinent to the subject matter of this Agreement and the performance of obligations contained herein, for the purpose of conducting an audit and/or examination, and/or making copies.

8. **Performance.**

8.1. *Independent Contractor.* Consultant shall employ, at is own expense, all personnel reasonably necessary to perform the Services contemplated by this Agreement. Such personnel shall not be considered Yakama Nation employees. Consultant shall be responsible to ensure that all personnel engaged in performing Services are fully qualified to undertake the work in accordance with applicable tribal, federal, state, and local laws. Consultant shall at all times in performance of this Agreement operate as, and have the status of, an independent contractor, and will not be an agent or employee of Yakama Nation; nor will Consultant or its personnel be entitled to any employee benefits provided by the Yakama Nation. The Parties are not engaged in a joint venture or partnership. Neither party can represent or bind the other.

8.2. *Discrimination.* Consultant shall not discriminate against any employee or applicant for employment because of handicap, race, age, religion, or sex. Consultant will take affirmative steps to ensure that applicants are employed, and that employees are treated fairly during employment, without regard to their handicap, race, age, religion, or sex.

8.2.1. *Indian Preference.* Notwithstanding the above, Consultant shall, for all work performed on or near the Yakama Reservation pursuant to this Agreement, and consistent with Section 703(i) of the 1964 Civil Rights Act, give preference in employment (including any authorized subcontracts) to equally qualified Indians regardless of their handicap, age, religion or sex. To the extent feasible and consistent with the efficient performance of this Agreement, the Consultant shall provide employment and training opportunities to Indians that are not fully qualified to perform under this Agreement, regardless of their handicap, age, religion or sex. Further, the Consultant shall comply with any applicable Indian preference laws and requirements established by the Yakama Nation, including those set forth in the Yakama Nation Tribal Employment Rights Ordinance, as amended (Yakama Revised Law & Order Code, Title 71).

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8.3. *Taxes, Permits, Fees.* Unless expressly agreed to herein, the Yakama Nation shall not be responsible for the payment of any taxes, permits, licenses or other expenses incurred by Consultant during the performance of this Agreement. Consultant shall be solely responsible to secure and pay for any necessary or appropriate permits, fees, licenses, inspections, or other prerequisites necessary for proper performance of the Services contemplated by this Agreement.

8.4. *Subcontractors.* Consultant shall not be permitted to hire a subcontractor to perform the Services contemplated by this Agreement without the Yakama Nation's express prior written authorization. Any unauthorized attempt by Consultant to subcontract for such Services shall be null and void, and Consultant shall be responsible for all expenses, fees, and costs associated with any such unauthorized subcontract.

8.5. *Assignment.* Consultant shall not assign its interest in this contract, or any part thereof, including its right to receive payment for Services performed, to another party. Any attempt by Consultant to assign any obligations, rights, or fees under this Agreement will be null and void, and Consultant shall be responsible for all expenses, fees, and or costs associated with any unauthorized assignment.

9. Representations & Warranties.

9.1. *Professional Work.* Consultant shall perform Services in a professional, thorough, skillful, and safe manner, consistent with the relevant standard of care expected from professionals with similar credentials and experience, and in accordance with the usual and customary standards accepted in Consultant's profession for similar projects. Consultant shall notify Yakama Nation of any inconsistencies or errors in Consultant's work that do not meet the aforementioned standards as soon as possible.

9.2. *Compliance with Applicable Laws.* Consultant shall comply with all applicable tribal, federal, state and local laws, regulations, guidelines and policies in performance of Services and fulfillment of duties and obligations pursuant to this Agreement. Consultant represents that it has reviewed, and is familiar with, all laws relevant to the performance of Services under this Agreement.

9.3. *Project Conflicts.* Consultant shall not accept work from any third party during the term of this Agreement that creates a conflict of interest or the appearance of a conflict of interest with the Services.

9.4. *Broad Protection.* All representations and warranties set forth in this section, or memorialized elsewhere in this Agreement and its Exhibits, shall be interpreted expansively to afford the broadest protection available to Yakama Nation.

10. **Access to Records, Personnel, and Facilities.** Subject to applicable law, Yakama Nation will provide Consultant with reasonable access to its personnel, facilities, and records necessary to the performance of this Agreement.

10.1. **Confidential Information.** Where Consultant receives any documents or information typically maintained in confidence by the Yakama Nation ("Confidential Information"), Consultant will, subject to applicable law, make all reasonable efforts to prevent the disclosure of such Confidential Information to any and all third parties. Further, Consultant shall not use the Confidential Information for any purposes other than performance of this Agreement.

11. Work Product.

11.1. *"Work Product" Defined.* "Work Product" includes, but is not limited to, any and all papers, reports, information, drawings, internal memoranda, files, proposals, papers, copyrights, patents, photographs, data, and any written

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or graphic material, or any other material or property, whether stored electronically or in hard copy, in any and all formats including native formats, and however produced, prepared, collected, generated, or created by the Consultant in connection with this Agreement.

- 11.2. *Ownership.* Yakama Nation shall own all Work Product associated with this Agreement; and Consultant agrees that it will not retain any interest in such work product, and shall, in accordance with any and all applicable law, turn over any and all Work Product property to Yakama Nation upon the expiration or termination of this Agreement or upon request.
- 11.3. *Confidentiality.* All Work Product shall be considered highly confidential, and Consultant shall take all necessary measures to maintain that confidentiality, and shall not disclose, publish, or disseminate any Work Product without the express prior written authorization from Yakama Nation. Internally, Consultant shall only disclose Work Product to employees when necessary to perform the Services contemplated by this Agreement; and Consultant shall require all employees to maintain the Work Product's confidentiality.
- 11.4. *Injunctive Relief.* Consultant acknowledges that the breach or threatened breach by Consultant of the terms and provisions of this Section would cause irreparable injury to the Yakama Nation, which could not be adequately compensated by money damages. Thus, Consultant agrees that Yakama Nation may obtain a restraining order and/or injunction prohibiting Consultant's breach or threatened breach of these provisions in addition to any other legal or equitable remedies. Consultant agrees that this provision is fair and necessary to protect the Yakama Nation's unique political and cultural interests, rights, and confidential information.

12. Insurance.

- 12.1. *Whether Required.* Insurance IS IS NOT required. (If unchecked, insurance is required.)
- 12.2. *Generally.* If insurance is required, Consultant shall (subject to applicable law) maintain, at a minimum, the following insurance throughout the term of this Agreement and for a period of three (3) years following substantial completion or termination of the Project, naming Yakama Nation as an additional insured:
- Commercial General Liability Insurance in the amount of at least one million dollars per occurrence and two million dollars aggregate.
 - Commercial Automobile Liability Insurance in an amount equal to the greater of either (a) one million dollars for all vehicles used in performance of Services pursuant to this Agreement, or (b) any other amount required by applicable law.
 - Worker's Compensation Insurance, Disability Benefits Insurance, and any other insurance required by applicable law.
- 12.3. *Delivery of Certificates.* If insurance is required, Consultant shall deliver certificates of insurance showing the foregoing coverage within ten days of the start of the work.
- 12.4. *Cancellation, Termination, and/or Lapse of Insurance.* Consultant agrees to provide Yakama Nation with at least thirty (30) days prior notice of Consultant's intent to cancel, terminate, or allow any insurance policy required herein to lapse during term of this Agreement, and for a period of three (3) years following the expiration or termination of this Agreement.

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12.5. *No Subrogation.* Consultant waives all subrogation rights it may have against the Yakama Nation and any of the Yakama Nation's contractors, subcontractors, agents, officers, employees or entities.

13. **Indemnification.** Consultant agrees to, at its sole expense, hold harmless, indemnify, and (at Yakama Nation's sole discretion) defend the Yakama Nation and its officers, agents, employees, and assigns against any and all claims, demands, judgments, losses, costs, damages, expenses or other liabilities whatsoever, including court costs and reasonable attorney's fees and expenses, incurred by or claimed against the Yakama Nation, its officers, agents, employees, and/or assigns, that arise out of or are based upon, whether directly or indirectly, Consultant's and/ or Consultant's employee's, officers', or agents' errors, actions, omissions, and/or breach of contract related to this Agreement, including, but not limited to, accidents or injuries to persons or property.

14. **Termination.**

14.1. *For Convenience.* Either party may terminate this Agreement by giving to the other party at least ninety (90) days prior written notice. The notice shall specify the effective date of termination.

14.2. *For Breach.* Either party may immediately terminate this Agreement by written notice following a material breach by the other party.

14.3. *By Tribal Council Executive Committee.* Notwithstanding anything herein to the contrary, Consultant understands and agrees that the Yakama Nation Tribal Council Executive Committee may immediately terminate this Agreement by written notice.

14.4. *Effect.* Upon termination, the obligations of the Parties for the further performance of this Agreement shall cease, but the Parties shall not generally be relieved of the duty to perform their obligations arising up to the date of termination. Termination shall in no way limit or restrict any right or remedy at law or equity which would otherwise be available to Yakama Nation, including, but not limited to, the right to contract with other qualified persons to complete the performance of Services identified in or contemplated by this agreement.

15. **Dispute Resolution.**

15.1. *Negotiation.* In the event that a dispute arises between the Parties over the performance, interpretation, or enforcement of this Agreement, the Parties in the first instance shall attempt in good faith to resolve the dispute informally through face-to-face negotiations. These negotiations shall take place at the Yakama Nation governmental headquarters in Toppenish, Washington, unless otherwise agreed upon in writing by the Parties. All offers, promises, conduct and statements, whether oral or written, made in the course of the negotiation by any of the Parties, their agents, employees, experts and/or attorneys shall be considered confidential, privileged and inadmissible for any purpose, including impeachment, in any other proceeding involving the Parties. Provided, however, that evidence that is otherwise admissible or discoverable shall not be rendered inadmissible or non-discoverable as a result of its use in the negotiations.

15.2. *By Tribal Council Chairman.* If the Parties are unable to resolve the dispute through negotiation, the aggrieved party shall submit the matter, in writing, to the Chairman of the Yakama Nation Tribal Council. A copy of the aggrieved party's submission shall be served upon the other party in accordance with the notice provisions of this Agreement. The Chairman shall promptly convene a meeting of the Parties, which shall be held in Toppenish, Washington, to resolve the matter. The decision of the Chairman shall be final and binding upon both Parties. Provided, however, that nothing shall operate to limit or prohibit Yakama Nation from otherwise enforcing its rights under this Agreement.

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15.2.1. *Conflict of Interest.* In the event that the Chairman has a conflict of interest that would prevent her/him from hearing the dispute, s/he may, at her/his sole discretion, either decline to hear the dispute, or appoint an alternate Tribal Leader or Elder to serve in his/her place.

16. General Terms.

16.1. *Headings.* Headings are provided for convenience and do not affect the meaning of the provisions to which they are affixed.

16.2. *Severability.* If any term of this Agreement is to any extent illegal, otherwise invalid, or incapable of being enforced, such term shall be excluded to the extent of such invalidity or unenforceability; all other terms hereof shall remain in full force and effect; and, to the extent permitted and possible, the invalid or unenforceable term shall be deemed replaced by a term that is valid and enforceable and that comes closest to expressing the intention of such invalid or unenforceable term.

16.3. *Entire Agreement.* This Agreement incorporates all of the agreements, covenants and understandings between the Parties, and supersedes all prior or contemporaneous oral or written agreements between the Parties. No agreement or understanding, verbal or otherwise, of the Parties regarding their responsibilities under this Agreement shall be valid or enforceable unless embodied in the Agreement.

16.3.1. *Attachments.* The following documents are hereby incorporated by this reference and made part of this Agreement:

- **Exhibit A – Statement of Work**
- **Exhibit B – Budget**
- **Exhibit C – Department of Commerce Economic Development Administration Notice of Award No. ED45SEA0G0420**

16.4. *Amendments.* No change, amendment, modification, or addendum to this Agreement shall be valid unless it is in writing and executed by authorized representatives of both Parties.

16.5. *Survival.* The requirements of Section 7 (Maintenance & Retention of Records; Financial Management for Accounting & Audits), Section 11 (Work Product), Section 13 (Indemnification), and Section 15 (Dispute Resolution) of this Agreement shall survive termination of this Agreement. Further, provisions that, by their nature, are reasonably expected by the Parties to be performed after the expiration or termination of this Agreement shall survive and be enforceable. Any and all liabilities, actual or contingent, which have arisen during the term of and in connection with this Agreement, shall survive the expiration or termination of this Agreement.

16.6. *No General Waiver.* Any waiver or failure of the Parties to enforce or insist upon any term in this Agreement does not constitute a general waiver or relinquishment of that term.

16.7. *No Construction Against Drafter.* Each party has participated in negotiating and drafting this Agreement. If any ambiguity or question of intent or interpretation arises, this Agreement is to be construed as if the Parties had drafted it jointly, as opposed to being construed against one party because it was responsible for drafting one or more provisions.

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- 16.8. **Conflicts.** In the event of a conflict between the terms and conditions of this Agreement and those of a Statement of Work or other exhibit or attachment to this Agreement, the terms and conditions of this Agreement shall be controlling.
- 16.9. **Execution.** This Agreement may be executed in two or more counterparts, each of which shall be deemed an original but all of which together shall constitute one and the same Agreement. The counterparts of this Agreement and any ancillary documents may be executed and/or delivered by electronic means by any of the Parties to any other Party and the receiving Party may rely on the receipt of such document so executed or delivered as if the original had been received.
17. **Force Majeure.** This Agreement is subject to force majeure, and is contingent on strikes, accidents, acts of God, weather conditions, fire, and other circumstances that are beyond the control of the Parties. If the terms and conditions of this Agreement are unable to be performed as a result of any cause of force majeure, then this Agreement shall be void, without penalty to any party for such non-performance.
18. **Jurisdiction & Venue.** The validity, interpretation, and performance of this Agreement, and any and all written instruments, agreements, specifications and other writings of whatever nature which relate to or are part of this Agreement, shall be governed by and construed in accordance with the laws of the Yakama Nation. This Agreement is deemed executed in Toppenish, Washington. Both Parties understand and agree that this Agreement establishes a consensual business relationship between the Parties for purposes of Yakama Tribal Court jurisdiction. Venue of any court action filed to enforce or interpret the provisions of this Agreement shall be exclusively in the Yakama Nation Tribal Court(s). In the event of litigation to enforce the provisions of this Agreement, the prevailing party shall be entitled to reasonable legal fees and expenses in addition to any other relief allowed.
19. **Sovereign Immunity.** Notwithstanding any other terms or provisions of this Agreement, Consultant understands and agrees that Yakama Nation, by entering into this Agreement, does not waive its sovereign immunity from suit, nor does it waive, alter, or otherwise diminish its sovereign rights, privileges, remedies, or services guaranteed by the Treaty with the Yakamas of 1855 (12 Stat. 951).
20. **Special Provisions.** In addition to the forgoing terms and conditions, the following requirements are agreed to and shall apply to this Agreement:
- 20.1. Consultant's Services under this Agreement is being funded by the Department of Commerce Economic Development Administration Notice of Award No. ED45SEA0G0420 ("Award") (attached as Exhibit C), which was awarded under 42 U.S.C. 3147. Consultant acknowledges that Yakama Nation's obligation to compensate Consultant for Services performed under this Agreement is entirely dependent and conditioned upon such funds being made available to Yakama Nation by the Department of Commerce under the Award for these Services. Consultant shall comply with any and all requirements applicable in the Award, the Department of Commerce Financial Assistance Standard Terms and Conditions (available at https://www.commerce.gov/sites/default/files/2020-11/DOC%20Standard%20Terms%20and%20Conditions%20-%2012%20November%202020%20PDF_0.pdf), and 42 U.S.C. 3147.

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20.2.

IN WITNESS WHEREOF, we set our hands and seals:

[Signature page(s) to follow.]

CONFEDERATED TRIBES & BANDS OF THE YAKAMA NATION:

By: _____

Date: _____

Name: Gerald Lewis (or authorized designee)

Title: Yakama Nation Tribal Council Chairman

[CONSULTANT NAME]:

By: _____

Date: _____

Name:

Title:

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**EXHIBIT A
STATEMENT OF WORK**

[AT THIS RFQ STATE, THIS STATEMENT OF WORK IS PROVIDED AS A DRAFT ONLY. THE YAKAMA NATION RETAINS THE RIGHT TO UPDATE THIS EXHIBIT AFTER A QUALIFIED ECONOMIC DEVELOPMENT CONSULTANT IS SELECTED**]**

Please refer to pages 5-9 of the RFQ.

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EXHIBIT B

BUDGET

[INTENTIONALLY LEFT BLANK. TO BE COMPLETED AT THE TIME OF CONTRACTING WITH THE SELECTED QUALIFIED ECONOMIC DEVELOPMENT CONSULTANT**]**

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EXHIBIT C

**Department of Commerce Economic Development Administration Notice of Award No.
ED45SEA0G0420**

[INTENTIONALLY LEFT BLANK. TO BE INCLUDED AT THE TIME OF
CONTRACTING WITH THE SELECTED QUALIFIED ECONOMIC DEVELOPMENT
CONSULTANT**]**