



**The Confederated Salish and Kootenai Tribes
Flathead Indian Reservation
Division of Engineering and Water Resources
Ronan, Montana**

**Personal Growth and Leadership, Curriculum Development and Training
Deployment**

FLATHEAD INDIAN RESERVATION, MONTANA

REQUEST FOR QUALIFICATIONS

Due Date: August 7th, 2026 at 4:00 p.m. MST

Point of Contact: Shane R. Hendrickson, DEWR

Office Phone: (406) 676-2600 ext. 6227

Email: shane.hendrickson@cskt.org

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REQUEST FOR QUALIFICATIONS (RFQ)
Personal Growth and Leadership, Curriculum Development and Training Deployment

CONFEDERATED SALISH AND KOOTENAI TRIBES (CSKT)
DIVISION OF ENGINEERING AND WATER RESOURCES

1. SECTION 1: SOLICITATION NOTICE

1.1. Notice

Notice is hereby given that the Confederated Salish and Kootenai Tribes has released this Request for Qualifications and will be accepting Statements of Qualifications (SOQ) until 4:00 PM MST, **August 7th, 2026** from firms having expertise in developing curriculum for in-depth leadership training that will engage personal and professional growth of CSKT employees. Firms that have experience developing or adapting leadership training and the ability to instruct the curriculum are encouraged to apply.

1.2. Definitions

Contracting Officer Representative (COR): Individual delegated by the Contracting Officer to manage the Consultant contract. Currently, Shane R. Hendrickson, Water Management and Planning, Program Manager, DEWR.

Consultant: The Consultant is the Offeror who is selected to provide technical services. The term Consultant is not recognized as such until a fully executed contract is completed. A consultant may respond to this RFQ using a Subconsultant team approach. However, the Owner will execute a contract solely with the Consultant, and the Consultant will bear responsibility for Subconsultant activity. Throughout this RFQ the prospective consultant is often referred to as the contractor to establish project expectations.

Master Services Agreement (MSA): The MSA will establish the relationship between the Owner and the Consultant and will identify cost considerations and the process to authorize individual tasks and task fees. The MSA will incorporate, by reference, this RFP and the response prepared by the Consultant.

Offeror: A prospective consultant that is submitting in response to this RFQ. Following the endpoint in the selection process, the Owner will expect to develop a contract with the selected Offeror.

Owner: The Confederated Salish and Kootenai Tribes (CSKT), a sovereign nation, is the Owner of the Contract, but not the Leadership curriculum being developed.

Project Team: The Project Team consists of the Consultant and Subconsultant(s), the Owner personnel, CSKT Program Managers and Officers, and additional expertise as identified and designated by the Owner.

Request for Qualifications (RFQ): The RFQ is the formal solicitation to a prospective Offeror to demonstrate their qualifications to complete the technical duties sought by CSKT

Subconsultant (if any): A member of the Offeror team who is clearly defined in the Offerors SOQ. Subconsultant(s) will contract directly with the Consultant, who will bear responsibility for Subconsultant activity.

Statement of Qualifications (SOQ): The written SOQ prepared by the Offeror, and prepared as described in Sections 3 and 4, below. A SOQ is the formal submittal by the Offeror intended to fulfill the objectives of the RFQ. Offerors who meet the qualification criteria may be selected for a follow-up interview process, at the discretion of the Owner.

Task Order: Phases will tier from the MSA and will be authorized by Task Order. Task Orders will identify the scope of work for a phase and the associated fees and schedule for the phase.

1.3. Project Overview

The Confederated Salish and Kootenai Tribes Division of Engineering and Water Resources (DEWR) is soliciting SOQs from well-qualified firms to provide services related to leadership and personal development of personnel employed by the Confederated Salish and Kootenai Tribes. A high priority will be placed on firms that can demonstrate experience of curriculum development, logistics of organizing a training for 20-30 participants over a period of time. Additional weight will be given to Offerors who can incorporate experienced CSKT staff or members into a teaching experience.

The scope of this service will consist of two parts: 1) in coordination with the COR and/or Project Team develop a leadership curriculum that will educate participants of personal growth and leadership skillsets; 2) deliver the developed curriculum as an in-person experience within a class room setting.

Curriculum Development:

The personal and leadership development curriculum will be developed with participation by the COR and/or CSKT Program Managers and Officers to achieve a training program that will focus on improving the “individual” participant through the use of various leadership tools and principals. This would not be a supervision course. Focus would be on defining resilience, leadership, supervision, personality preference, bias, and their integration to understand how to best perform as an individual in one’s professional and personal life while managing stress. Enhance the understanding of emotional intelligence, the ability and understanding to become trustworthy, accepting ownership, all the while maintaining a team dynamic with healthy conflict. Potentially work with the COR and/or CSKT Program Managers and Officers to develop “case studies” that are derived from CSKT Council or other programs within the CSKT organization.

The curriculum would span from 6-10 days, understanding that the CSKT works a 4/10 work week; Monday thru Thursday. No more than two to three days in a row per week would be utilized to ensure existing CSKT workflows needs are retained. The conclusion of the Course would result in a Certificate of completion from the consultant. Curriculum would likely occur during the fall of 2026.

The overall goal is to strengthen the individual who will better understand their personal value(s), who in turn will strengthen the Team, which will strengthen the Organization, and thereby strengthen the Tribe.

Curriculum Deployment:

Delivery of the developed curriculum will be in-person and class room style. Consultants are expected to participate in-person and not virtual. Students will also be expected to participate in-person. Consultants are expected to provide all instructor travel, class materials (handouts, etc.), equipment (audio/video), and personnel (support staff) needed, coordination with appropriate Tribal personnel; unless agreed to by the COR.

As mentioned above, no more than two to three days in a row, per week would be utilized for curriculum deployment. Classes could last up to 10 hours/day with appropriate breaks and lunches. Training would likely occur during the fall/winter of 2026.

1.4. Project Location

The development of curriculum will be completed at the Consultants home unit with in-person or remote interactions with COR and/or Project Team. In-class facilitation or training will be conducted at the Division of Engineering and Water Resource conference rooms in Ronan, Montana or on the campus of the Salish and Kootenai College, Pablo, Montana.

1.5. Schedule of Activities

Activity	Date
Issue RFQ	July 15, 2026
Deadline for submissions of SOQ	August 7, 2026
Final selection of firm and contracting process begins	August 19, 2026

1.6. Communications with CSKT

Unless authorized by the CO in writing, no other CSKT official or employee is empowered to speak for the CSKT with respect to this RFQ, besides the COR.

Any explanation desired by an Offeror regarding the meaning or interpretation of the RFQ must be requested in writing from the COR, via email, to shane.hendrickson@cskt.org, and no later than the date listed in 1.5 Schedule of Activities. Oral explanations or instructions given before the award of the contract shall not be binding.

1.7. Submittal Instructions

SOQs are due to the COR by the time and date listed in 1.5 Schedule of Activities. Email an electronic copy of the submission in PDF format to the COR: shane.hendrickson@cskt.org. Maximum document size is 9MB. Sole responsibility rests with the Offeror to see that their submission is received on time at the stated destination. A SOQ may be withdrawn prior to the due date and time by written request. SOQs received after the time and date listed in 1.5 Schedule of Activities may be deemed non-responsive.

1.8. Selection/Procurement Process

A single Offeror will be selected through a qualification's evaluation process. Interested Offerors will submit a SOQ. A selection team, comprised of CSKT personnel, will evaluate each response according to the selection criteria identified in Section 4. The Owner expects to create a short list of Offers and may conduct formal interviews from this list. The Owner selection team will select the Offeror based on SOQs received and formal interviews conducted. The Owner may conduct a due diligence review on the Offerors receiving the highest scores. The Owner reserves the right to select a Consultant without conducting interviews.

CSKT will enter into negotiations of contract terms (deliverables and fees) for the development and training delivery. Upon completion, CSKT will attempt to execute a contract. If the Owner is unsuccessful in negotiating a contract, they may then negotiate with the next qualified Offeror until a contract is executed, or they may mutually agree to terminate the selection process. Once a contract is executed with the successful Offeror, the procurement process is complete.

1.9. Award of Project/Right to Reject

The Owner intends to award the contract to the successful Offeror whose SOQ conforms to this RFQ and is most advantageous to the Owner. The Owner reserves the right to reject any and all SOQs and to waive informalities and irregularities in the SOQs received.

1.10. Pre-Contractual Expenses

The Offeror is responsible for all costs incurred by firms prior to issuance of a fully executed contract. All material submitted regarding this RFQ will become the property of the Owner and will only be returned to the Offeror at the Owner's option.

1.11. Indian Preference

This is an Indian Preference RFQ. Tribal Consultants who wish to receive Indian Preference must obtain certification by the Confederated Salish and Kootenai Tribes' Indian Preference Office as a legitimate Indian-owned business prior to the submission of SOQs. In order to claim Indian Preference, proof of Indian Preference Certification must be included with your SOQ in the form of a copy of the certificate issued by the Indian Preference Office. Be advised, evidence of your membership or affiliation with a tribe does not constitute Indian Preference certification. The selection of the successful Consultant and award of this project will be per the provisions of the CSKT Indian Preference Ordinance 101A. It is the sole responsibility of the Offeror to obtain and provide proof of Indian Preference certification from the Indian Preference Office. For more information on Indian Preference certification, contact Melinda Charlo, (406) 675-2700 ext. 1045.

Non-Tribally owned firms are encouraged to submit proposals.

1.12. Acceptance of SOQ Content

The contents of the SOQ from the successful Offeror and the contents of this RFQ may become all or part of the scope of work and as such contractual obligations. Failure of the successful Offeror to accept these obligations in a contract may result in cancellation of the award.

1.13. Ownership of Documents

All innovations, ideas, plans, phasing, bids, specifications, data, maps, materials, etc., submitted with this SOQ or presented during the interview become the property of the Owner. Proprietary cost information will not be shared with other Offerors.

1.14. Sufficient Capacity

The Owner requires that the Consultant be able to work efficiently and meet a potentially demanding schedule to develop and deliver the leadership curriculum. Only those Offerors, and Subconsultant(s) on their team, who have the resources to deliver projects on or before set deadlines should respond.

2. SECTION 2: PROJECT DELIVERY

2.1. Summary and Roles

The Consultant will lead the curriculum development effort and substantially complete the work to meet the project objectives. The intent is not to have a supervision course but targeting leadership skillsets. The Consultant will work closely with CSKT Division of Engineering and Water Resources staff throughout the process. The Consultant will coordinate with the COR and other CSKT members at key decision points in curriculum development.

The Consultant will deploy or instructed the agreed to curriculum in an in-person class room setting.

2.2. Project Objectives

The Consultant will work with CSKT and the CSKT Program Managers and Officers, as appropriate, to develop a Leadership Curriculum to improve the “individual” through the use of the following or similar leadership components:

- 1) Resilience
 - a) Define/Describe
 - b) How to better develop it
 - c) Why is resilience important in our lives? Or the work place?
 - d) How is it applied in daily routines?
- 2) Leadership
 - a) Define/Describe
 - b) How to better develop it
 - c) Why is Leadership important in our lives? Or the work place?
 - d) How is it applied in daily routines?
- 3) Building and Effective Team
 - a) Communication skills
 - b) Building Alignment
 - c) Becoming trustworthy
- 4) Decision Making
 - a) Styles or categories of decision making
 - b) Being and creating accountability
- 5) Emotional Intelligence
 - a) Define/Describe
 - b) How to better develop it and use it as a skill set
 - c) Adapting to change, i.e. stress management
- 6) Personalities
 - a) Define/Describe
 - b) Use of a personality tool(s) to aid student understanding of self and other.
- 7) Utilize CSKT staff and/or members input/reviews
 - a) to provide cultural or unique perspectives.
- 8) Integration of, all the above, in a dynamic learning experience for the students.

2.3. Phases and Deliverables

Work products will stem from a Master Services Agreement (MSA) which will assign Task Orders for multiple phases of work. Below is a projection of these phases.

Phase 1: Curriculum Development

Selected Contractor will engage with the COR and CSKT Program Managers/Officers to develop a leadership curriculum to meet the requirement described in the above Sections.

P1. Deliverables – Curriculum:

Contractor will prepare a curriculum and/or syllabus to meet the training objectives and requirements, as described above.

Phases 2: Curriculum Deployment

Phase 2 will be the actual implementation of the CSKT accepted curriculum.

P2. Deliverables – Training

Contractor will present the developed curriculum to the CSKT students in an in-person experience utilizing a class room setting

3. SECTION 3: SUBMITTAL REQUIREMENTS

3.1. Overview

Each Offeror shall submit a SOQ that fully addresses the evaluation factors contained in this solicitation and complies with the preparation and submission instructions contained in this RFQ. Offerors shall carefully review this section and its relationship to the selection criteria prior to commencing SOQ preparation.

Offerors shall base their SOQ on performing all work in accordance with this RFQ. The SOQ shall provide appropriate supporting exhibits and text that reflects consideration of the evaluation factors and RFQ requirements. Discussion and exhibit information should be concise and specific to this project. Excessive detail will not be considered positively in the evaluation.

3.2. Key Personnel

When Offerors list administrative and/or discipline-specific personnel, the Offeror is agreeing to make the personnel available to complete work on the contract at whatever level the project requires. Personnel changes must be reviewed and approved in advance by the COR to assure the replacement is equally qualified and has comparable experience. The COR will only allow changes in key personnel, including Subcontractor(s), when caused by circumstances outside the control of the Offeror (e.g., employee leaves company). Changes in key personnel for the sole convenience of the Consultant and/or Subconsultant(s) will not be allowed. Key personnel include at minimum the Consultant's project manager, design lead(s), and Subconsultant(s) lead personnel. Key personnel may have overlapping responsibilities, but these shall be clearly identified. Key personnel are required to participate in critical meetings related to the project.

3.3. Formatting Requirement

SOQs shall be delivered in pdf format, with the complete submittal no larger than 9MB in size, and received in accordance with the requirements found in this section. SOQs shall be on single-sided pages of 8.5"x11" using an 11- or 12-point font. Exhibits can be submitted on single sided sheets up to 11"x17". All pages shall be numbered. Organizational charts and resumes are not included in the section page limit, but have page limits as identified in 3.4 Submission Contents. Additional pages consisting of project examples or other exhibits are not included in the section page limits.

3.4. Submission Contents

Submissions shall be organized as follows and meet the section page limits noted below.

3.4.1. Front Matter

- a) Cover Letter – Describes overall proposed approach to successfully deliver the project (two pages maximum).
- b) Addendum Acknowledgement Form (provided in Appendix B of RFQ).
- c) Cover Form and Contract Information (provided in Appendix C of RFQ).

3.4.2. Statement of Qualifications

- a) Part 1 – Technical Approach – Demonstration of how the offeror has developed leadership curriculum to meet owner objective and incorporating innovative approached in the develop and/or delivery in an in interactive and engaging format. (4 pages maximum).

- b) Part 2 – Capability and Capacity - Directly relevant experience of Offeror, and Subconsultant(s), to deliver projects on the timeline defined in this RFQ (6 pages maximum).
- c) Part 3 – Experience and role working in a multi-perspective team setting as defined in this RFQ (2 pages maximum).
- d) Part 4 – Personnel qualification - including experience, certifications, and capabilities relevant to developing and implementing leadership curriculum, including Subconsultant(s). (2 pages maximum Offeror; 1 page maximum each for Subcontractor(s)). Resumes are not included in page limit.
- e) Part 5 – Indian Preference Certificate documentation (1 page maximum and 1 page per Indian Preference Certificate), if any.

3.4.3. Appendices

Appendix A: Organizational structure including resumes (Organizational structure limited to 2 pages; Resumes limited to two pages per position).

Appendix B: Examples of three to five relevant completed projects within the last ten years. Project details must include scope, schedule, class sizes, duration, and budget of trainings (10 pages maximum).

Appendix C: List of references, contact information, that the Owner may use to verify credentials (1 page maximum).

4. SECTION 4: TECHNICAL SELECTION CRITERIA

The Owners selection review team, comprised of COR and CSKT Program Manager/Officers, will look for a demonstration of the Offerors' thought process related to knowledge, skills, certifications, and abilities sought in this offering. Scoring will be considered based on the following rubric.

4.1. Quality and Innovation of how the Curriculum will be developed and deployed (30 points)

The Offeror will provide their proposed approach to developing a Leadership training curriculum, how they would engage the COR and/or CSKT Team, and then how they would implement the curriculum during a class room setting.

4.2. Qualification/Technical Expertise (30 points)

The Offeror will provide a discussion of their technical capabilities and expertise related to the knowledge, skills, and abilities listed in Section 2.

4.3. Project-Related Experience (30 points)

The Owner seeks a Consultant with demonstrated experience in relevant development of leadership curriculums and implementation of curriculum in a training/mentorship style within a class room setting. This experience should be demonstrated with emphasis on staff noted in Section 4.2. The Offeror will define the qualifications and certifications of their team, including Subconsultant(s), with specific reference to the skill-set required for the work sought in this solicitation. Resumes and organizational structure charts (Appendix A) are embedded in the scoring for this selection item. The Offeror will demonstrate their capability to meet these criteria by defining the functions of their team, including

Subconsultant(s), the role of each team member, and project experience that demonstrates the Offerors experience working in a team setting.

4.4. Cost (10 points)

The Offeror will provide a preliminary estimated cost for each of the phases. Understanding that the final values will be negotiated during contract develop.

4.5. Indian Preference Certification (Preference 1 - 5 points;)

The Offeror will provide documentation of Indian Preference following direction found in Section 1.11 of this RFQ.

4.6. Scoring of Technical Selection Criteria

The Owner will develop a selection review team comprised of personnel capable of reviewing the range of expertise required for this solicitation. Responses to each of the technical criteria will be evaluated by each reviewer and ratings will be determined using a numerical rating system.

- 1) All reviewers will independently award points for each of the technical selection criteria up to the maximum number of points available for that criterion
- 2) The points from each technical selection criterion will be added together to arrive at a total score (maximum of 105 points)
- 3) Each reviewer will be required to document the rationale used for the scoring of the Offerors

4.7. Consultant Interviews

The Owner may, at their discretion, include interviews from a short list of the most qualified Offerors as part of the selection process. The interview will not be used to fill in missing or incomplete information that was required in the written SOQ. The interview will not be used as an opportunity by the Offeror(s) to improve or supplement their SOQ.

4.8. Post Selection Activities

The selected candidate will work with CSKT personnel to develop a detailed contract proposal for Phase 1 and Phase 2 that includes a Statement of Work, cost, and schedule. Upon successful negotiation and acceptance of the proposal, the parties will execute a MSA.

If CSKT are unsuccessful in negotiating a contract for subsequent phases with the Contractor, the existing contract is terminated. CSKT and DRNC will then negotiate with the prior qualified offers in order of ranking until a new contract for Phase 1 is executed.